

# Stafford County, Virginia

## Adopted Budget



Fiscal Year 2010

(July 1, 2009 - June 30, 2010)



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**Stafford County  
Virginia**

For the Fiscal Year Beginning

**July 1, 2008**

President

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, 2008.

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

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

## COUNTY ADMINISTRATIVE STAFF

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Anthony J. Romanello  
County Administrator

Michael P. Neuhard  
Deputy County Administrator

Timothy J. Barody  
Deputy County Administrator

Maria J. Perrotte  
Chief Financial Officer

Nancy A. Collins  
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COUNTY ADMINISTRATOR  
ANTHONY J. ROMANELLO, ICMA CM

July 1, 2009

Dear Members of the Board:

I am pleased to present to you the Board of Supervisors' Adopted Financial Plan for Fiscal 2010. This budget, developed for information and planning purposes, represents revenues and expenditures for the year beginning July 1, 2009 and ending June 30, 2010.

The current financial situation is grim at the local, state, and federal level. We continue to deal with what is perhaps the most challenging economy in a generation. After the first quarter of FY 2009, County agencies and Schools responded to continued declining revenues by reducing budgets by \$5.6 million. This "FY 2009 Revised" budget became the starting point for determining FY 2010 funding levels.

Persevering in these difficult times requires difficult choices. This budget has three major themes: doing more with less; saving money; and preparing for tomorrow. As the budget was developed, the following philosophies and principles were followed.

### **Philosophy and Guiding Principles**

The FY10 Adopted Budget is based on the philosophy that:

- The highest priority needs must be met.
- Taxes and fees should be consistent with the value of service provided.
- The integrity of our financial policies and our bond rating must be maintained.

The principles used to guide the budget process include:

- Use FY 2009 Revised as the new baseline.
- Fund mandatory increases.
- Minimize the impact to taxpayers and include no real estate tax rate increase.
- Maintain core services with level funding for Schools and Public Safety.
- Maintain undesignated fund balance to 10%, in accordance with the County's Financial Policy.
- Maintain non-core services to the extent possible.
- Minimize the impact on employees.

## DOING MORE WITH LESS

The FY 2010 budget funds a much smaller General Government workforce. Six positions were eliminated in a reduction-in-force approved by the Board in October 2008. One additional position, Chief Internal Auditor, was eliminated during the budget process. The Board retained funds to outsource this function in FY 2010. Thirty-nine additional positions remain unfunded in FY 2010. One-third of these positions are supervisory or senior management.

Despite the difficult economy, the Board demonstrated its commitment to public safety by authorizing and funding 12 new positions in Fire & Rescue. These employees will staff two twenty-four hour ambulances, aiding the department in its efforts to decrease emergency response times. While most other budgets were reduced, funding for the Sheriff and Schools remain at FY 2009 Revised levels.

Given the current economic conditions, the County cannot afford to increase resources to keep pace with the increase in demands in other areas. Additional requests for service will continue to be addressed through improved efficiencies, a focus on performance, and a commitment to explore innovative practices. Comparative data, revenues and expenditures per capita, compiled from Virginia's Auditor of Public Accounts for FY 2008, illustrate the County's efficiencies in rendering service to the citizens of Stafford County:

<b>Revenue Category</b>	<b>Stafford</b>	<b>All Counties</b>	<b>% of Average</b>
<b>Local Revenue</b>	(per capita)		
<b>Use of Money &amp; Property</b>	\$ 28	\$ 60	47%
<b>Fines and Forfeitures</b>	\$ 6	\$ 9	62%
<b>Charges for Service</b>	\$ 156	\$ 187	84%
<b>Other Local Taxes</b> - sales tax, motor vehicle tax, consumers tax, occupancy tax, meals tax, franchise license fees, emergency telephone tax, bank stock tax	\$ 293	\$ 348	84%
<b>General Property Taxes</b> - Real Estate, public service corporations, personal property, machinery & tools, merchant's capital, related penalties and interest	\$ 1,237	\$ 1,365	91%
<b>Permits, Fees &amp; Licenses</b>	\$ 32	\$ 27	118%
<b>Miscellaneous</b> - proffers, defaulted securities, payment in lieu of taxes (corrections), indirect cost allocation payments, various refunds	\$ 37	\$ 30	124%
<b>From the Commonwealth</b>	\$ 1,349	\$ 1,034	130%
<b>From the Federal Government</b>	\$ 144	\$ 189	76%

<b>Expenditure Category</b>	<b>Stafford</b>	<b>All Counties</b>	<b>% of Average</b>
	<b>(per capita)</b>		
<b>Public Works</b> - Property Management, Sanitation and Waste Removal	\$ 53	\$ 126	42%
<b>Community Development</b> - Planning & Community Development, Cooperative Extension Service	\$ 41	\$ 86	48%
<b>Health &amp; Welfare</b> - Social Services, Comprehensive Services Act, property tax relief for the elderly	\$ 176	\$ 314	56%
<b>General Government Administration</b> - Commissioner of the Revenue, County Administration, Finance and Budget, Human Resources, Information Technology, Legislative Affairs, Registrar, Risk Management, Treasurer	\$ 94	\$ 106	89%
<b>Parks, Recreation &amp; Cultural</b> - Parks & Recreation, Library	\$ 87	\$ 91	96%
<b>Public Safety</b> - Corrections, Fire & Rescue, Inspections, Probation Office, Sheriff (law enforcement)	\$ 414	\$ 415	100%
<b>Judicial Administration</b> - Clerk of the Circuit Court, Commonwealth's Attorney, Courts, Sheriff's Court Services	\$ 56	\$ 49	114%
<b>Debt - General Government</b>	\$ 975	\$ 837	117%
<b>Education</b> - Schools	\$ 2,048	\$ 1,740	118%
<b>Debt</b> - Schools	\$ 2,336	\$ 1,341	174%

## **SAVING MONEY**

The FY 2010 General Fund budget for non-public safety departments is \$7 million less than the FY 2008 adopted budget. Using inflation adjusted numbers, this budget is slightly below the FY 2005 adopted budget. However, expenditures for debt service will increase to cover the cost of new capital projects and corrections facilities.

The budget provides level funding for Schools and the Sheriff. The Fire & Rescue budget was increased to fund the 12 new positions. Most other County departments have been reduced from the already lowered FY 2009 Revised funding level, freeing \$1.9 million. The County continues to aggressively seek grants to fund critical needs. In the past year alone, over \$1.3 million in grant funds have been earned. Federal stimulus funds will offset some reductions in state funding, particularly for the Schools.

## **PREPARING FOR TOMORROW**

We recognize that this difficult time will pass, giving need to prepare for the future. To ensure that the County is poised to meet tomorrow's needs, we have reorganized County government, eliminating two departments. By having a lean, flexible organization, we are positioned to serve the future needs of the County.

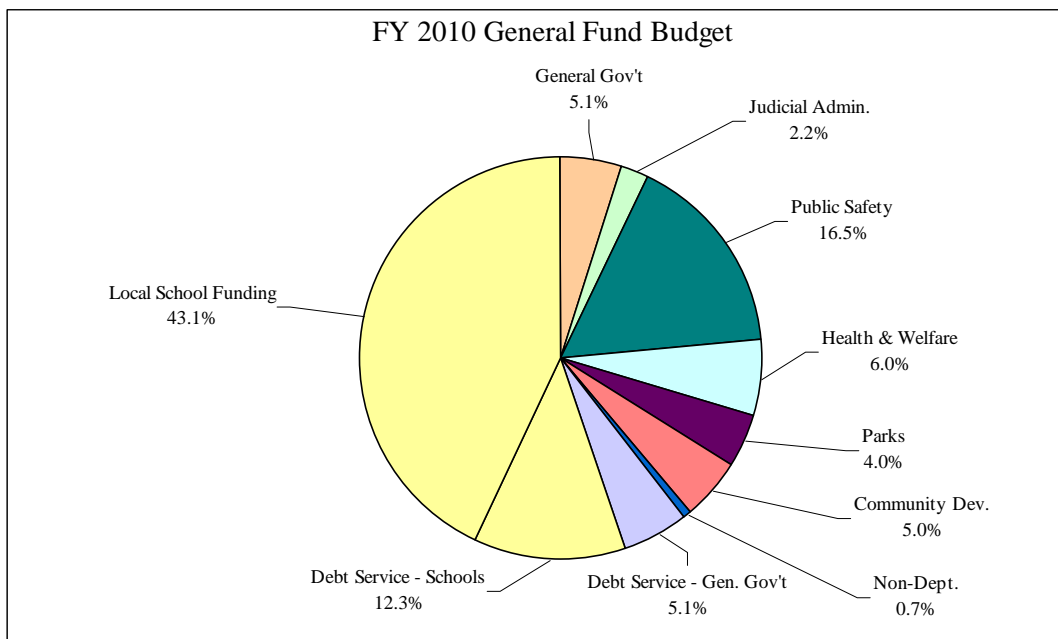
Other efforts aimed at the future include the County redevelopment plan, and the transportation bond program. Additionally, the County continues to explore all options for the federal stimulus funds.

## Revenues and the Economy

The budget is not developed in a vacuum. Paramount to the underlying financial assumptions is the state of the economy. Stafford is affected not only by factors within the County, but also by the state and national economy. The County is experiencing declines in the real estate market and increases in foreclosures. At the same time, retail sales in the area are stagnant, with vehicle sales decreasing. These conditions negatively affect the revenues received by the County.

The value of the County's taxable fleet of vehicles decreased by 22% from January 1, 2008 to January 1, 2009. To counter this reduction, the Board approved an increase in the effective tax rate on vehicles to \$2.76. This rate will stabilize personal property tax revenue, keeping calendar year 2009 receipts at the same level as calendar year 2008. Most taxpayers, 95%, will see little or no increase in their tax bills. This new effective rate still leaves Stafford's rate below that of most comparable localities. The last time this rate was changed was in 1990. No other taxes are changed in this budget.

## The FY 2010 Budget



The County Budget for FY 2010 totals \$238.5 million. This budget is nearly two years in the making, as we have been reducing expenses and positions since the economy turned in the second half of 2007. Since the fall of 2007, we have reduced County agencies' budgets four times for a total of almost \$10.5 million. The FY 2010 proposed budget started with the revised FY 2009 level as the baseline.

## **Personnel and Employee Compensation**

In an effort to reduce costs, the County has revised health insurance benefits. Rather than providing one plan, two are being offered, both with a declining level of coverage. Employees will pay more out-of-pocket for all medical and dental services. Additionally, under the current contribution strategy, County employees will pay more of the cost of health insurance. By shifting some of the increased costs to County employees, the County is able to continue offering an attractive health insurance plan to its employees. This benefit, part of the County's total compensation package, remains very competitive with comparable peer localities. However, combined with no salary increase in FY 2010, the average employee will have reduction in compensation of 4.6%.

A performance appraisal system is in place, awaiting available funding.

## **School Funding**

The local funding for schools for FY 2010 is \$132 million, which is an increase of \$637 thousand over the current year revised budget. There is a decrease of \$1.3 million in school debt service, which includes a one-time savings of \$663 thousand due to the state's refunding of VPSA bonds. Based on the composite index, the state's measure of the County's wealth and ability to fund education, local funding should represent 36% of the total education budget. The FY 2010 required local effort is \$57.2 million. This budget provides \$102.7 million for operations and \$29.2 million for debt service, significantly more than is required by the state formula.

The Schools will receive nearly \$14 million in stimulus funding in FY 2010. The State Fiscal Stabilization Fund will provide \$9 million; Individuals with Disabilities Act funding will provide \$5 million.

## **Financial and Debt Management Policies**

The Board of Supervisors has approved policies and guidelines for prudent financial management. By adhering to these principles, the County can maintain sound financial footing. While the County reacted swiftly to declining economic conditions in FY 2008 by reducing expenditures, those actions were not enough to entirely offset the decreases in revenues. Undesignated fund balance fell below the targeted level of ten percent of General Fund revenues in FY 2008. During the FY 2010 Budget process, the Board took decisive action to restore the undesignated fund balance by the end of FY 2009.

In accordance with these policies, FY 2010 Adopted Budget projects that revenues will exceed expenditures by \$500,000, maintaining the fund balance at its policy level.

## **Capital Planning and Multi-Year Projections**

The Capital Improvements Program (CIP) is an integral component of the County's long range financial plan. The CIP outlines projects proposed for funding in a five-year time period based on the County's ability to afford debt service. The CIP includes projections

of revenues and expenditures associated with the proposed projects. These projections are included in the Five Year Operating Model. This provides a linkage between the operating budget and the planned capital projects

### **GFOA Award**

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada, a national organization, 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. In FY 2007, Stafford was one of only 19 of Virginia's 95 counties receiving the award. This award is for a one-year term only. Stafford County has received twenty consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

### **Summary**

This budget is a paradox. We are proud of our efforts to reduce costs, streamline operations, and multiply resources by building partnerships throughout the community. At the same time, however, we have postponed sorely needed capital replacements and maintenance and have not fully funded needed public safety staffing increases. In addition, we continue to ask more of County employees while the workforce is reduced and compensation decreases.

While Stafford has always provided high quality customer service, the upcoming year will be a challenging one. But I am confident that with the guidance of the Board of Supervisors and the efforts of our employees, the County will emerge even stronger and better than it is today.

I recognize, with sincere appreciation, the assistance and cooperation of all departments and agencies that performed the extensive research and analyses required for budget preparation.

Sincerely,

A handwritten signature in black ink, appearing to read 'Anthony J. Romanello', written in a cursive style.

Anthony J. Romanello, ICMA-CM  
County Administrator





# HOW TO USE THE BUDGET DOCUMENT

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

## Executive Summary:

This section begins with the budget message which provides an overview of the adopted budget and the philosophy and guiding principles staff followed while preparing this document. Following the budget message are summaries of revenues and expenditures for all funds for FY2010. Also included in this section is a brief profile of Stafford County which includes both organizational and demographic information.

## Policy & Goals:

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

## General Fund Revenues

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

## General Fund Expenditures

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

## General Government Departments

This section provides a four-year comparison of expenditures (prior year actuals for FY2007, FY2008, adopted budget for FY2009, and adopted budget for FY2010). Each department's budget is presented separately and includes information on service responsibilities, staffing, and expenditures in the following categorizes:

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

## Partner Agencies

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

# HOW TO USE THE BUDGET DOCUMENT

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## School Fund

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

## Transportation Fund

Analysis of the two percent motor fuels tax, recordation tax, a portion of BPOL revenues and the transportation project expenditures are explained and presented in this section.

## Utilities Fund

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

## Other Funds

This section provides analysis, descriptions, revenue and expenditure summary information for the following funds: Asset Forfeiture Fund, E-911 Fund, Fleet Service Fund, General Capital Improvements Fund, Hidden Lake Dam Fund, Road Impact West Fund, and Tourism Fund.

## Five Year Plan

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

## Personnel

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

## Capital Improvement Program

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

## Statistics

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

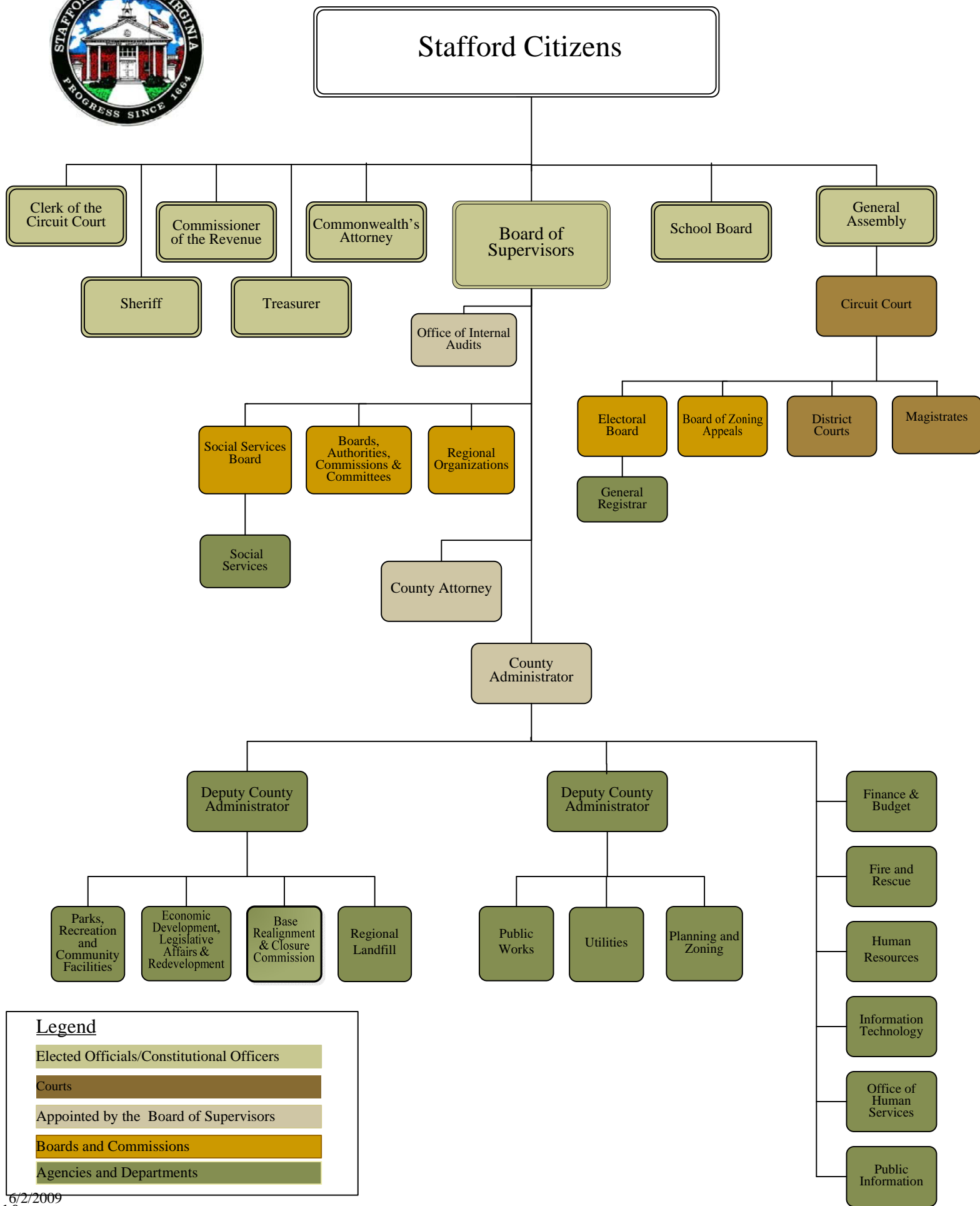
## Glossary

Provides a description of terms frequently used in budgeting.

## Index

The index is an alphabetical listing of the major categories and/or titles that are used throughout the budget to help facilitate the location of the information.

# COUNTY OF STAFFORD, VIRGINIA



## Legend

- Electoral Officials/Constitutional Officers
- Courts
- Appointed by the Board of Supervisors
- Boards and Commissions
- Agencies and Departments

## FY2010 ADOPTED FUNDS INFORMATION

Name & Type	Amounts	Description	Page Number	
Asset Forfeiture Fund	Revenues	\$105,000	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.	278
Non-major Governmental - Special Revenue Fund	Expenditures	\$105,000		279
E-911 Fund	Revenues	\$2,832,381	Accounts for the receipt of E-911 service taxes. Disbursements from this fund are for the operation, maintenance, repair and upgrade of the County's E-911 dispatch system.	288
Non-major Governmental - Special Revenue Fund	Expenditures	\$2,832,381		289
Fleet Services Fund	Revenues	\$3,644,421	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.	293
Proprietary - Internal Service Fund	Expenditures	\$3,644,421		294
General Capital Improvements Fund	Revenues	\$34,793,774	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.	299
Major Governmental - Capital Project Fund	Expenditures	\$34,793,774		299
General Fund	Revenues	\$238,985,663	This fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.	59
Major Governmental - General Operating Fund	Expenditures	\$238,485,663		77
Hidden Lake Dam	Revenues	\$72,938	Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.	302
Non-major Governmental - Special Revenue Fund	Expenditures	\$72,938		302
Road Impact Fee - West Fund	Revenues	\$1,800,000	Accounts for impact fee receipts from new development in a designated service area in the western portion of the County. Disbursements from this fund are for road improvements attributable to the new development.	308
Non-major Governmental - Special Revenue Fund	Expenditures	\$1,800,000		308
School Construction Fund	Revenues	\$21,479,336	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.	245
Major Governmental - Component Unit	Expenditures	\$21,479,336		245
School Grants Fund (Operating)	Revenues	\$15,051,207	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.	246
Component Unit	Expenditures	\$15,051,207		246
Non-major Governmental - Special Revenue Fund	Expenditures	\$15,051,207		246
School Health Services Fund	Revenues	\$23,084,264	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.	248
Component Unit	Expenditures	\$23,084,264		248
Proprietary - Internal Service Fund	Expenditures	\$23,084,264		248
School Nutrition Services Fund	Revenues	\$11,609,917	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.	244
Component Unit	Expenditures	\$11,609,917		244
Non-major Governmental - Special Revenue Fund	Expenditures	\$11,609,917		244
School Operating	Revenues	\$243,780,087	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.	242
Component Unit	Expenditures	\$243,780,087		243
Major Governmental	Expenditures	\$243,780,087		243
School Workers' Compensation Fund	Revenues	\$867,187	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.	247
Component Unit	Expenditures	\$867,187		247
Proprietary - Internal Service Fund	Expenditures	\$867,187		247
Tourism Fund	Revenues	\$1,205,000	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.	312
Non-major Governmental - Special Revenue Fund	Expenditures	\$1,205,000		313
Transportation Fund	Revenues	\$4,645,270	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.	256
Major Governmental - Special Revenue Fund	Expenditures	\$4,645,270		257
Utilities Fund	Revenues	\$168,497,846	The Water and Sewer Fund is the only Enterprise Fund. This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.	266
Proprietary - Enterprise Fund	Expenditures	\$168,497,846		267



# STAFFORD, VIRGINIA



## **HISTORY**

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

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

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

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

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

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

## **TO OBTAIN INFORMATION**

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

# FY2010 STAFFORD COUNTY AT A GLANCE

## Area Demographics

Formed as an Independent County	September 27, 1664
Area	277 sq. miles/177,280 acres
Resident Population	124,900
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator



### Legislative Districts

Registered Voters (November 2008)	74,892
Falmouth	George H. Schwartz, Chairman
George Washington	Harry E. Crisp II, Vice Chairman
Aquia	Paul V. Milde III
Garrisonville	Mark Dudenhefer
Griffis-Widewater	Robert "Bob" Woodson
Hartwood	M. S. "Joe" Brito
Rock Hill	Cord A. Sterling

### Bond Ratings

Fitch	AA-
Moody's	Aa3
S & P	AA-

### Tax Profile

Real Property Tax Rate	0.84
Personal Property Tax Rates:	
▪ Motor Vehicles for the Disabled	0.10
▪ Boats, Watercraft, Recreational Vehicles, Camping Trailers, Business Property (not including vehicles)	5.49
▪ Merchant's Capital	0.50
▪ Machinery and Tools, and Motor Carrier Transportation	0.75
▪ Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.0001
▪ All other Personal Property	6.89

**Personal Property effective rate is based on assessed value, established at 40% of the estimated fair market value. The effective tax rate would be \$2.76 per \$100 of estimated fair market value for vehicles.**

Service Districts:	
	Garrisonville Road 0.76
	Warrenton Road 0.81
	Hidden Lake 0.22
Taxable Sales (2007)	\$879,058,868
Assessed Taxable Value of Real Property	\$16,314,007,633

### Employment/Business Profile

At Place Employment (March 2008)	34,502
Unemployment Rate (Average Annual 2008)	3.50%

### Towne Center at Aquia

- Nearly 750,000 Sq Ft of mixed use Office/Retail/Residential Space
- \$250m Investment



### Stafford Hospital Center



- Open early 2009
- \$155m Investment
- 70 acre campus
- "Downtown Stafford"

***Forbes.com***  
***"Best Place to Get Ahead"***

**Ranked 5th in Wage Growth in the State of Virginia**  
**Ranked 3rd in Business Growth in the State of Virginia**

### Key Phone Numbers

Code	658-8650
Commissioner of the Revenue	658-4132
County Administrator's Office	658-8605
Health Department	659-3101
Landfill - Administrative Office	658-4590
Landfill - Eskimo Hill Road	658-4592/7119
Landfill - Belman Road Recycling Ctr.	374-5086
Planning	658-8668
Registrar	658-4000
Treasurer	658-8700
Treasurer - DMV Select	658-8715
Utilities - Billing	658-8616
Utilities - Emergency	658-8695
Utilities - Emergency (After Hours)	658-4857

### Income Profile

<b>Ranked 11th Highest County Medium Income Nationwide</b>	
Median Household Income (2008 Estimate)	\$88,431
Median Age (2008 Estimate)	33 years

For additional information visit Stafford County's website at [www.co.stafford.va.us](http://www.co.stafford.va.us)

# FY2010 STAFFORD COUNTY AT A GLANCE

## County Budget

Total Budget (all funds)	\$611,048,112	Local School Transfer (includes debt service)	\$131,997,156
Total General Fund Budget (includes schools)	\$238,485,663	Total School Funds (expenditures and debt service)	\$325,881,170
County Budgeted Positions (includes public safety)		School Positions	3,795
full-time	826	School Enrollment (ADM)	26,661
part-time	168		

## FY2010 - A Budget Two Years in the Making

Even before the challenging economic climate was officially identified as a recession County departments have been reducing budgets.

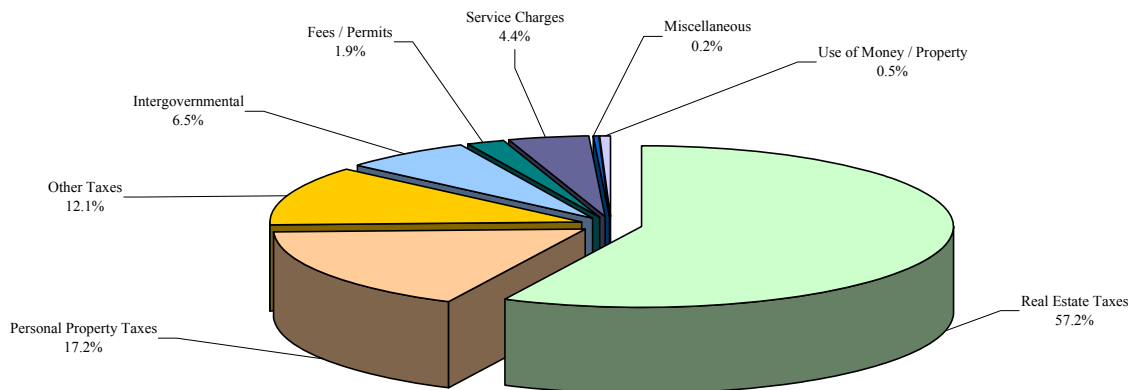
November 2007	-\$5.4 million	October 2008	-\$3.6 million
February 2008	-\$0.6 million	January 2009	-\$0.8 million

## FY2010 Budget Highlights

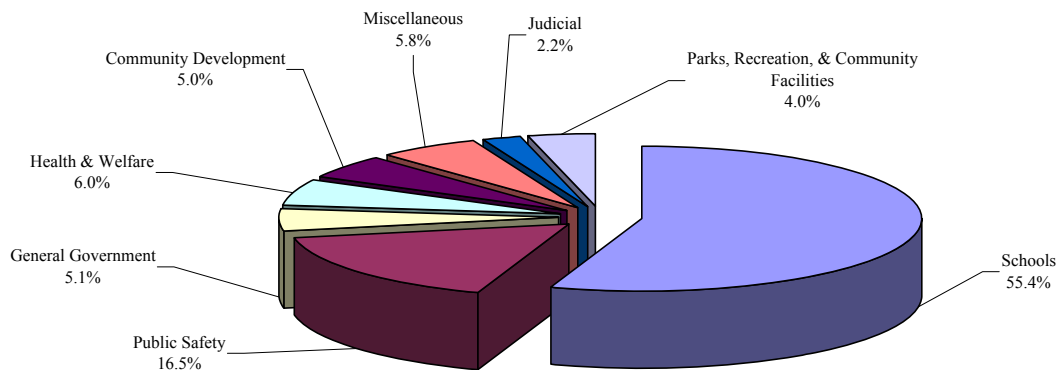
The FY2010 Adopted Budget is based on the philosophy that the highest priority needs must be met, taxes and fees should be consistent with the value of service provided and the integrity of our financial policies and our bond rating must be maintained. The principles used to guide the budget process include the following:

- New baseline: FY2009 revised
- Prepare for tomorrow
- Increases for corrections, and human services
- Restore undesignated fund balance
- Fire & Rescue increased by \$800,000 for two career ambulances
- Maintain core services
- Level funding for Schools, Sheriff
- Maintain non-core services to the fullest extent possible
- Increase in debt service for full year's payment on 2008 issue for England Run Library, Patowomeck Park, J&DR Courthouse, Courthouse Renovation, Radio Communications, Artificial Turf Fields, and expansion of Regional Jail

## General Fund Revenues



## General Fund Expenditures



For additional information visit Stafford County's website at [www.co.stafford.va.us](http://www.co.stafford.va.us)



# STAFFORD ACCOMPLISHMENTS

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## **Stafford Maintains AA- Bond Rating**

Three national bond rating agencies have issued an AA- bond rating to Stafford County. Standard and Poor's, Fitch and Moody's Investors Service all issued the AA- rating, which is reserved for local governments that adhere to high standards in their financial management practices. The rating agencies evaluate Stafford's economic standing and other factors including the economic outlook, financial stability, management practices and capital planning. The AA- means that the County will continue to receive better interest rates when it borrows money for various projects.



*Boswell's Corner*

## **Redevelopment**

The Department of Economic Development spearheaded efforts to redevelop four major areas of Stafford County: Boswell's Corner, the Courthouse Area, Falmouth and the Southern Gateway, so that they become more appealing to both new and existing businesses, as well as to Stafford citizens. The master planning process began in 2008, and four community forums were held throughout the year to get the public's input on their vision for these areas. Work on these areas continues in 2009.



## **Crow's Nest Ceremony**

Governor Tim Kaine came to Stafford in May 2008 to celebrate the acquisition of 1,720 acres of Crow's Nest. The property will become a state nature preserve and features rare plant and animal specials and has played an important role in Native American, Colonial and Civil War histories. The County is proceeding with the acquisition of additional 1,100 acres in Phase II of the project.



## **Rocky Pen Run Reservoir**

After many years of planning, the construction of the Rocky Pen Run Reservoir began in 2008. By the end of the year, preparation for the foundation of the dam was completed, and the design of the treatment facility was nearly finished. The final dam design is underway. When construction is done, the reservoir will provide approximately 13.2 million gallons of water.



## **George Washington's Boyhood Home Uncovered**

In July 2008, archaeologists working at the site of George Washington's childhood home at Ferry Farm in Stafford announced that they had located and excavated the remains of the long-sought house where Washington was raised. Washington moved to Ferry Farm at the age of six, and lived there until the age of 19. The site is the setting of some of the best-known stories related to his youth, including the tales of a young Washington chopping down a cherry tree and throwing a stone across the Rappahannock River.



## **Opening of Patawomeck Park**

A ribbon cutting for the new Patawomeck Park was held in October 2008. The park covers approximately 180 acres in Widewater and offers amenities including lighted and irrigated soccer, football and softball fields; a picnic pavilion; and restrooms. There are also several playground areas for children.

## STAFFORD ACCOMPLISHMENTS

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### **Transportation Bond Referendum**

In November 2008, Stafford County citizens voted to approve a Transportation Bond Referendum that will make improvements to a number of roads throughout Stafford, including Route 17, Garrisonville Road, Jefferson Davis Highway and Mountain View Road. A number of “hot spots” identified by the Youth Driver Task Force will also be improved under the bond referendum funding.



### **Opening of North Stafford Fire and Rescue Station**

Fire and Rescue Station 14, located in north Stafford on Shelton Shop Road, opened in a small house in November. In less than three weeks, staff from Stafford’s Fire and Rescue Department and other County agencies found a location for the station, provided furniture, installed communications equipment and built a garage. The station provides 24-hour fire and advanced life-support service to Rock Hill and the immediate area.



### **Stafford Named a Preserve America Community**

Stafford County was designated a Preserve America Community in 2008. The Preserve America initiative is an effort spearheaded by the White House to encourage and support a community’s efforts to preserve and enjoy America’s priceless cultural and natural heritage. Stafford was recognized for its 2006 Discovery Days Festival, efforts to create a Stafford County Museum, the Stafford Historical Commission, historic trail development, tourism marketing and the Historic Marker Program.



### **Gas Plant Opens at Regional Landfill**

The Rappahannock Regional Solid Waste Management Board celebrated the grand opening of a plant at the Regional Landfill that will convert methane gas into electricity. The plant is equipped with two engines to burn methane gas that is generated at the landfill. It is expected to generate 2.14 megawatts of electricity, enough to power more than 1,300 homes a day. The power is being purchase by Constellation Energy, and the R-Board will receive a royalty from the sale of the landfill gas.

# FISCAL YEAR 2010 BUDGET CALENDAR

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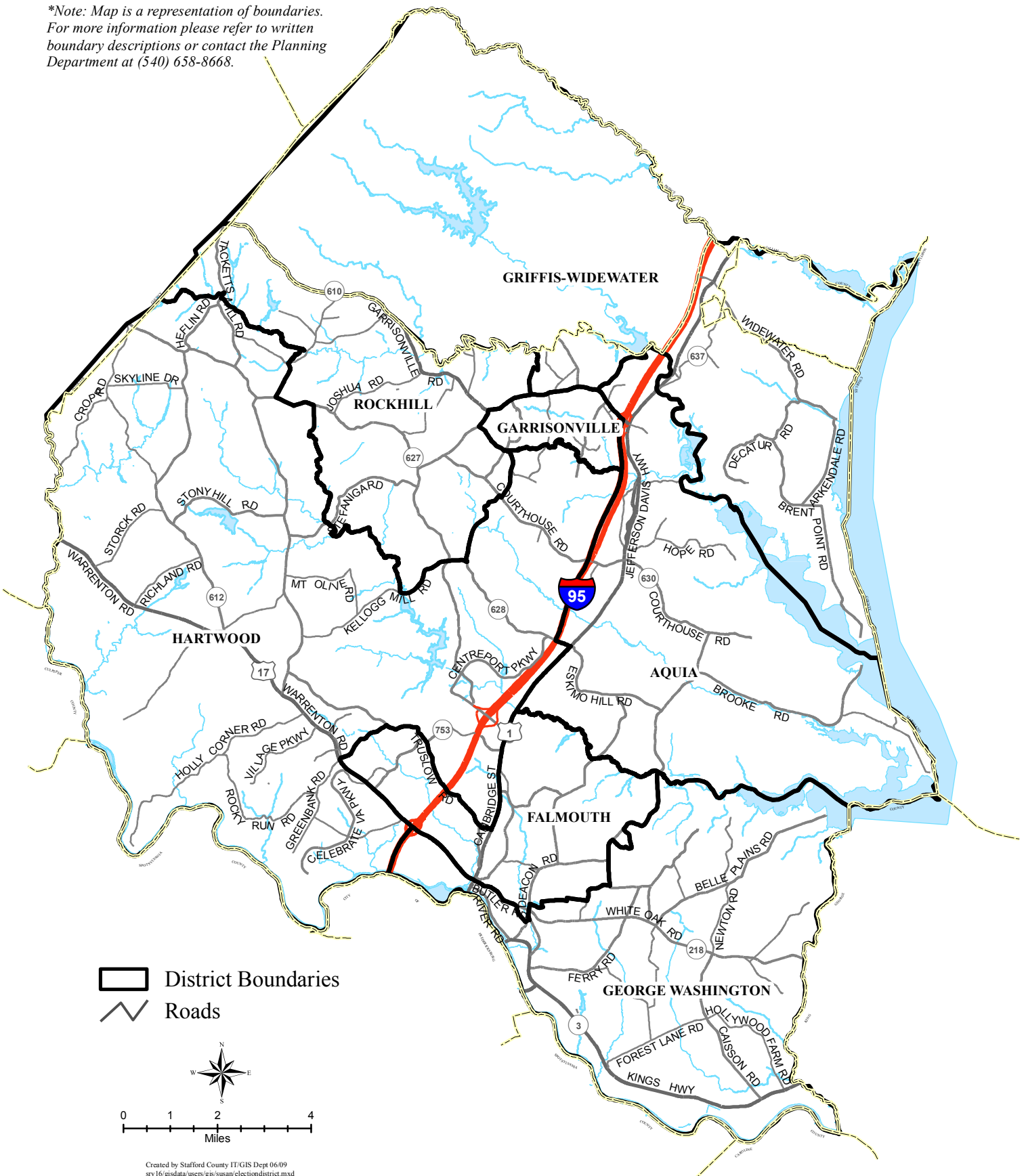
October	Work Session <ul style="list-style-type: none"><li>• Preliminary prior year balances</li><li>• 1st quarter review of fiscal year</li><li>• Preliminary budget overview to include:<ul style="list-style-type: none"><li>○ Revenue projection with no increase in equalized tax</li><li>○ Expenditures with no new initiatives other than required</li><li>○ Information on new revenues and expenditures</li><li>○ Budget calendar</li></ul></li></ul> BOS/School Board Joint work session
November	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards Proposed CIP work session
January 22	Public Hearing and adoption of CIP Audit Report Work Session <ul style="list-style-type: none"><li>• Final prior year balances</li><li>• Mid-year review</li><li>• Revenue trends for upcoming budget</li><li>• Feedback from Board</li></ul>
March 3*	County Administrator presents Proposed Budget
March 17*	Budget work session
March 24	School Board Public Hearing on School Budget & School Board Budget Approved
April 7*	Budget work session & public hearing on proposed budget and tax rate
April 21*	Adopt FY10 county budgets and CY09 tax rate

\*Regular Board Meeting



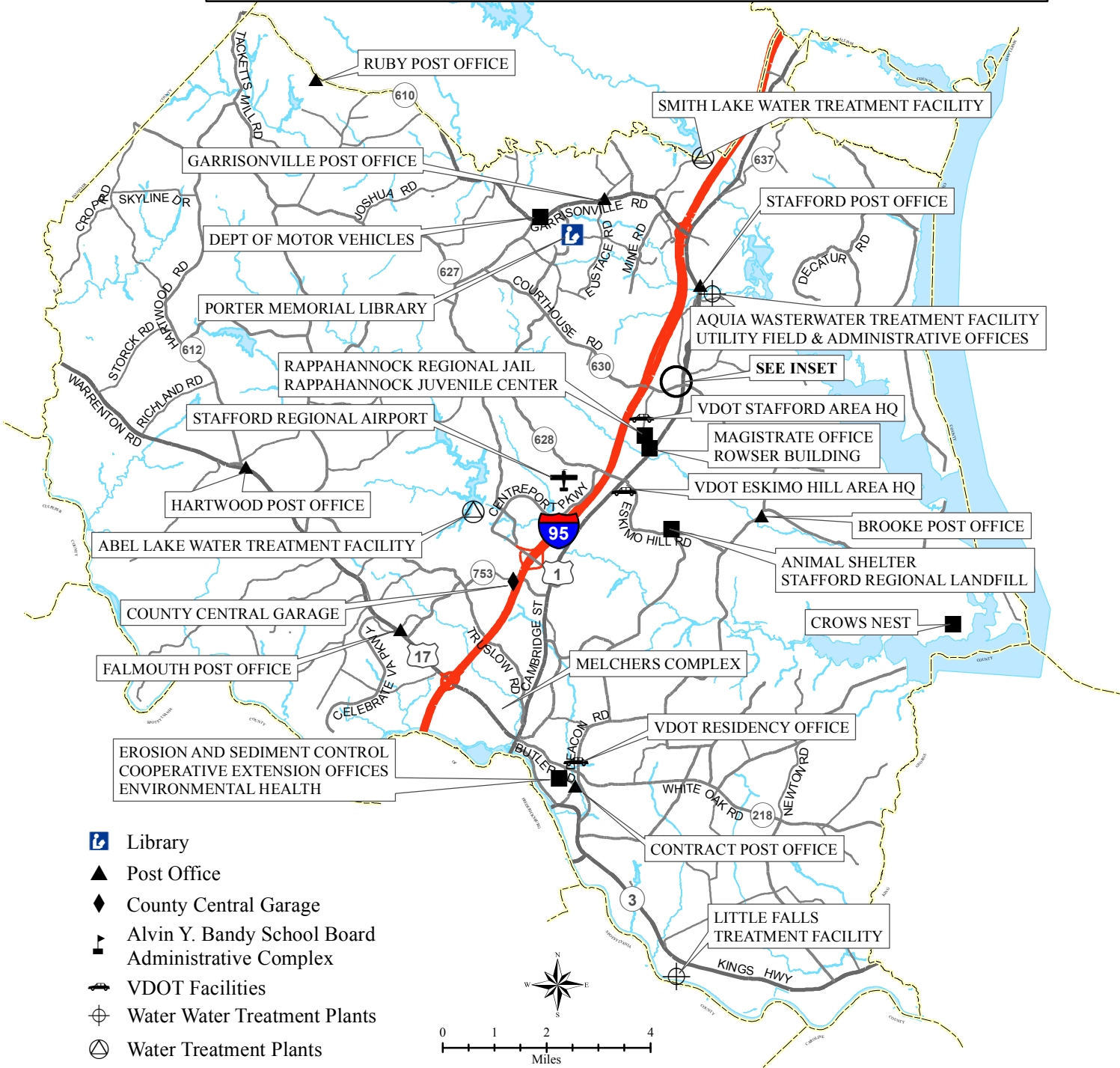
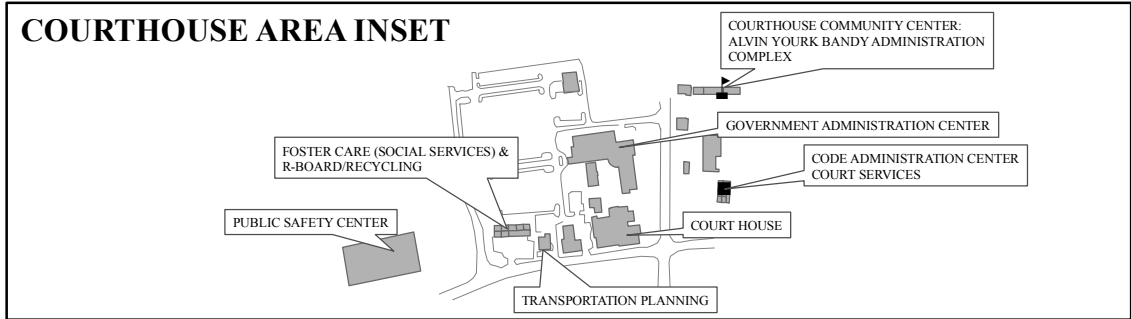
# ELECTION DISTRICT BOUNDARIES

\*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.

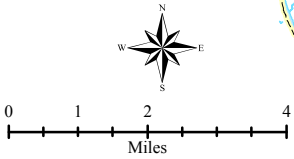


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# STAFFORD COUNTY FACILITIES

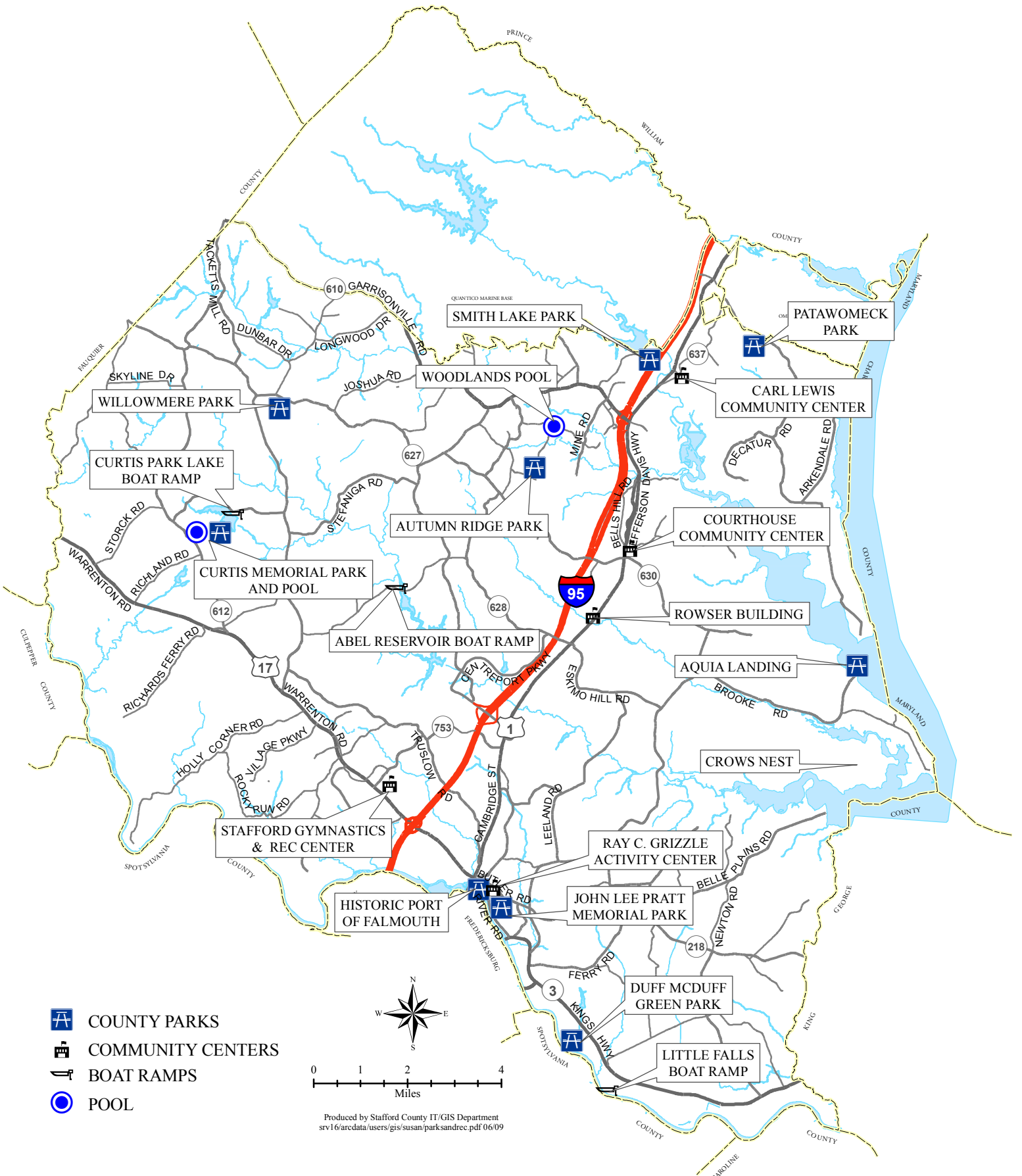


- Library
- Post Office
- County Central Garage
- Alvin Y. Bandy School Board Administrative Complex
- VDOT Facilities
- Water Water Treatment Plants
- Water Treatment Plants
- Other Government Facilities

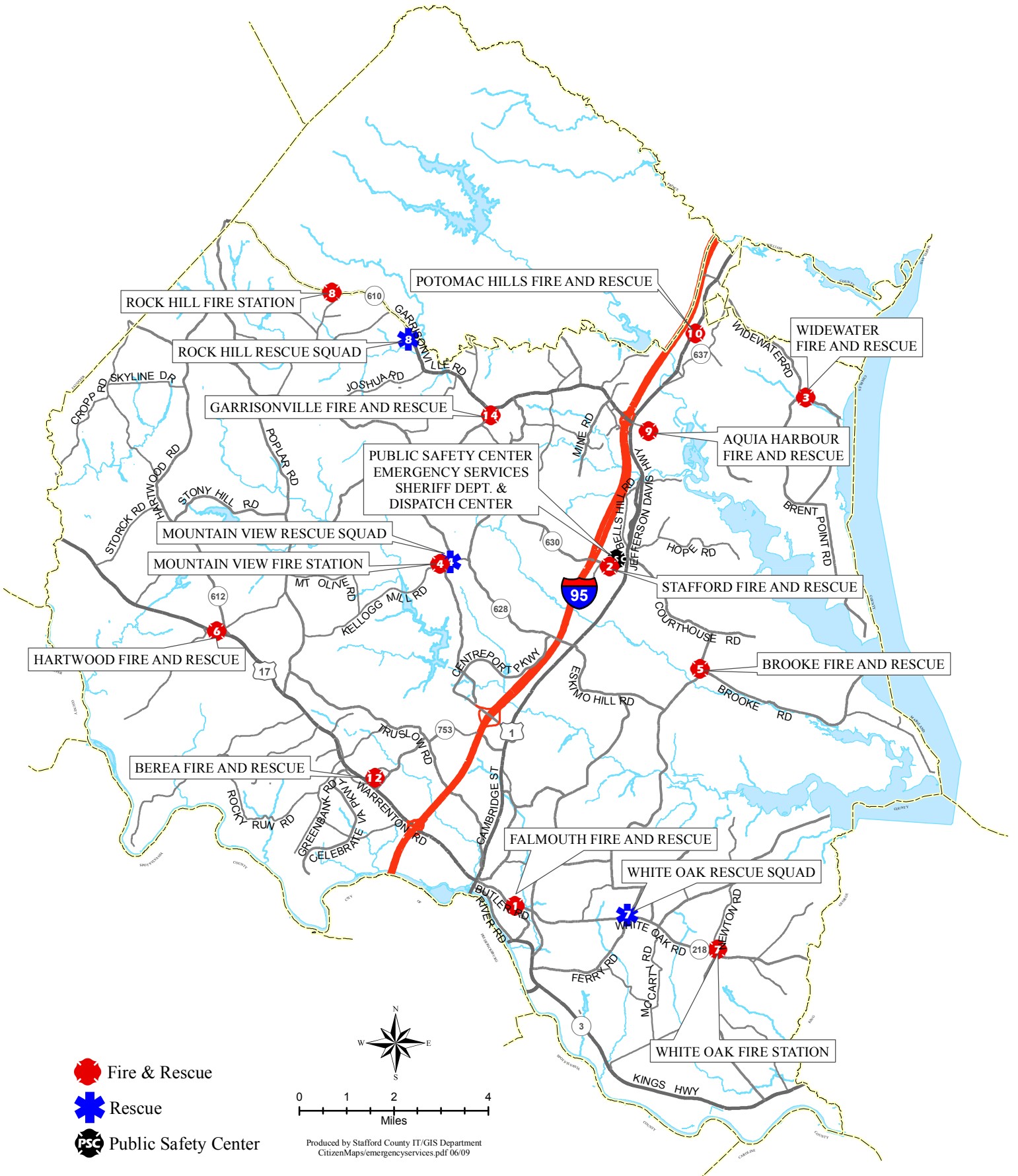


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# PARKS & RECREATION



# EMERGENCY SERVICES





## POLICY AND GOALS

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This section presents the following policies, goals, and plans of the County:

- Board of Supervisors Code of Performance
- Board of Supervisors Deliverables
- B.E.S.T Values of Stafford County Employees
- County Planning Process
- Comprehensive Plan
- Principles of High Performance Financial Management
- Budget Guidelines, Basis of Accounting, and Basis of Budgeting
- Fund Structure

# BOARD OF SUPERVISORS CODE OF PERFORMANCE

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In March 2008, the Board of Supervisors adopted this Code of Performance which affirms their commitment to conduct the business of the Board and the County in a professional and dignified manner.

R08-201

BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 18<sup>th</sup> day of March, 2008:

<u>MEMBERS:</u>	<u>VOTE:</u>
George H. Schwartz, Chairman	Yes
M. S. "Joe" Brito, Vice Chairman	Yes
Harry E. Crisp II	Yes
Mark Dudenhefer	Yes
Paul V. Milde III	Yes
Cord A. Sterling	Yes
Robert "Bob" Woodson	Yes

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

A RESOLUTION TO AFFIRM THE STAFFORD COUNTY  
BOARD OF SUPERVISORS CODE OF PERFORMANCE

WHEREAS, the Board held a meeting on Friday, February 29<sup>th</sup> and Saturday, March 1<sup>st</sup> to discuss a wide range of topics germane to the County as well as the Board in addition to discussing some of the fundamental realities associated with governance in the 21<sup>st</sup> Century; and

WHEREAS, the Board desires to endorse a code of performance to convey to each other, as well as to the citizens of the County, their commitment to conduct the business of the Board and the County in a professional and dignified manner;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18<sup>th</sup> day of March 2008 that the following Code of Performance be and he hereby is endorsed:

Stafford County Board of Supervisors Code of Performance

Recognizing that persons holding a position of public trust are under constant observation, and recognizing that maintaining the integrity and dignity of the public office is essential for securing a high level of public confidence in our institutions of government, each member of the Stafford County Board of Supervisors pledges to adhere to the following performance standards:

1. Attend all regularly scheduled and called meetings as well as committee meetings relevant to your office.

# BOARD OF SUPERVISORS CODE OF PERFORMANCE

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2. Make a conscientious effort to be prepared for each meeting relevant to your office.
3. Maintain an attitude of courtesy toward colleagues, County staff and citizens during meetings, discussions and deliberations.
4. Be tolerant. Allow colleagues, County staff, as well as citizens, sufficient opportunity to present their views and perspectives.
5. Be respectful and attentive. Avoid comments, body language or distracting behavior that conveys a message of disrespect or lack of interest.
6. Avoid the use of abusive, intimidating or threatening language or gestures directed at your colleagues, the County staff or citizens.
7. Create a positive atmosphere during public meetings wherein citizens and County staff feel welcome and comfortable as participants and/or observers.
8. Respect, honor and adhere to all local, state and federal laws affecting your elected office.
9. Discharge the duties and responsibilities of your office in an impartial manner without fear or prejudice toward any person or group.
10. The witnessed behavior of the Board of Supervisors in honoring this Code of Performance will be evaluated on an annual basis.

# BOARD OF SUPERVISORS DELIVERABLES

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In March 2008, the Board of Supervisors adopted this resolution prioritizing key County initiatives for calendar years 2008 and 2009. While a number of the projects have been completed, the Board will continue its work toward completion of the list in FY 2010.

R08-202

BOARD OF SUPERVISORS  
COUNTY OF STAFFORD  
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 18<sup>th</sup> day of March, 2008:

<u>MEMBERS:</u>	<u>VOTE:</u>
George H. Schwartz, Chairman	Yes
M. S. "Joe" Brito, Vice Chairman	Yes
Harry E. Crisp II	Yes
Mark Dudenhefer	Yes
Paul V. Milde III	Yes
Cord A. Sterling	Yes
Robert "Bob" Woodson	Yes

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

A RESOLUTION TO AFFIRM THE STAFFORD COUNTY  
BOARD OF SUPERVISORS DELIVERABLES FOR 2008-2009

WHEREAS, the Board held a meeting on Friday, February 29<sup>th</sup> and Saturday, March 1<sup>st</sup> to discuss a wide range of topics germane to the County as well as the Board in addition to discussing some of the fundamental realities associated with governance in the 21<sup>st</sup> Century; and

WHEREAS, the Board prioritized key County initiatives for 2008 and 2009;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18<sup>th</sup> day of March 2008 that the following be and it hereby is the Board's Deliverables for 2008-2009:

1. Complete the update of the Stafford County comprehensive plan including adoption by the Board by December 2008.
2. Ask the Stafford County Planning Commission to forward its recommendations regarding the updated County comprehensive plan to the Board by July 2008.
3. Commit to deciding on a course of action concerning HB3202 impact fees and Urban Transportation Service Districts (UTSD).

# BOARD OF SUPERVISORS DELIVERABLES

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4. Receive the Illegal Immigration Task Force report by April 2008 and decide by July 2008 what course of action, or response, the Board intends to take.
5. Receive the Parks Master Plan by May 2008 and decide by July 2008 what course of action or response the Board intends to take.
6. Research and establish a level of service standard/policy for selected County services.
7. Consider conducting a County consumer/customer satisfaction survey regarding County services and programs in 2008 or 2009.
8. Research and consider floating a bond referendum for transportation projects in November 2008.
9. Research and consider floating a bond referendum for parks and recreation projects in 2008.



# Stafford County

## *Vision*

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

## *Mission*

To become the best local government in Virginia.

## *B.E.S.T. Values*

Balance

Empowerment

Service

Teamwork

## *Guiding Beliefs*

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

### *Balance*

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

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

### *Empowerment*

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

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

### *Service*

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

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

### *Teamwork*

We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.

**Stafford County  
Belongs To All Of Us**

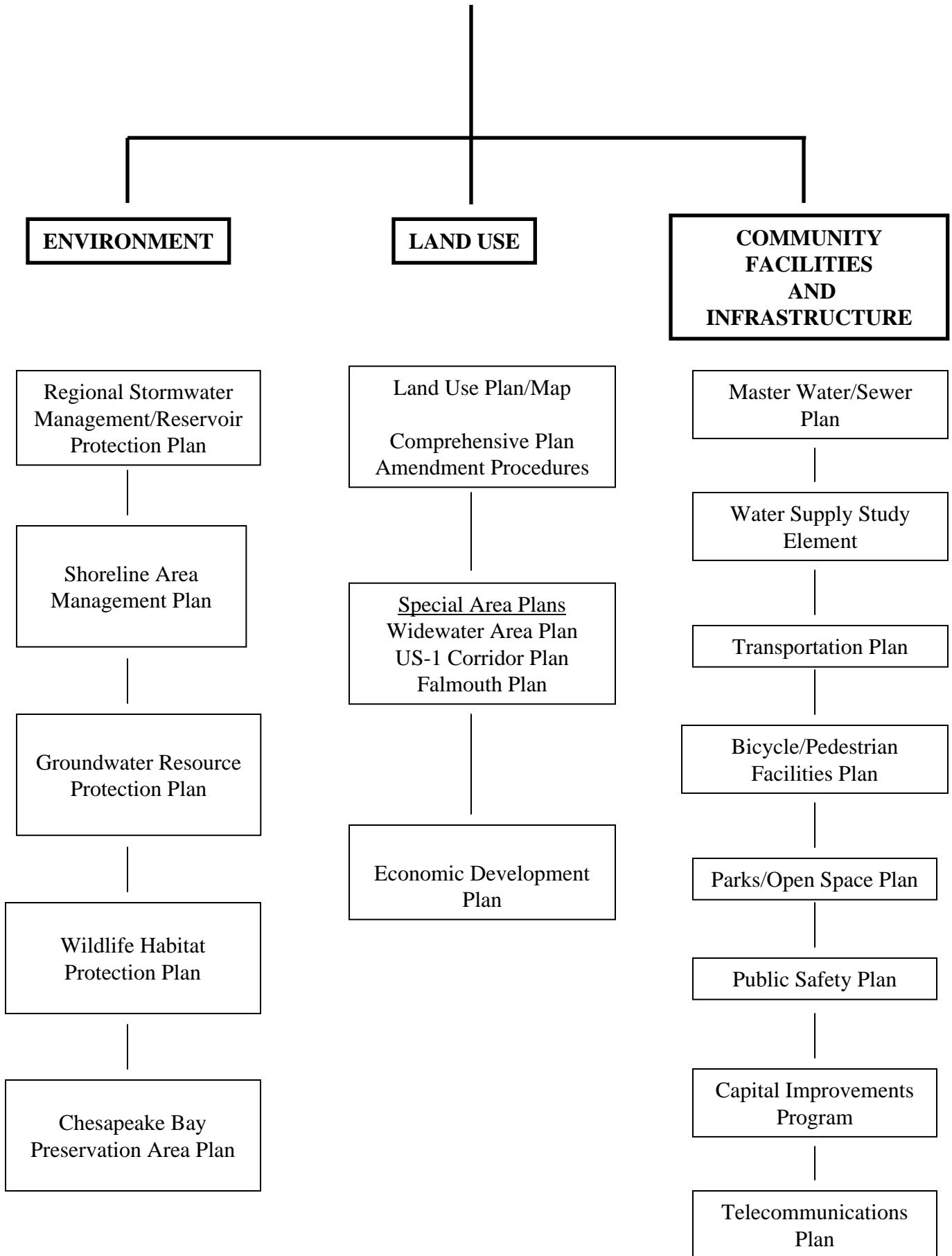


## COUNTY PLANNING PROCESSES

	TYPE OF PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
<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>	Fifteen year Facilities Plan for Parks and open space, recommends improvements to the County's present park and recreation facilities and undeveloped park lands	Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 5 year CIP.	Long term planning for Parks and facilities that integrate with the 5-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
<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>Strategic Technology Plan</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 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 stromwater 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.
<b>Telecommunications Plan</b>	A component of the Comprehensive Plan to ensure adequate provisions of a telecommunications infrastructure within the County that promotes public safety and economic development	The Planning Commission reviews the plan due to the proliferation of tower sites in the County. The Planning Commission's Comprehensive Plan Committee reviews the Plan with input from the telecommunications industry	Ensures adequate infrastructure for communications needs



# 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.



# Principles of High Performance Financial Management

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

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

## **DEBT LIMITATIONS**

- General obligation debt shall not exceed 4.5% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 12% of the general government budget.
- Capital lease debt service shall not exceed 2% of the general government budget with 2/3 allocated to the Schools and 1/3 allocated to the County. Capital lease debt may only be used if the following four criteria are met:
  1. Capital lease purchase is eligible under state law for such financing; and,
  2. Useful life of the purchase equals or exceeds the term of the debt; and,
  3. Total purchase exceeds \$100,000; and,
  4. Sufficient funds are available to service the capital lease debt.

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

- A five-year CIP allocating capital improvement funds between the Schools and General Government will be adopted annually.
- CIP projects will be no less than \$500,000 each.

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

## **UNDESIGNATED FUND BALANCE**

- The County shall maintain an undesignated fund balance that is not less than 10% of annual general fund revenues. Use of the undesignated fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of undesignated fund balance, the County will replenish the undesignated fund balance within three fiscal years.
- Stafford County does not intend to establish a trend of using Fund Balance to finance current operations. As a nonrecurring source of revenue, any balance not needed for liquidity or financial cushion as noted above will be spent solely for nonrecurring uses. After the yearly audit and in consideration of current financial conditions, the Board of Supervisors may allocate amounts in excess of the minimum undesignated fund balance as follows:
  1. The School Operating Fund unspent unreserved (available) balance may be re-appropriated annually to the School Board for capital, start-up or other nonrecurring expenditures.
  2. The County Operating Fund unspent unreserved (available) balance may be re-appropriated annually to County departments for capital, start-up or other nonrecurring expenditures.
  3. The amount in excess of the minimum undesignated fund balance will be reserved for future capital projects divided equally between the Schools and General Government in order to reduce the County's reliance on debt.

# Principles of High Performance Financial Management

## **General Fund Budget Guidelines**

- 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.
- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.
- Stafford County does not intend to issue tax or revenue anticipation notes to fund operations. The County intends to manage cash to prevent borrowing to meet cash flow needs.
- The school's share of the general government revenues will be 100% of meals tax revenues and an appropriate amount to ensure a globally competitive school system. The school operating transfer will be the difference between the school's share of general government revenues and school-related bonded and lease debt service.
- An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects.
- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

## **Budget & Finance Committee**

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

## **Budget Reviews**

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

## **Tax Trigger Provision**

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

## **Periodic Policy Review**

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

# AMENDMENTS TO FINANCIAL POLICIES AND GUIDELINES

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

The FY 2010 Adopted Budget does not dedicate 1% of General Fund operating expenditures to pay-as-you-go capital projects. The FY 2010 Adopted General Fund Budget includes \$198,400 for capital projects. To comply with the guideline, the amount would have been \$2,384,856.

The FY 2010 Adopted Budget does not dedicate 1/2% of General Government expenses for operating budget contingency reserve. The FY 2010 Adopted General Fund Budget includes \$234,358 for contingency. To comply with the guideline, the amount would have been \$531,271.

# 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. The County budget must be balanced within all available operating revenues, including fund balance. 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. 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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## **Constraints on Budgetary Process**

Second, the Board of Supervisors has little discretion in making payments to service the debt of the County. The Board is required by law to make payments of interest and principal when they have matured and have become due. The Board is also required to make payments to meet the County's contractual obligations.

Third, counties are required to participate in supporting several programs mandated by state laws. For example, the 1971 Constitution and implementing statutes require the Board of Supervisors to provide funds to support public schools, to participate in the costs of certain social service programs, to provide for the enforcement of the statewide building code, and to share in operating costs of the state and local public health programs.

## **The Budgetary Process**

Under all alternative forms of government and in virtually all traditionally organized counties with a County Administrator, the Chief Administrative Officer is responsible for preparing a county's budget and submitting it to the Board of Supervisors. In counties without a Chief Administrative Officer, responsibility for preparation of the budget rests with the Board. The common practice in these counties is for the Board to employ the County Clerk, Treasurer or some other qualified person inside or outside of the county government to prepare the budget. More and more counties have recognized the need for a County Chief Administrative Officer, who is responsible to the Board of Supervisors. The preparation of the annual budget is one of the most valuable demonstrations of such a need. A County Chief Administrator has a more detailed day-to-day knowledge of the county's current programs and future needs than a temporary employee, auditor or county officer experienced in only one area or function of county government.

The division superintendent prepares the school budget with the approval of the School Board after conducting a public hearing on the budget. The School Board submits it to the Board of Supervisors. In all cases, the Board of Supervisors makes the final local determination of the amounts to be expended, subject to the constraints discussed above.

## **Budget Estimates**

All Virginia counties operate on a fiscal year that runs from July 1 to June 30. Budgeting for the ensuing fiscal year usually begins early in January when the Board of Supervisors issues a call for estimates of funds needed during the fiscal year to operate each department, board, office or agency of the county. In counties with large budgets, it is not unusual for estimate forms and instructions to be distributed as early as July of the current fiscal year. Planning for the ensuing fiscal year begins as soon as the current budget goes into effect. In these counties, budget orientation meetings and work sessions with department heads are held during late summer or fall.

## **Final Budget Consideration**

Once the budget estimates for an ensuing fiscal year have been received from all departments, offices, agencies, and the County Administrator or other officer responsible for the budget has coordinated, reviewed and entered his or her recommendations for each estimate, the more formalized consideration of the annual budget is undertaken. At this point, the Board of Supervisors examines each source of revenue, the estimated amount of revenue each source is expected to produce, each expenditure estimate, and the County Administrator's recommendations for financing and maintaining the county's operation, programs and projects. Decisions determining the amount to be included in the final draft of the budget are made by a series of votes by the Board members in public meetings.

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:

### Budgets, Budget Amendments

- A brief synopsis of budget, except public school budget, which shall be for informative and fiscal planning purposes only, shall be published once; and notice given of one or more public hearings at least 7 days prior to date set for hearing.
- Hearing must be held at least 7 days prior to the approval of the budget.
- Amendments may be made to budget to adjust aggregate amount to be appropriated; however, any amendment which exceeds one percent (1%) of the expenditures shown must be advertised once at least 7 days prior to the meeting date.
- Notice shall state the intent to amend budget and include a brief synopsis of proposed budget amendment.

### Tax Rate

- When any annual assessment, biennial assessment or general reassessment of real property would result in an increase of 1 percent or more in the total real property tax levied, notice must be given at least 30 days before the date of the hearing by the publication of a notice in at least one newspaper of general circulation **and** a prominent public location at which notices are regularly posted in the County Administration building and shall follow below format:
  - Notice shall be at least the size of 1/8 page of a standard size or tabloid size newspaper;
  - Headline in the advertisement shall be in a type no smaller than 18-point; shall read "NOTICE OF PROPOSED REAL PROPERTY TAX INCREASE"; and
  - Notice shall not be placed in that portion reserved for legal notices and classified advertisements.
- This public hearing shall not be held at the same time as the annual budget hearing
- Notice shall contain the following information (in addition to information Board of Supervisors may elect to include):
  - Assessment increase;
  - Lowered rate necessary to offset increased assessment;
  - Effective rate increase;
  - Proposed total budget increase; and
  - Date, time and place of public hearing.
- The proposed increase shall be published at least seven days before the increased levy is made.

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

## **The School Budget**

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

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

## **Budget Adoption**

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

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

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

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## **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 within the categories as appropriated. The Board of Supervisors must approve any revisions that alter Stafford's total budgeted expenditures.

## **Budget Implementation**

Once the budget is adopted, it becomes the legal basis for the programs of each department during the fiscal year. No department or other agency of Stafford's government may spend in excess of approved and appropriated amounts. Financial and programmatic monitoring of departmental activities to ensure conformity with the adopted budget takes place throughout the year. Copies of the 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**

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

## **Audit**

Stafford's financial records are audited each fiscal year by a firm of independent certified public accountants in accordance with generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and *Specifications for Audits of Counties, Cities and Towns*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia. Those standards and specifications require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

## **BASIS OF ACCOUNTING**

The 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.



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

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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 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 – School Board
	Water and Sewer 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	-

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

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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.

## **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 except for Capital Projects and Grants, as specified in the appropriation resolution.

# 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.
School Grant Fund	Governmental - Component Unit	This fund accounts for the revenues and expenditures associated with outside grant funding.
School Workers' Compensation Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
School Health Services Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
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.



## GENERAL FUND REVENUES

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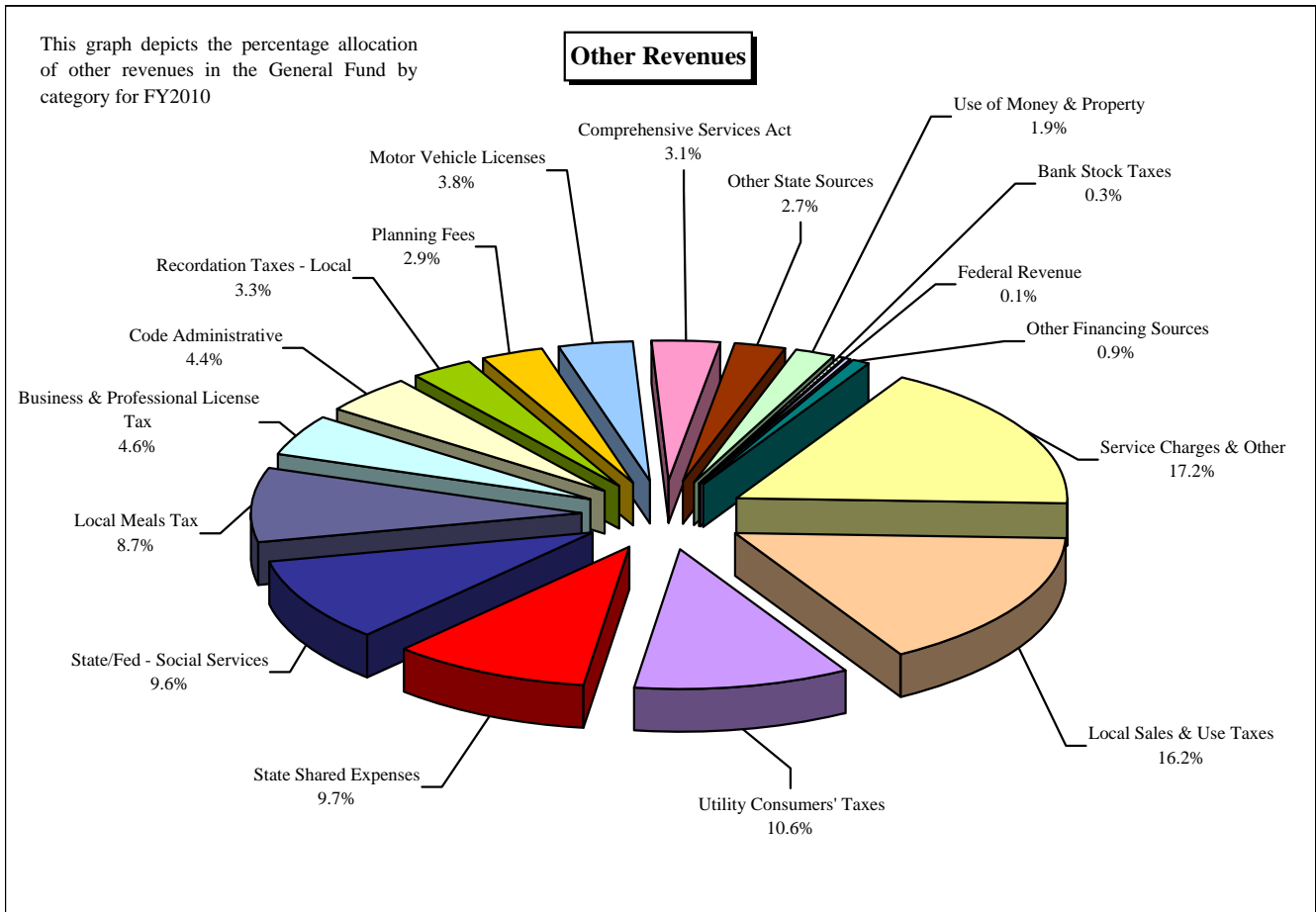
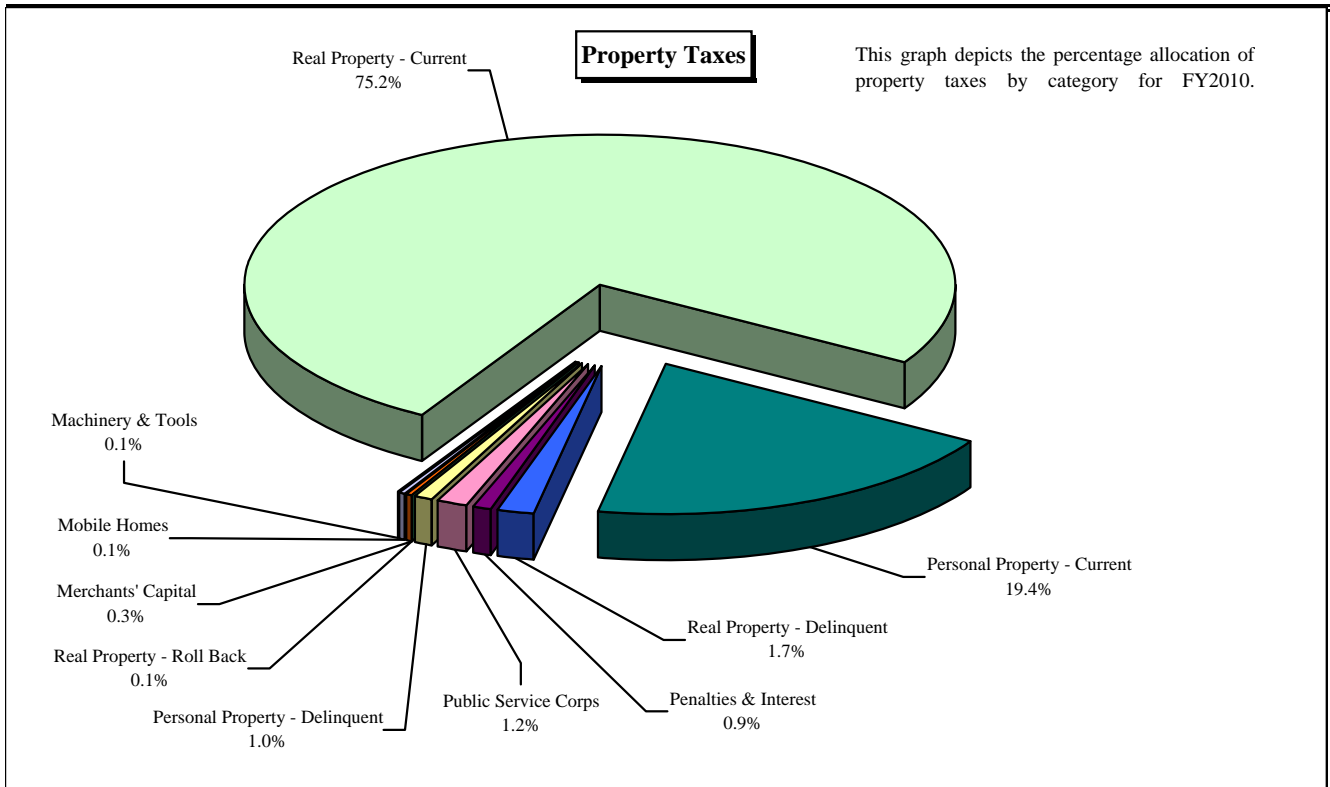
The General Fund, the governmental general operating fund of the County, accounts for all current financial transactions and resources not required by law or administrative action to be accounted for in another fund.

The general fund revenues section starts with the General Fund Revenue Projections summary, schedules and graphs. An analysis of the revenues follows the summary which includes a description, history and the variables used in the revenue projections.

## REVENUE PROJECTION

	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Property Taxes</b>					
Real Property - Current	\$121,492,110	\$132,365,000	\$133,688,650	\$1,323,650	1.0%
Personal Property - Current	33,279,240	35,834,437	34,711,437	(1,123,000)	-3.1%
Real Property - Delinquent	3,190,713	3,100,000	3,100,000	0	0.0%
Penalties & Interest	1,541,563	1,812,645	1,600,000	(212,645)	-11.7%
Public Service Corps	1,907,511	1,700,000	2,100,000	400,000	23.5%
Personal Property - Delinquent	1,264,087	1,700,000	1,700,000	0	0.0%
Real Property - Roll Back	470,720	600,000	100,000	(500,000)	-83.3%
Merchants' Capital	809,497	961,000	472,000	(489,000)	-50.9%
Mobile Homes	137,748	170,000	150,100	(19,900)	-11.7%
Machinery & Tools	174,780	161,000	217,000	56,000	34.8%
<b>Total Property Taxes</b>	<b>\$164,267,968</b>	<b>\$178,404,082</b>	<b>\$177,839,187</b>	<b>(\$564,895)</b>	<b>-0.3%</b>
<b>Other Revenue</b>					
Service Charges & Other	\$8,543,341	\$9,533,314	\$10,463,143	\$929,829	9.8%
Local Sales & Use Taxes	9,639,629	10,100,000	9,855,000	(245,000)	-2.4%
Utility Consumers' Taxes	7,829,187	7,063,349	6,493,400	(569,949)	-8.1%
State Shared Expenses	6,116,982	5,975,667	5,961,692	(13,975)	-0.2%
State/Fed - Social Services	5,967,681	5,617,762	5,874,441	256,679	4.6%
Local Meals Tax	5,088,892	5,100,000	5,350,000	250,000	4.9%
Business & Professional License	0	0	2,841,750	2,841,750	100.0%
Code Administrative	2,684,141	3,604,172	2,684,000	(920,172)	-25.5%
Recordation Taxes - Local	2,475,126	2,500,000	2,000,000	(500,000)	-20.0%
Planning Fees	2,207,017	2,961,805	1,783,100	(1,178,705)	-39.8%
Motor Vehicle Licenses	2,257,174	2,600,000	2,310,000	(290,000)	-11.2%
Comprehensive Services Act	2,265,656	2,253,834	1,914,778	(339,056)	-15.0%
Other State Sources	1,786,321	1,643,776	1,652,159	8,383	0.5%
Use of Money & Property	1,587,283	1,724,030	1,149,977	(574,053)	-33.3%
Bank Stock Taxes	193,933	200,000	200,000	0	0.0%
Federal Revenue	317,932	307,103	57,322	(249,781)	-81.3%
Other Financing Sources	9,120,161	480,000	555,714	75,714	15.8%
<b>Total Other Revenue</b>	<b>\$68,080,456</b>	<b>\$61,664,812</b>	<b>\$61,146,476</b>	<b>(\$518,336)</b>	<b>-0.8%</b>
<b>Total Revenues</b>	<b>\$232,348,424</b>	<b>\$240,068,894</b>	<b>\$238,985,663</b>	<b>(\$1,083,231)</b>	<b>-0.5%</b>

# REVENUE PROJECTION



## GENERAL FUND BALANCE ANALYSIS

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This schedule indicates the allocation of the general fund balance at June 30, 2007 and 2008, with a projection for 2009 and the budgeted estimate for the end of Fiscal Year 2010. Maintaining an adequate general fund balance is an essential element of financial strength and stability, as well as a working capital reserve. The need for this balance 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 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

Stafford County's Principles of High Performance Financial Management, adopted by the Board of Supervisors in August, 2008, calls for an undesignated general fund balance "that is not less than 10% of annual general fund revenues."

Since FY 2007, the difficult economic climate has resulted in declining revenues for the County. Despite significant spending reductions in response to the deteriorating revenue picture, undesignated fund balance fell below the 10% target - to 8.2% - in FY 2008.

The Principles of High Performance Financial Management state that "Following any use of undesignated fund balance, the County will replenish the undesignated fund balance within three fiscal years."

Revenues continued to decrease throughout FY 2009, primarily in the construction and automobile industries. Development and recordation fees slowed substantially. The value of the County's taxable fleet declined 22% from January 1, 2008 to January 1, 2009. Departments responded to reduced revenues with further reductions in spending. The Board approved an increase to the personal property tax rate for vehicles in order to stabilize this revenue source.

Despite the challenging economic situation, however, the Board of Supervisors made a commitment during the FY 2010 budget process to restore fund balance by the end of FY 2009, by combining the increased personal property rates, reduced expenditures, and the use of some one-time monies. The Adopted FY 2010 budget projects that the targeted undesignated fund balance will be maintained at ten per cent.



## GENERAL FUND BALANCE ANALYSIS

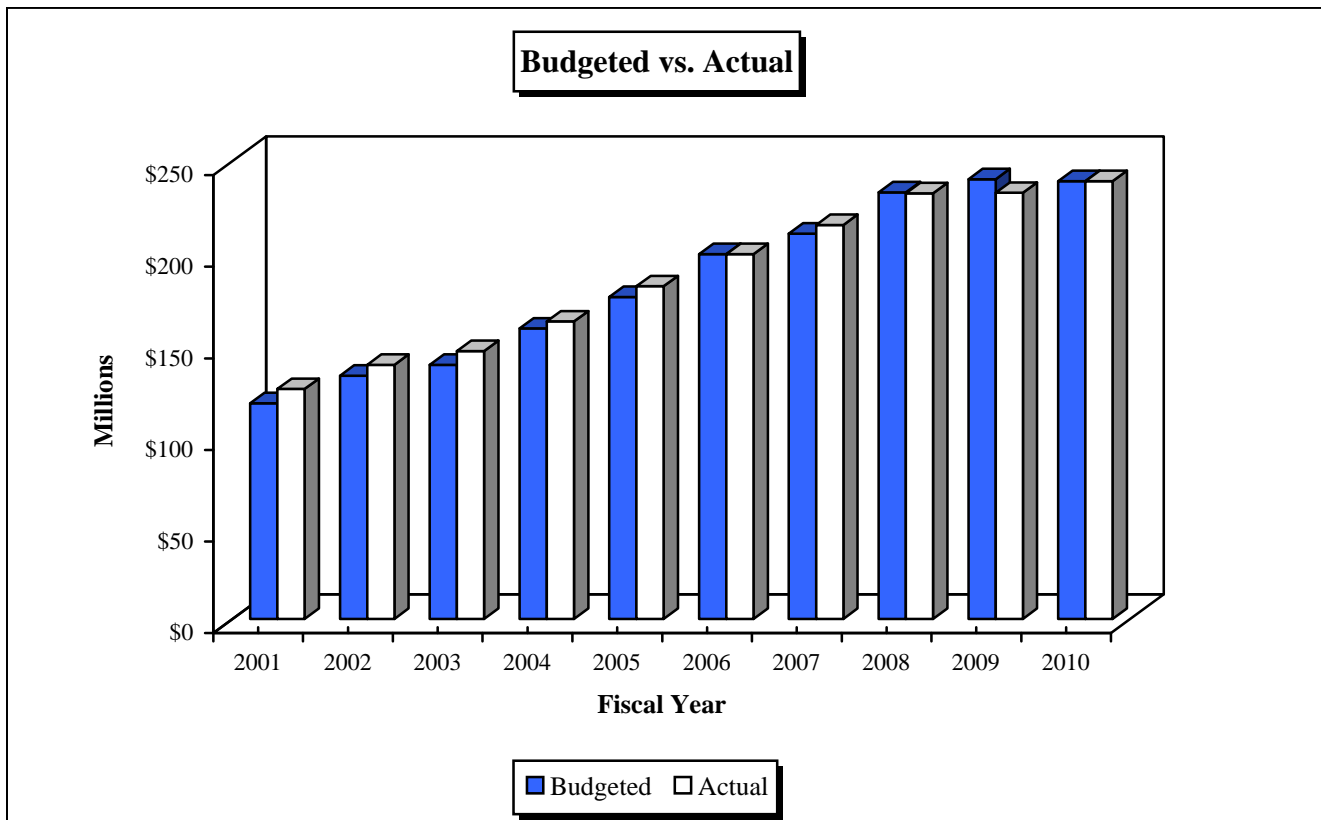
	FY2007 Actual	FY2008 Actual	FY2009 Estimate	FY2010 Adopted
<b>Fund balance, beginning of year</b>	\$32,850,426	\$24,701,103	\$21,649,144	\$24,451,115
less: Debt Service Reserve used for FY 2010 COPS final payment	0	0	0	(1,187,718)
Fund balance, beginning of year, adjusted	32,850,426	24,701,103	21,649,144	23,263,397
 Revenues	 211,023,416	 223,331,957	 232,633,967	 237,317,945
Other Financing Sources	4,124,646	9,016,467	3,186,293	1,667,718
Total revenues & other financing sources	215,148,062	232,348,424	235,820,260	238,985,663
 Local School Operating transfer	 (93,600,816)	 (100,817,432)	 (100,767,301)	 (102,736,533)
Debt Service - General Gov't & Schools	(35,219,697)	(35,558,643)	(40,329,749)	(41,446,029)
Expenditures	(94,476,872)	(99,024,308)	(91,921,239)	(94,303,101)
Total expenditures & transfer	(223,297,385)	(235,400,383)	(233,018,289)	(238,485,663)
 <b>Fund balance, end of year</b>	 <b>\$24,701,103</b>	 <b>\$21,649,144</b>	 <b>\$24,451,115</b>	 <b>\$23,763,397</b>
 <b><u>Fund Balance Allocation:</u></b>				
Reserved/Designated:				
Debt Service - COPS	\$1,118,262	\$1,187,718	\$1,187,718	\$0
Encumbrances	0	1,655,393	0	0
Capital Improvements & Commitments	0	416,833	0	0
Supplemental Appropriations				
Future Budgets	2,453,457	0	0	0
<b>Sub-total</b>	3,571,719	3,259,944	1,187,718	0
 Undesignated:				
% of Revenues	21,129,384	18,389,200	23,263,397	23,763,397
10% Target of Revenues	10.01%	8.23%	10.00%	10.01%
10% Target of Revenues	21,102,342	22,333,196	23,263,397	23,731,795
Variance above (below)	27,042	(3,943,996)	0	31,603
 <b>Fund balance, end of year</b>	 <b>\$24,701,103</b>	 <b>\$21,649,144</b>	 <b>\$24,451,115</b>	 <b>\$23,763,397</b>

## REVENUE ANALYSIS FY2001-FY2010

The chart below illustrates the historical change year over year, as well as the variances between budgeted revenues and actual revenues. The revenue projection variances have ranged from just under .03% to approximately 7%. The average increase in revenues for the ten-year period is 8.3%.

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change	Variance	
					Amount	%
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	175,726,600		181,608,351	11.83%	5,881,751	3.35%
2006	199,178,539		199,122,358	9.64%	(56,181)	-0.03%
2007	210,298,725		215,148,062	8.05%	4,849,337	2.31%
2008	232,879,330		232,348,424	7.99%	(530,906)	-0.23%
2009	240,068,894		232,633,967 *	0.12%	(7,434,927)	-3.10%
2010	238,985,663		238,985,663 *	2.73%	0	0.00%
<b>Average</b>				<b>8.3%</b>		<b>2.1%</b>

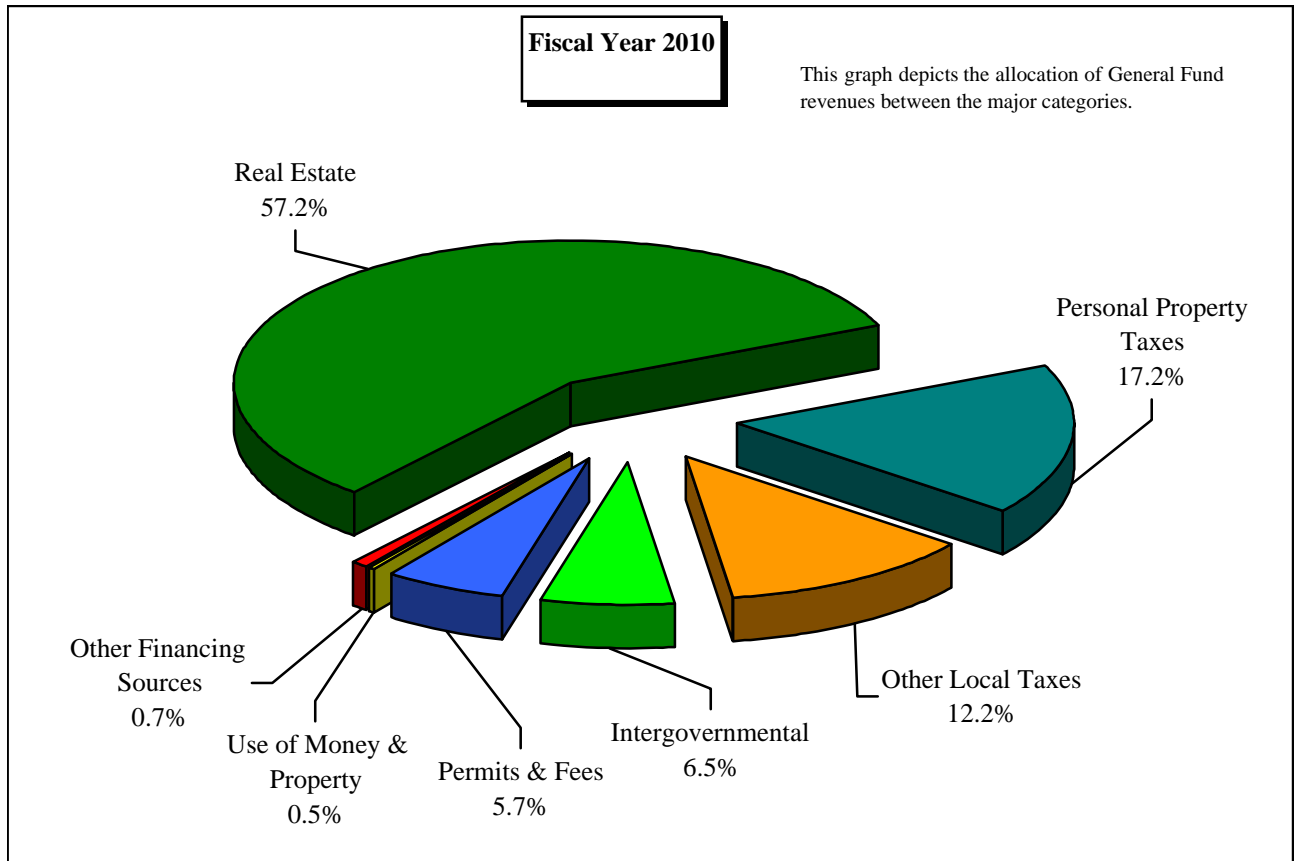
\* Estimated



# GENERAL FUND REVENUES

The greatest source of Stafford revenue consists of the real estate taxes (57.2%), personal property taxes (17.2%) and other taxes (12.2%). Local funding accounts for (94.5%) of the budget, while state and federal funding accounts for (6.5%).

Function	FY2009 Adopted	Adopted Budget	FY2010		Budget as % of Total
			Changes '09 Adopted to '10 Adopted		
Real Estate	\$135,465,000	\$136,788,650	\$1,323,650	1.0%	57.2%
Personal Property Taxes	42,939,082	41,050,537	(1,888,545)	-4.4%	17.2%
Other Local Taxes	27,563,349	29,050,150	1,486,801	5.4%	12.2%
Intergovernmental	15,798,142	15,500,392	(297,750)	-1.9%	6.5%
Permits & Fees	16,023,577	13,702,525	(2,321,052)	-14.5%	5.7%
Use of Money & Property	1,724,030	1,149,977	(574,053)	-33.3%	0.5%
Other Financing Sources	555,714	1,743,432	1,187,718	213.7%	0.7%
<b>Total</b>	<b>\$240,068,894</b>	<b>\$238,985,663</b>	<b>(\$1,083,231)</b>	<b>-0.5%</b>	<b>100.0%</b>



## GENERAL FUND REVENUE ANALYSIS

<b>General Property Taxes</b>	<b>FY2008 Actual</b>	<b>FY2009 Adopted</b>	<b>FY2010</b>		
			<b>Adopted Budget</b>	<b>Changes '09 Adopted to '10 Adopted</b>	
Real Property - Current	\$121,492,110	\$132,365,000	\$133,688,650	\$1,323,650	1.00%
Personal Property - Current	33,279,240	35,834,437	34,711,437	(1,123,000)	-3.13%
Real Property - Delinquent	3,190,713	3,100,000	3,100,000	0	0.00%
Public Service Corps	1,907,511	1,700,000	2,100,000	400,000	23.53%
Personal Property - Delinquent	1,264,087	1,700,000	1,700,000	0	0.00%
Penalties	981,996	1,292,645	1,000,000	(292,645)	-22.64%
Merchant's Capital	809,497	961,000	472,000	(489,000)	-50.88%
Interest	559,567	520,000	600,000	80,000	15.38%
Roll Back	470,720	600,000	100,000	(500,000)	-83.33%
Mobile Homes	137,748	170,000	150,100	(19,900)	-11.71%
Machinery & Tools	174,780	161,000	217,000	56,000	34.78%
	<b>\$ 164,267,968</b>	<b>\$ 178,404,082</b>	<b>\$ 177,839,187</b>	<b>(\$564,895)</b>	<b>-0.32%</b>

### **Real Property**

This revenue forecast reflects a 1% growth in taxable real estate and assumes that real estate tax rates will be equalized after the reassessment is completed in calendar year 2010.

The real estate tax is the single largest revenue source for the County, and is expected to generate \$133.7 million in FY 2010, approximately 57.2% of general fund revenues. Each penny on the tax rate yields slightly more than \$1.5 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as conducted by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. Calendar year 2010 is a reassessment year. Reflecting market conditions for residential property, the reassessment completed January 1, 2008, resulted in a 3% reduction in the overall assessed value of real property in Stafford County. Residential property values declined by an average of 15%; commercial property values increased by an average of 28%. Economic conditions have continued to deteriorate since the last general assessment. A further decline in assessed values is expected.

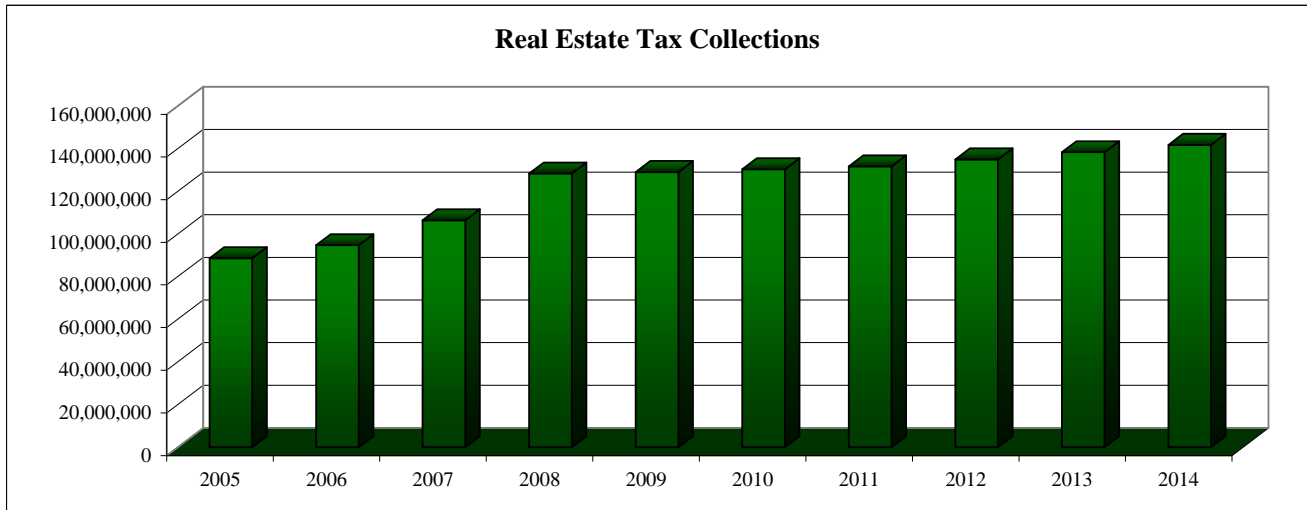
Real property assessments are based on 100% of the estimated fair market value. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The FY 2010 real property revenue is based on the following assumptions:

- 1% growth in properties in the County over the next year
- Tax rate of \$0.84 for calendar year 2009
- An equalized tax rate in calendar year 2010
- Collection rate of 97%

# GENERAL FUND REVENUE ANALYSIS

The following charts are presented to illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 1.0% in 2010 and 2011 and 2.5% thereafter, and a real estate tax rate of \$0.84. *It does not reflect any decline in assessed value of real estate, which is expected in the upcoming reassessment.*



# GENERAL FUND REVENUE ANALYSIS

## Personal Property

Personal property includes vehicles, mobile homes, airplanes, merchants' capital, and machinery and tools.

### Vehicles

The automobile industry has been a significant victim of the recession, as consumers postponed the purchase of new vehicles. Automobile sales declined 18% in 2008, making it the worst year since 1992.<sup>1</sup> The spike in gas prices in the spring and summer of 2008 caused many to switch to smaller, more efficient cars, driving down the value of large vehicles and SUVs. The dismal housing market has meant that fewer people moved into the County; thus fewer new cars have been added to the fleet than in years past. As a result, the value of the County's taxable fleet declined by more than 20%. In order to mitigate the loss of revenue associated with the decline in value, the Board approved an increase to the rate for personal property taxes on vehicles to stabilize this revenue source. This tax rate was last increased in 1990. The change applies only to vehicles.

The personal property tax rate on vehicles is \$6.89 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 \$2.76 per \$100.00 of estimated fair market value.

The rate for volunteer fire and rescue personal vehicles for tax year 2009 was changed to \$0.0001 per \$100.00 of assessed value. This rate was formerly \$0.0. The County Attorney determined that \$0.0 was an inappropriate tax rate. A new rate was added for one vehicle owned and regularly used by a disabled veteran. The rate was also set at \$0.0001. At this rate, no bill would be generated for personal property in these categories.

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 2009. As of FY 1997, 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 the locality taxes machinery and tools.

### Aircraft

The Board reduced the personal property tax rate on aircraft to \$.0001 per \$100.00 of assessed value. This change was to attract airplane owners to the Stafford Regional Airport. It is expected that the decrease in revenue resulting from this change will be offset by higher business and real estate taxes generated through increased economic activity around the airport within the next two years.

The following table lists the proposed personal property tax rates for FY 2010:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Boats or watercraft	\$5.49	\$2.20
Business Property as defined in VA Code §58.1-3506(26)	\$5.49	\$2.20
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment as defined in VA Code §58.1-3506(27)	\$5.49	\$2.20
Disable Veterans as defined in VA Code §46.2-100	\$0.0001	\$0.00
Motor Vehicles Specially Equipped for the Disabled	\$0.10	\$0.04
Personal Property Volunteer Fire & Rescue	\$0.0001	\$0.00
All Other	\$6.89	\$2.76
Motor Carrier Transportation	\$0.75	\$0.30
Machinery and Tools	\$0.75	\$0.30
Merchant's Capital	\$0.50	\$0.20
Mobile Homes	\$0.84	\$0.34
Aircraft	\$0.0001	\$0.00

First billing only

### Merchant's Capital Tax

<sup>1</sup> Michelle Krebs and Bill Visnic, *2008 Auto Sales Are Worst Since 1992*, [www.autoobserver.com](http://www.autoobserver.com), January 5, 2009.

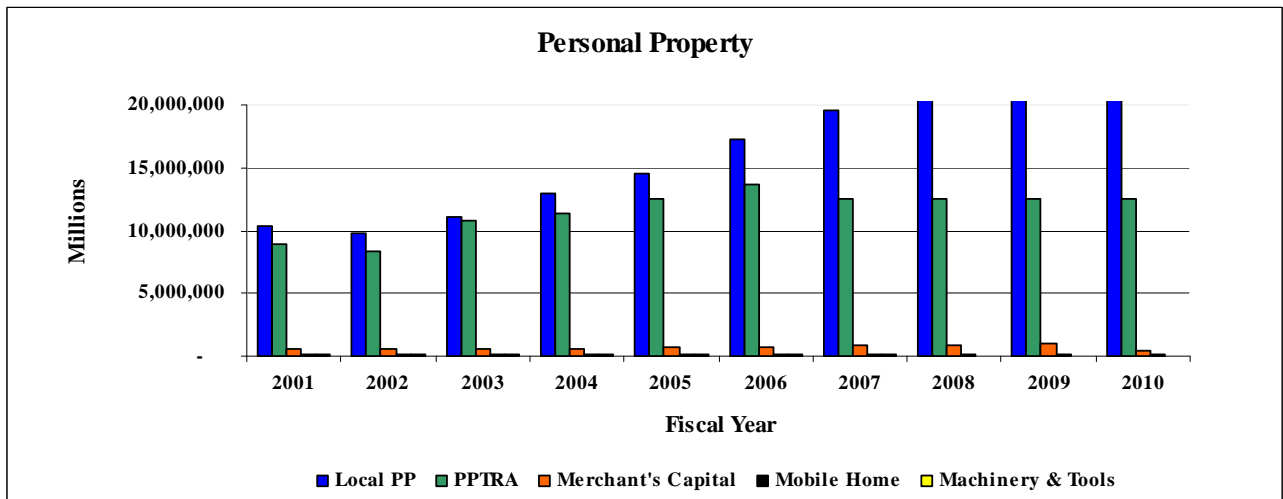
# GENERAL FUND REVENUE ANALYSIS

The Board of Supervisors authorized a Business and Professional License Tax (BPOL) beginning in calendar year 2010. A locality cannot assess both a Merchants' Capital tax and BPOL. The Merchants' Capital tax will be due only for the first billing of FY 2010.

## Personal Property Tax Relief Act

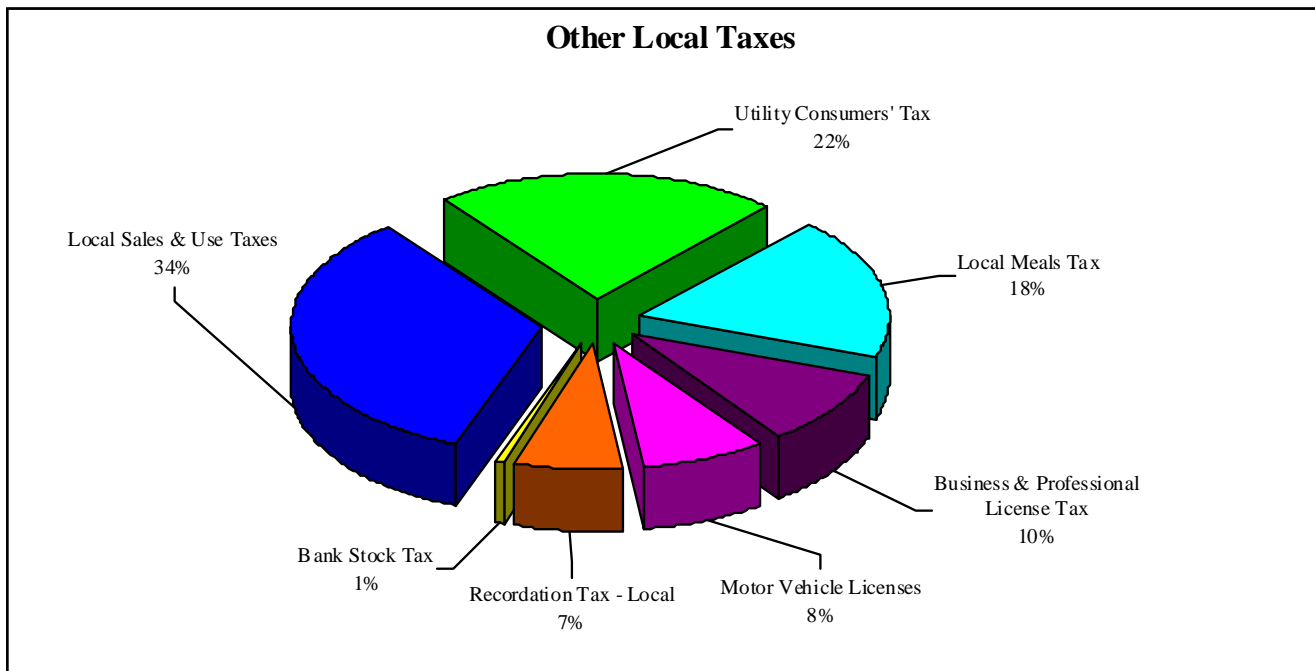
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 of a vehicle's assessed value; owners with vehicles assessed over \$20,000 pay 100% of the remainder of the tax. However, while the original intent was to give residents full relief in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation was altered. Due to fiscal restraints at the state level, the reimbursement percentage was frozen at 70%.

Legislation passed during the 2004 General Assembly substantially impacted the County's revenue as provided by the PPTRA. After FY 2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's CY 2004 collection. Stafford expects to receive that same amount – \$12.4 million – from the state annually.



# GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY 2008 Actual	FY2009 Adopted	FY2010		
			Adopted Budget	Changes '09 A dopted to '10 Adopted	
Local Sales & Use Taxes	\$9,639,629	\$10,100,000	\$9,855,000	(\$245,000)	-2.4%
Utility Consumers' Tax	7,829,187	7,063,349	6,493,400	(569,949)	100.0%
Local Meals Tax	5,088,892	5,100,000	5,350,000	250,000	4.9%
Business & Professional License Tax	-	-	2,841,750	2,841,750	100.0%
Motor Vehicle Licenses	2,257,174	2,600,000	2,310,000	(290,000)	-11.2%
Recordation Tax - Local	2,475,126	2,500,000	2,000,000	(500,000)	-20.0%
Bank Stock Tax	193,933	200,000	200,000	-	0.0%
<b>Total</b>	<b>\$27,483,941</b>	<b>\$27,563,349</b>	<b>\$29,050,150</b>	<b>\$1,486,801</b>	<b>5.4%</b>



## Local Sales & Use Tax

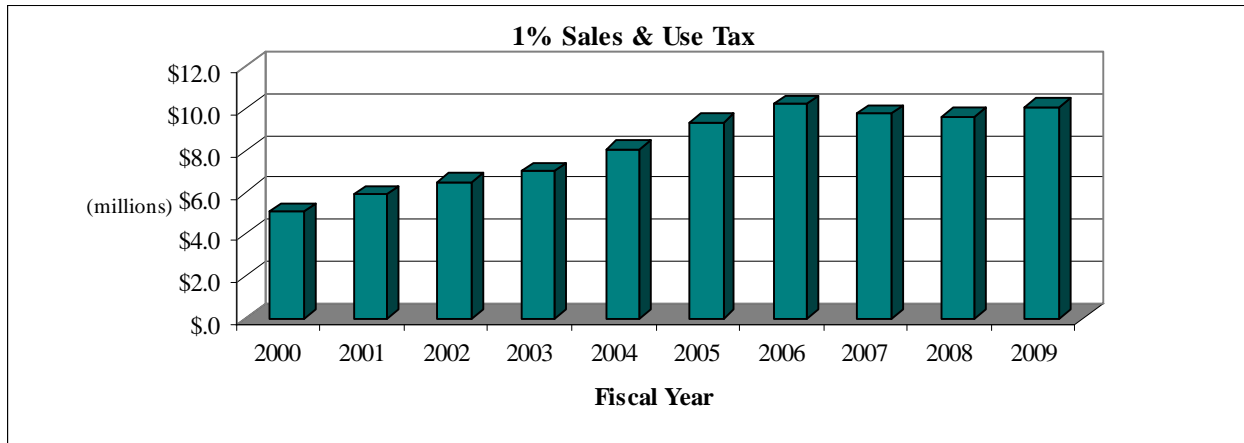
The State collects and distributes the Local Option 1% Sales and Use Tax in accordance with the Sections 58.1-605 and 58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County. These revenues are reported on a cash basis and modified accrual basis.

The General Assembly has 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 FY 2006 and increasing the sales and use tax on non-food items by 0.5%. One-half of the increase goes to the state's General Fund while the remaining one-half is dedicated to funding the Standards of Quality for education.

Retail sales have been adversely affected by the current economic recession. While the County has added several retail establishments over the last year, because of the current economic situation, revenues remain only slightly above FY 2008 levels in the current year. A slight increase is projected for FY 2010, but it is expected to be lower than the amount budgeted in FY 2009. The Local Sales and Use Tax estimate for FY 2010 is \$9.8 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 percent (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 imposed new taxes and fees on:

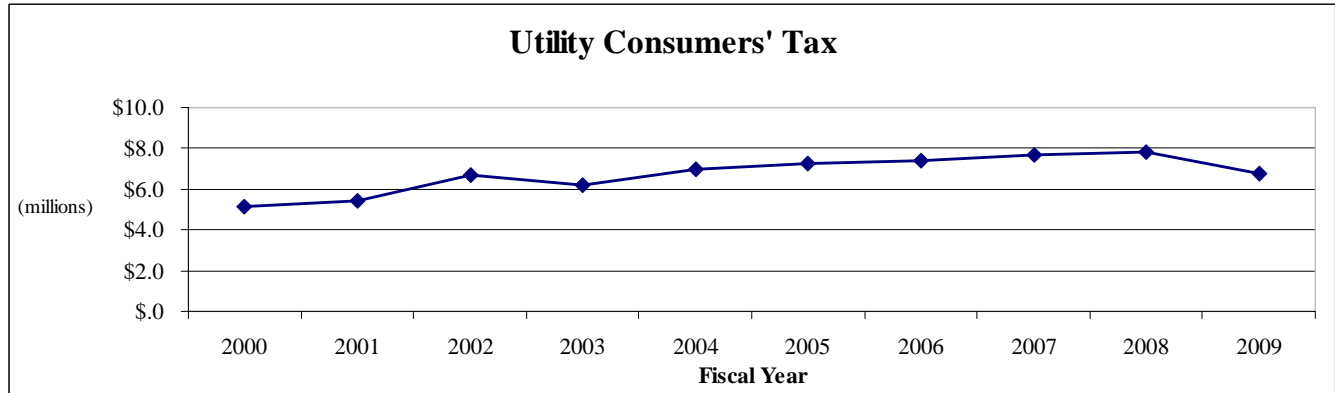
- State Communications Sales and Use Tax
- State E911 Tax on landline telephone service
- Public Rights-of-Way use fee extended to cable television providers

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

- local exchange (local telephone calls)
- inter-exchange (a new tax applied to long distance calls)
- wireless (a new tax)
- paging (a new tax)
- Cable and satellite television (the tax on satellite is a new tax)

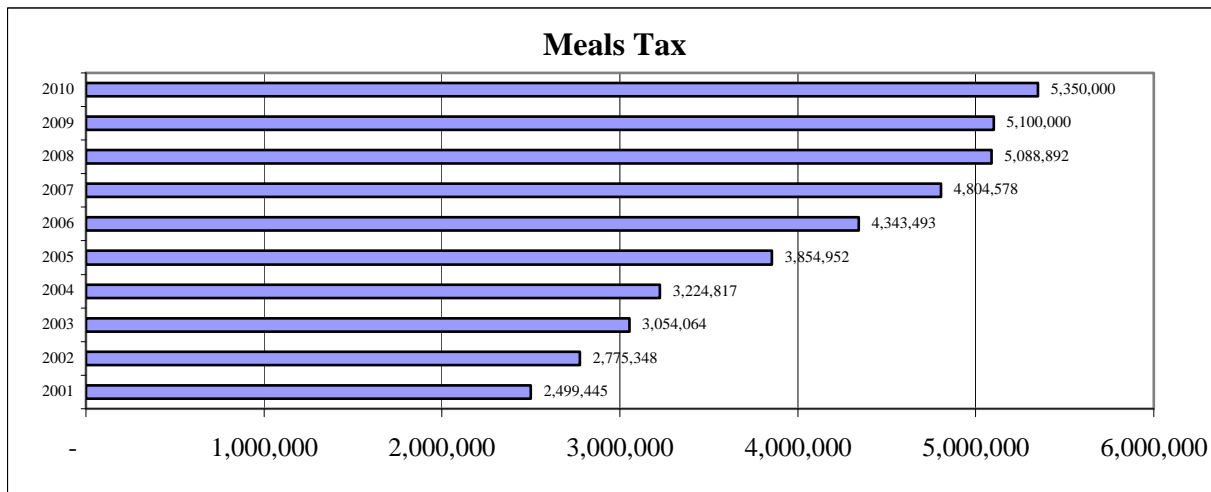
# GENERAL FUND REVENUE ANALYSIS

Collections of these taxes have declined in FY 2009. A slight decrease in revenues is projected for FY 2010.



## 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. Thus far, meals tax collections have shown very modest growth, despite the economic conditions. Revenue projections have been increased slightly for the next fiscal year. To retain as much tax revenue as possible, the discount for timely filing and payment of the meals tax was eliminated. This is expected to result in an additional \$150,000 in revenue for FY 2010.



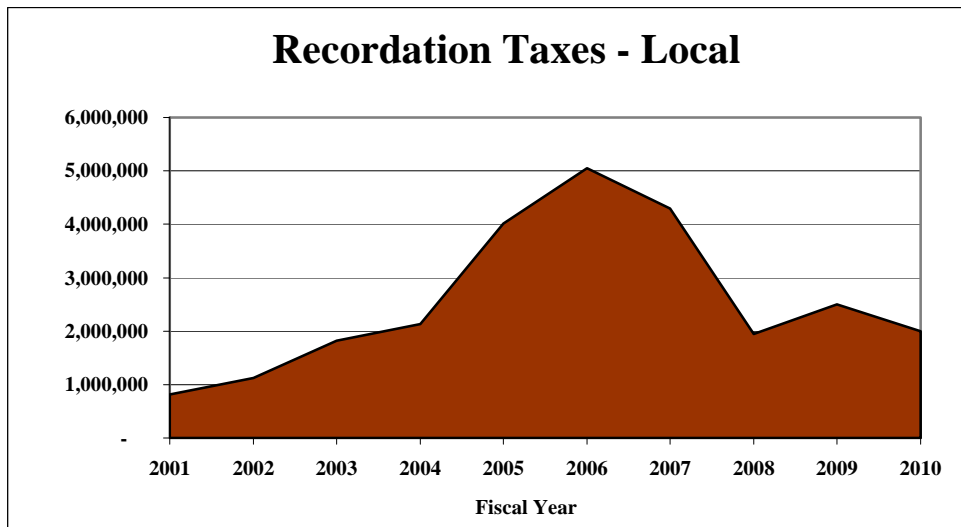
## Business and Professional License Tax (BPOL)

The Board of Supervisors enacted a Business and Professional License Tax beginning in calendar year 2010. Twenty-five per cent of the revenues generated from this tax will be used for transportation projects in the Transportation fund. The remaining seventy-five per cent, net of associated expenses and lost revenue from the elimination of the Merchant's Capital tax, will be divided evenly between schools and public safety. Estimated General fund revenue for FY 2010 is \$2.8 million.

# GENERAL FUND REVENUE ANALYSIS

## Recordation Taxes

This tax is levied on the probate of every will or grant of administration (deeds, deeds of trust, mortgage, leases and contracts) by any court within the County 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 \$0.0833 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 from FY 2000 through FY 2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues have declined since then, due to the slowdown of both the real estate market and the crisis in the financial sector. The FY 2010 estimate is \$2.0 million.



## 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 FY 2010 Budget includes \$2.3 million for this tax.

## 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

<b>Service Charges &amp; Other</b>	<b>FY2008</b>	<b>FY2009</b>	<b>FY2010</b>		
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted Budget</b>	<b>Changes '09 Adopted to '10 Adopted</b>	
<b>Permits Fees &amp; Licenses:</b>					
Code Administration Fees	\$2,684,141	\$3,604,172	\$2,684,000	(\$920,172)	-25.5%
Ambulance Fee	1,823,738	2,280,000	1,800,000	(480,000)	-21.1%
Cablevision Franchise Fee	1,096,409	1,200,000	1,200,000	0	0.0%
Animal Licenses & Charges	120,713	103,900	108,850	4,950	4.8%
<b>Charges for Services:</b>					
Planning & Zoning Fees	2,207,017	2,961,805	1,783,100	(1,178,705)	-39.8%
Miscellaneous Revenue	2,965,512	3,316,877	5,398,281	2,081,404	62.8%
Use of Money & Property	1,587,283	1,724,030	1,149,977	(574,053)	-33.3%
Fines & Forfeitures	729,448	899,200	728,000	(171,200)	-19.0%
Excess Fees of Clerk	400,684	500,000	180,000	(320,000)	-64.0%
Recreation Fees	432,868	485,973	459,615	(26,358)	-5.4%
Gymnastics Fees	579,718	617,723	618,050	327	0.1%
Aquatics Fees	358,049	369,641	421,061	51,420	13.9%
Well & Septic Fees	34,375	50,000	15,000	(35,000)	-70.0%
<b>Total</b>	<b>\$15,019,955</b>	<b>\$18,113,321</b>	<b>\$16,545,934</b>	<b>(\$1,567,387)</b>	<b>-8.7%</b>

## Permits & Licenses

The revenues generated in this category are those 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. Construction continues to be dramatically lower than the County experienced in the recent past. Code Administration estimates receiving \$2.7 million in FY 2010 related to building activity. Building permit revenues are estimated based upon projections of new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interest. Departments of Code Administration and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications.

## Ambulance Fees

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

The FY 2007 budget included ambulance cost recovery fees for the first time. Ambulance fees are designated to the Fire and Rescue department to be used to address the growing needs of our system and our community.

Fee collection has been outsourced to Diversified Ambulance Billing, Inc. (DAB), which specializes in the complexities of dealing with numerous insurance companies, as well as Medicaid and Medicare billing. The County continues to work with DAB to improve collection rates and increase revenue from this source.

Fees were set using the Centers for Medicare and Medicaid customary rates for our region. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls. The fees are evaluated annually to maximize cost recovery and adhere to Medicare's national fee schedule. The Board approved an increase to the rates in May, 2009. The current approved rates are:

# GENERAL FUND REVENUE ANALYSIS

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Basic Life Support	\$ 400.00
Advanced Life Support - 1	\$ 500.00
Advanced Life Support - 2	\$ 675.00
Loaded Mile	\$ 10.00

The FY 2010 revenue budget estimates \$1.8 million of cost recovery revenue through ambulance transport fees.

## **Use of Money and Property**

The FY 2010 General Fund Budget includes \$1.0 million in General Fund interest income. 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. Interest rates are expected to remain low in FY 2010 due to the continuing economic crisis.

The County has several properties that generate rental income. The Health Department and Social Services Department pay rent for the office space they occupy in the Government Center. Several Parks & Recreation properties are available for rent to the public. Rental income for FY 2010 is estimated at \$200,000.

## **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.

## **Parks and Recreation Fees**

In FY 2010, revenues generated through gymnastic, aquatic and recreation programs, building and facility rentals, and admission fees are budgeted at \$1.7 million. This revenue represents approximately 24% of the department's total budget.

# GENERAL FUND REVENUE ANALYSIS

Intergovernmental	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
State - Shared Expenses					
Clerk of the Circuit Court	\$574,552	\$590,357	\$547,072	(\$43,285)	-7.3%
Commissioner of the Revenue	300,159	292,070	291,738	(332)	-0.1%
Commonwealth's Attorney	1,024,859	1,013,340	1,024,001	10,661	1.1%
Registrar	94,626	69,921	67,525	(2,396)	-3.4%
Sheriff	3,845,117	3,730,908	3,746,861	15,953	0.4%
Treasurer	277,670	279,071	284,495	5,424	1.9%
State & Federal - Social Services	5,935,567	5,617,762	5,874,441	256,679	4.6%
State - Comprehensive Services Act	2,265,656	2,253,834	1,914,778	(339,056)	-15.0%
State Categorical Aid:					
State Reimbursement	304,719	301,086	269,584	(31,502)	-10.5%
State Fire Program Fund	243,696	243,690	251,575	7,885	3.2%
Federal	317,932	307,103	57,322	(249,781)	-81.3%
Emergency Medical Service	160,115	124,000	98,000	(26,000)	-21.0%
Litter Control Grant	19,998	19,000	0	(19,000)	-100.0%
Abandoned Vehicles	0	1,000	0	(1,000)	-100.0%
State - Non Categorical Aid	966,714	955,000	1,033,000	78,000	8.2%
<b>Total</b>	<b>\$16,331,379</b>	<b>\$15,798,142</b>	<b>\$15,460,392</b>	<b>(\$337,750)</b>	<b>-2.1%</b>

State aid to localities has been reduced in both FY 2009 and FY 2010 as a result of declining state revenues.

## 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 part of the costs of salaries, benefits, office expenses and equipment.

## State & Federal – Social Services

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

## State Categorical Aid

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

## State Non-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. Mobile Home Titling taxes are 3% of the price of the sale. Each of these sources is outlined in the State Code. In its FY 2009 budget, the state eliminated payments to localities for alcoholic Beverage Control (ABC) revenues and wine taxes as part of the Governor's plan to deal with state budget shortfall.

## GENERAL FUND EXPENDITURES

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The general fund expenditure section contains schedules that present the budget for each department, a comparison of Designated Revenue a ten year analysis of expenditures, and a graph for year expenditure category. A graph in this section visually demonstrates the State's support for Stafford's Constitutional Officers and a summary graph for the County tax support for each office and total expenditures for each office. In addition is a "Constitutional Officers Funding" graph for each office, a funding graph for The Office of Human Services, Rappahannock Regional Jail and Social Services. The graphs show fiscal year expenditures for FY01 through FY10 and the source of funding used to support these expenditures.

# GENERAL FUND EXPENDITURES

	FY2008 Actual	FY2009 Adopted Budget	FY2010					
			Adopted Budget	Changes '09 Adopted to '10 Adopted	Designated Revenue	Net Tax Support	% Tax Support	
<b>Local School Funding</b>								
Operating Budget Transfer	\$100,817,432	\$102,774,959	\$102,736,533	(\$38,426)	0.0%	\$0	\$102,736,533	100%
Debt	29,695,995	30,592,541	29,260,623	(1,331,918)	-4.4%	0	29,260,623	100%
<b>Total School Funding</b>	<b>\$130,513,427</b>	<b>\$133,367,500</b>	<b>\$131,997,156</b>	<b>(\$1,370,344)</b>	<b>-1.0%</b>	<b>\$0</b>	<b>\$131,997,156</b>	<b>100%</b>
<b>General Expenditures</b>								
Board of Supervisors	\$598,812	\$576,574	\$543,054	(\$33,520)	-5.8%	0	\$543,054	100%
Capital Projects	1,490,889	0	198,400	198,400	0.0%	0	198,400	0%
Central Rappahannock Regional Library	4,666,775	4,726,775	4,254,098	(472,677)	-10.0%	0	4,254,098	100%
Commissioner of the Revenue	2,752,668	2,647,347	2,724,039	76,692	2.9%	299,738	2,424,301	89%
Commonwealth's Attorney	2,748,314	2,809,051	2,800,725	(8,326)	-0.3%	1,136,129	1,664,596	59%
Cooperative Extension	190,028	215,854	196,426	(19,428)	-9.0%	0	196,426	100%
Corrections	7,345,041	7,312,498	8,225,515	913,017	12.5%	340,000	7,885,515	96%
County Administration	1,387,271	1,125,409	1,061,761	(63,648)	-5.7%	171,490	890,271	84%
County Attorney	1,552,881	1,127,044	1,062,337	(64,707)	-5.7%	297,411	764,926	72%
Courts	2,390,207	2,411,984	2,372,046	(39,938)	-1.7%	785,640	1,586,406	67%
Debt Service	5,862,648	9,737,208	12,185,406	2,448,198	25.1%	1,187,718	10,997,688	90%
Economic Development/Legislative Affairs	1,144,918	1,157,075	1,005,410	(151,665)	-13.1%	0	1,005,410	100%
Finance and Budget	1,697,031	1,620,895	1,525,682	(95,213)	-5.9%	460,504	1,065,178	70%
Fire and Rescue	12,269,530	13,445,204	13,330,184	(115,020)	-0.9%	2,436,575	10,893,609	82%
Human Resources	605,207	697,609	647,057	(50,552)	-7.2%	140,187	506,870	78%
Human Services, Office of	4,788,208	4,406,028	4,227,358	(178,670)	-4.1%	1,914,778	2,312,580	55%
Information Technology	2,376,513	2,335,114	2,091,526	(243,588)	-10.4%	253,818	1,837,708	88%
Internal Audits, Office of	16,752	171,018	86,066	(84,952)	-49.7%	0	86,066	100%
Non-Departmental	771,770	1,304,156	1,765,005	460,849	35.3%	357,813	1,407,192	80%
Other Transfers	3,558,993	0	0	0	0.0%	0	0	0%
Parks, Recreation & Community Facilities	9,504,625	10,592,091	9,597,958	(994,133)	-9.4%	1,829,068	7,768,890	81%
Partner Agencies	1,908,585	1,906,779	1,686,815	(219,964)	-11.5%	96,888	1,589,927	94%
Planning and Zoning	2,884,161	2,896,298	2,504,751	(391,547)	-13.5%	1,783,100	721,651	29%
Public Works	4,738,570	4,507,772	3,881,843	(625,929)	-13.9%	2,684,000	1,197,843	31%
Registrar & Electoral Board	389,697	396,435	386,290	(10,145)	-2.6%	67,525	318,765	83%
Sheriff	17,347,076	18,237,531	17,795,186	(442,345)	-2.4%	4,847,023	12,948,163	73%
Social Services	7,561,193	8,163,188	8,409,342	246,154	3.0%	5,914,441	2,494,901	30%
Solid Waste	244,458	202,368	0	(202,368)	-100.0%	0	0	0%
Treasurer	2,094,135	1,972,089	1,924,227	(47,862)	-2.4%	781,439	1,142,788	59%
<b>Total General Expenditures</b>	<b>\$104,886,956</b>	<b>\$106,701,394</b>	<b>\$106,488,507</b>	<b>(\$212,887)</b>	<b>-0.2%</b>	<b>\$27,785,285</b>	<b>\$78,703,222</b>	<b>74%</b>
<b>Total all Expenditures</b>	<b>\$235,400,383</b>	<b>\$240,068,894</b>	<b>\$238,485,663</b>	<b>(\$1,583,231)</b>	<b>-0.7%</b>	<b>\$27,785,285</b>	<b>\$210,700,378</b>	<b>88%</b>



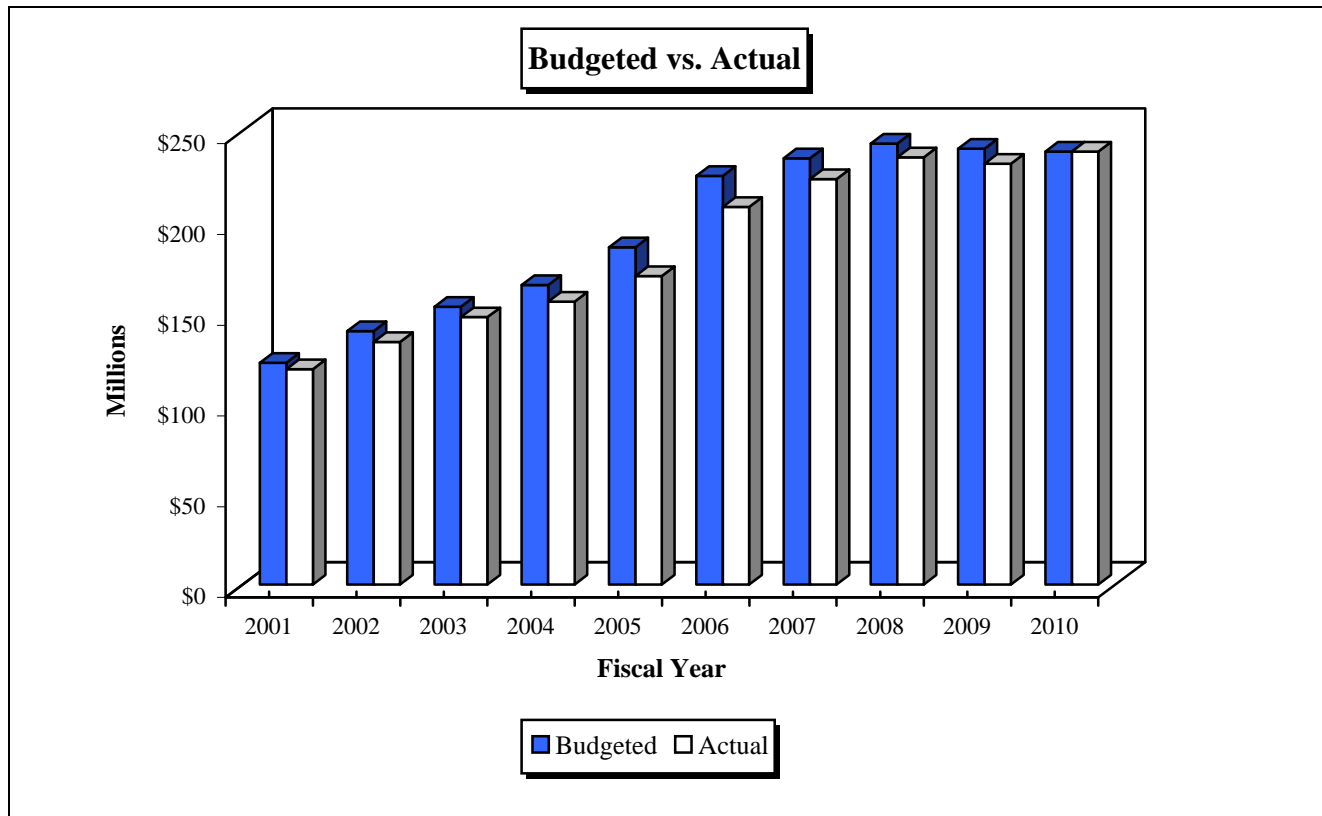
## DESIGNATED REVENUE COMPARISON

CATEGORY	FY2009				FY2010				Designated Revenue Change	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	'09 Adopt.	'10 Adopt.
<b>School Transfer:</b>										
Operating Budget Transfer	\$102,774,959	\$0	\$102,774,959	100%	\$102,736,533	\$0	\$102,736,533	100%	\$0	0.0%
Debt	30,592,541	0	30,592,541	100%	29,260,623	0	29,260,623	100%	0	0.0%
Total School Transfer	\$133,367,500	\$0	\$133,367,500	100%	\$131,997,156	\$0	\$131,997,156	100%	\$0	0.0%
<b>GENERAL EXP:</b>										
Board of Supervisors	\$576,574	\$0	\$576,574	100%	\$543,054	\$0	\$543,054	100%	0	0.0%
Capital Projects	0	0	0	0%	198,400	0	198,400	100%	0	0.0%
Central Rappahannock Regional Library	4,726,775	0	4,726,775	100%	4,254,098	0	4,254,098	100%	0	0.0%
Commissioner of the Revenue	2,647,347	296,070	2,351,277	89%	2,724,039	299,738	2,424,301	89%	3,668	1.2%
Commonwealth's Attorney	2,809,051	1,132,468	1,676,583	60%	2,800,725	1,136,129	1,664,596	59%	3,661	0.3%
Cooperative Extension	215,854	0	215,854	100%	196,426	0	196,426	100%	0	0.0%
Corrections	7,312,498	340,000	6,972,498	95%	8,225,515	340,000	7,885,515	96%	0	0.0%
County Administration	1,125,409	185,277	940,132	84%	1,061,761	171,490	890,271	84%	(13,787)	-7.4%
County Attorney	1,127,044	59,468	1,067,576	95%	1,062,337	297,411	764,926	72%	237,943	400.1%
Courts	2,411,984	1,153,007	1,258,977	52%	2,372,046	785,640	1,586,406	67%	(367,367)	-31.9%
Debt Service	9,737,208	0	9,737,208	100%	12,185,406	1,187,718	10,997,688	90%	1,187,718	100.0%
Economic Development/Legislative Affairs	1,157,075	0	1,157,075	100%	1,005,410	0	1,005,410	100%	0	0.0%
Finance and Budget	1,620,895	605,128	1,015,767	63%	1,525,682	460,504	1,065,178	70%	(144,624)	-23.9%
Fire and Rescue	13,445,204	2,962,690	10,482,514	78%	13,330,184	2,436,575	10,893,609	82%	(526,115)	-17.8%
Human Resources	697,609	121,025	576,584	83%	647,057	140,187	506,870	78%	19,162	15.8%
Human Services, Office of	4,406,028	2,253,834	2,152,194	49%	4,227,358	1,914,778	2,312,580	55%	(339,056)	-15.0%
Information Technology	2,335,114	194,779	2,140,335	92%	2,091,526	253,818	1,837,708	88%	59,039	30.3%
Internal Audits, Office of	171,018	0	171,018	100%	86,066	0	86,066	100%	0	0.0%
Non-Departmental	1,304,156	357,606	946,550	73%	1,765,005	357,813	1,407,192	80%	207	0.1%
Parks, Recreation & Community Facilities	10,592,091	1,740,265	8,851,826	84%	9,597,958	1,829,068	7,768,890	81%	88,803	5.1%
Partner Agencies	1,906,779	137,595	1,769,184	93%	1,686,815	96,888	1,589,927	94%	(40,707)	-29.6%
Planning and Zoning	2,896,298	2,962,805	(66,507)	-2%	2,504,751	1,783,100	721,651	29%	(1,179,705)	-39.8%
Public Works	4,507,772	3,604,172	903,600	20%	3,881,843	2,684,000	1,197,843	31%	(920,172)	-25.5%
Registrar & Electoral Board	396,435	69,921	326,514	82%	386,290	67,525	318,765	83%	(2,396)	-3.4%
Sheriff	18,237,531	4,841,476	13,396,055	73%	17,795,186	4,847,023	12,948,163	73%	5,547	0.1%
Social Services	8,163,188	5,657,762	2,505,426	31%	8,409,342	5,914,441	2,494,901	30%	256,679	4.5%
Solid Waste	202,368	19,000	183,368	91%	0	0	0	0%	(19,000)	-100.0%
Treasurer	1,972,089	620,220	1,351,869	69%	1,924,227	781,439	1,142,788	59%	161,219	26.0%
Total General Exp	\$106,701,394	\$29,314,568	\$77,386,826	73%	\$106,488,507	\$27,785,285	\$78,703,222	74%	(\$1,529,283)	-5.2%
<b>TOTAL ALL EXP</b>	<b>\$240,068,894</b>	<b>\$29,314,568</b>	<b>\$210,754,326</b>	<b>88%</b>	<b>\$238,485,663</b>	<b>\$27,785,285</b>	<b>\$210,700,378</b>	<b>88%</b>	<b>(\$1,529,283)</b>	<b>-5.2%</b>

## EXPENDITURE ANALYSIS FY2001-FY2010

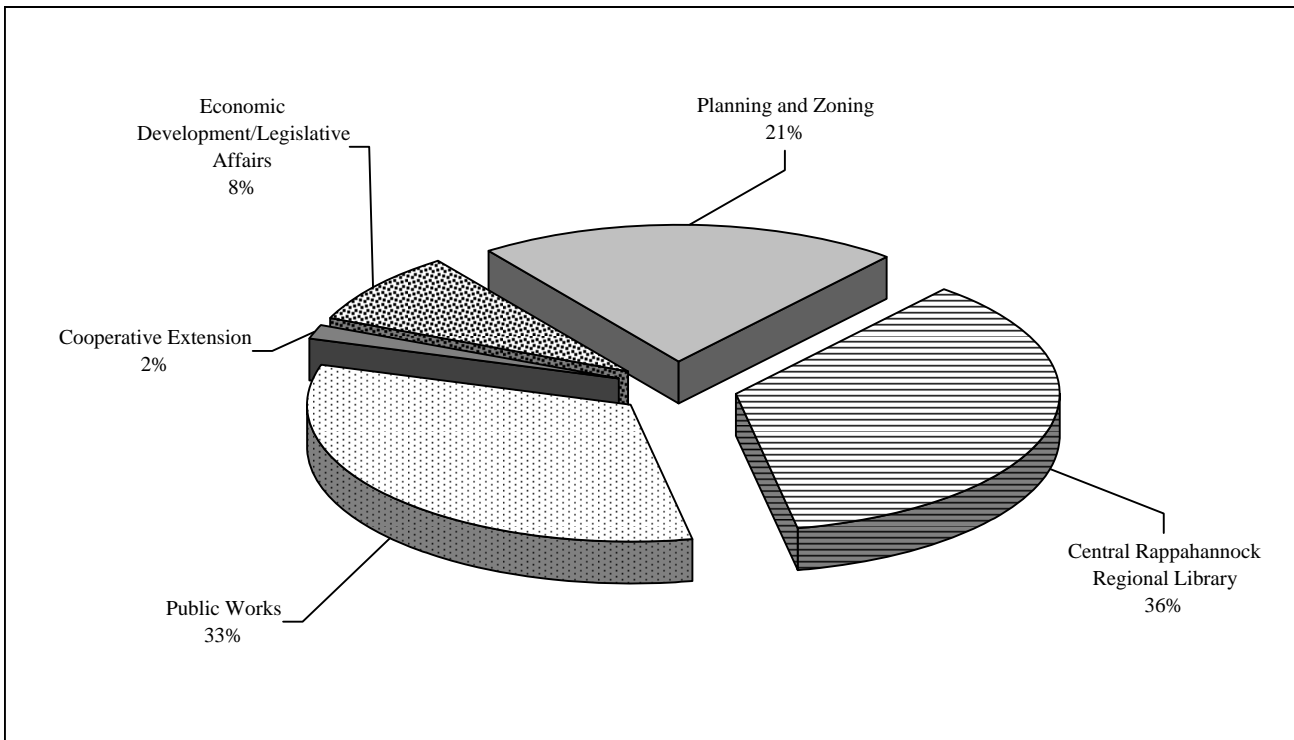
The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. The chart also lists the percentage variance between budgeted expenditures and actual expenditures for each fiscal year from FY2001 through FY2008. The FY2009 actual represents the year-end projection. The FY2010 actual, which is still an estimate, is the adopted budget for FY2010. The expenditure increases have varied from approximately -1% to 23%. The average increase in expenditures for this ten-year period is calculated to be 8.9%.

Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change	Variance	
					Amount	%
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	225,129,454		208,082,240	22.42%	(17,047,214)	-7.57%
2007	234,888,020		223,297,385	7.31%	(11,590,635)	-4.93%
2008	242,872,406		235,400,383	5.42%	(7,472,023)	-3.08%
2009	240,068,894		231,789,776	-1.53%	(8,279,118)	-3.45%
2010	238,485,663		238,485,663	2.89%	0	0.00%
<b>Average</b>				<b>8.9%</b>		<b>-4.39%</b>



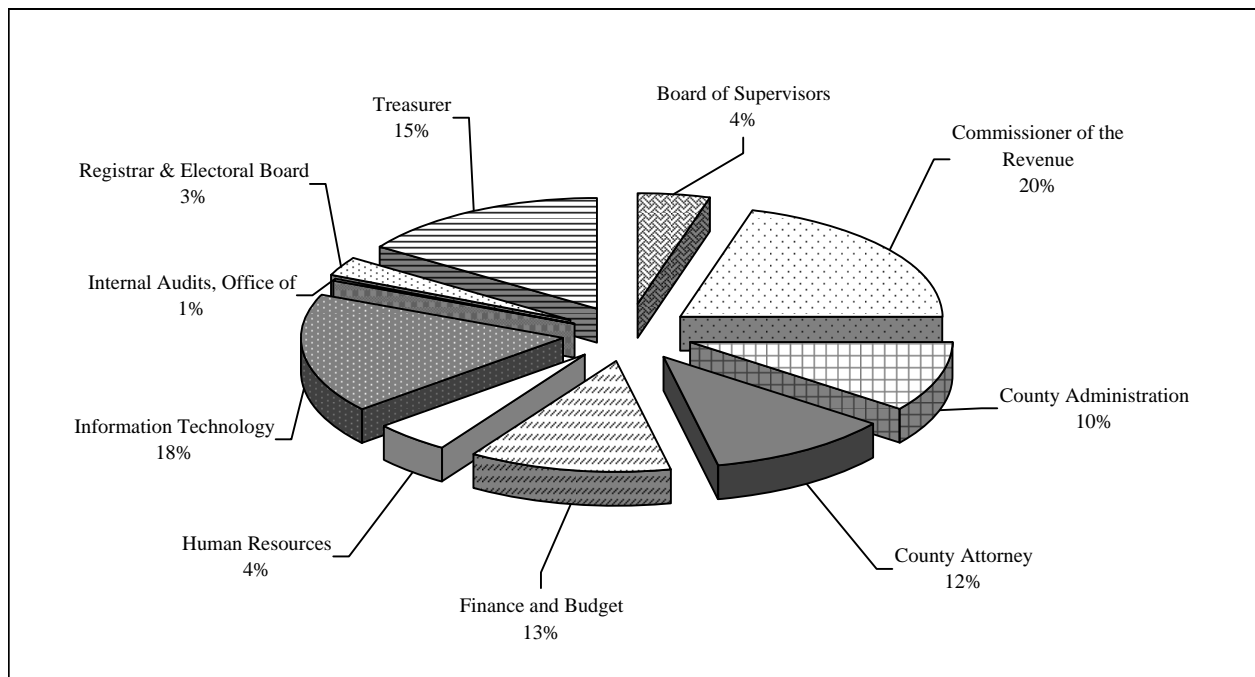
## COMMUNITY DEVELOPMENT

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Capital Projects	\$1,490,889	\$0	\$198,400	\$198,400	0.00%
Central Rappahannock Regional Library	4,666,775	4,726,775	4,254,098	(472,677)	-10.00%
Cooperative Extension	190,028	215,854	196,426	(19,428)	-9.00%
Economic Development/Legislative Affairs	1,144,918	1,157,075	1,005,410	(151,665)	-13.11%
Planning and Zoning	2,884,161	2,896,298	2,504,751	(391,547)	-13.52%
Public Works	4,738,570	4,507,772	3,881,843	(625,929)	-13.89%
<b>Total Expenditures</b>	<b><u>\$15,115,341</u></b>	<b><u>\$13,503,774</u></b>	<b><u>\$12,040,928</u></b>	<b><u>(\$1,462,846)</u></b>	<b><u>-10.83%</u></b>



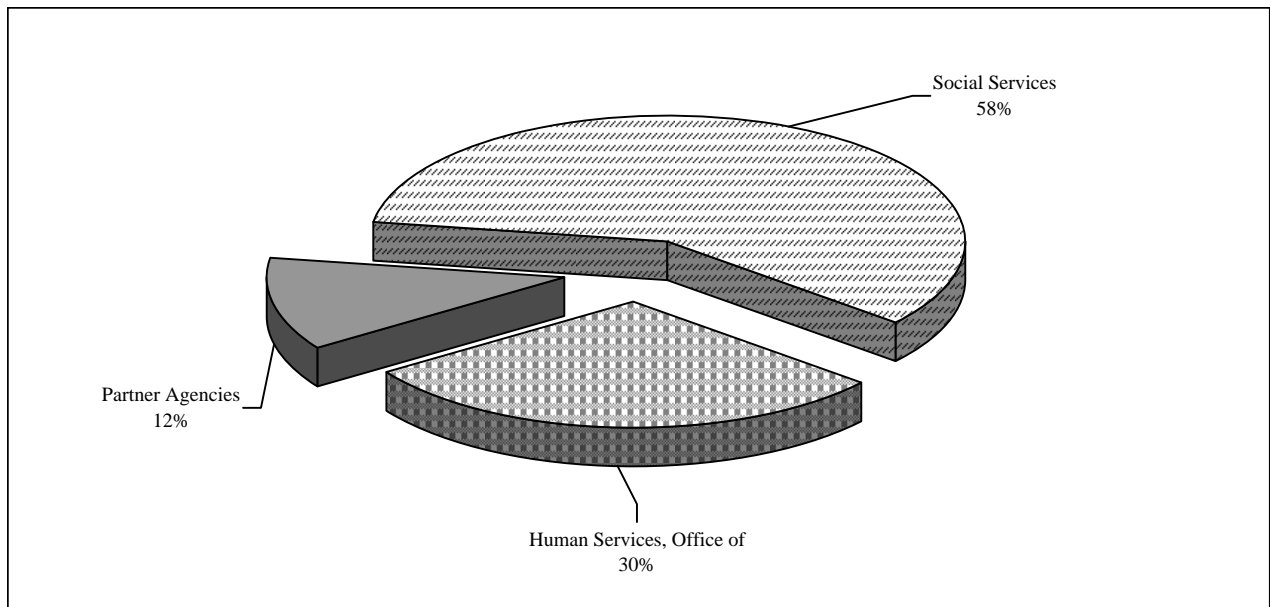
## GENERAL GOVERNMENT ADMINISTRATION

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Board of Supervisors	\$598,812	\$576,574	\$543,054	(\$33,520)	-5.81%
Commissioner of the Revenue	2,752,668	2,647,347	2,724,039	76,692	2.90%
County Administration	1,387,271	1,125,409	1,061,761	(63,648)	-5.66%
County Attorney	1,552,881	1,127,044	1,062,337	(64,707)	-5.74%
Finance and Budget	1,697,031	1,620,895	1,525,682	(95,213)	-5.87%
Human Resources	605,207	697,609	647,057	(50,552)	-7.25%
Information Technology	2,376,513	2,335,114	2,091,526	(243,588)	-10.43%
Internal Audits, Office of	16,752	171,018	86,066	(84,952)	-49.67%
Registrar & Electoral Board	389,697	396,435	386,290	(10,145)	-2.56%
Treasurer	2,094,135	1,972,089	1,924,227	(47,862)	-2.43%
<b>Total Expenditures</b>	<b>\$13,470,967</b>	<b>\$12,669,534</b>	<b>\$12,052,039</b>	<b>(\$617,495)</b>	<b>-4.87%</b>



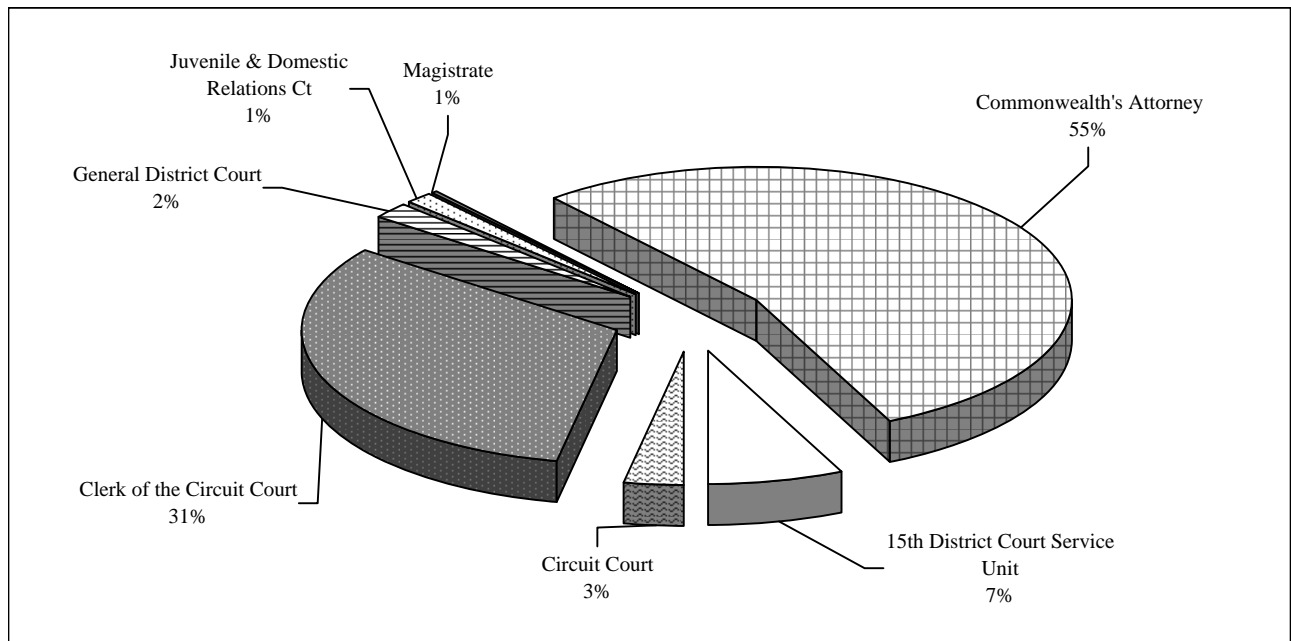
## HEALTH AND WELFARE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Human Services, Office of	\$4,788,208	\$4,406,028	\$4,227,358	(\$178,670)	-4.06%
Partner Agencies	1,908,585	1,906,779	1,686,815	(219,964)	-11.54%
Social Services	7,561,193	8,163,188	8,409,342	246,154	3.02%
<b>Total Expenditures</b>	<b>\$14,257,986</b>	<b>\$14,475,995</b>	<b>\$14,323,515</b>	<b>(\$152,480)</b>	<b>-1.05%</b>



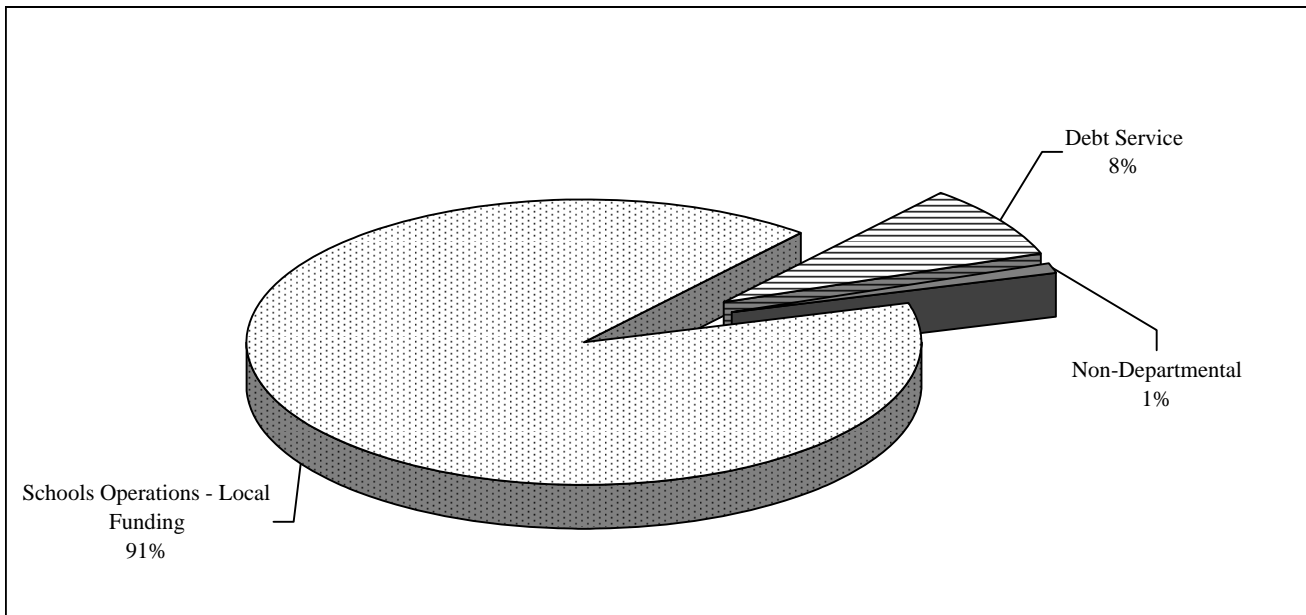
## JUDICIAL ADMINISTRATION

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
15th District Court Service Unit	\$328,017	\$331,793	\$360,207	\$28,414	8.56%
Clerk of the Circuit Court	1,786,444	1,723,129	1,662,479	(60,650)	-3.52%
Circuit Court	113,242	181,805	162,984	(18,821)	-10.35%
Commonwealth's Attorney	2,748,314	2,809,051	2,800,725	(8,326)	-0.30%
General District Court	95,439	86,550	106,431	19,881	22.97%
Juvenile & Domestic Relations Ct	62,712	75,400	67,396	(8,004)	-10.62%
Magistrate	4,353	13,307	12,549	(758)	-5.70%
<b>Total Expenditures</b>	<b>\$5,138,521</b>	<b>\$5,221,035</b>	<b>\$5,172,771</b>	<b>(\$48,264)</b>	<b>-0.92%</b>



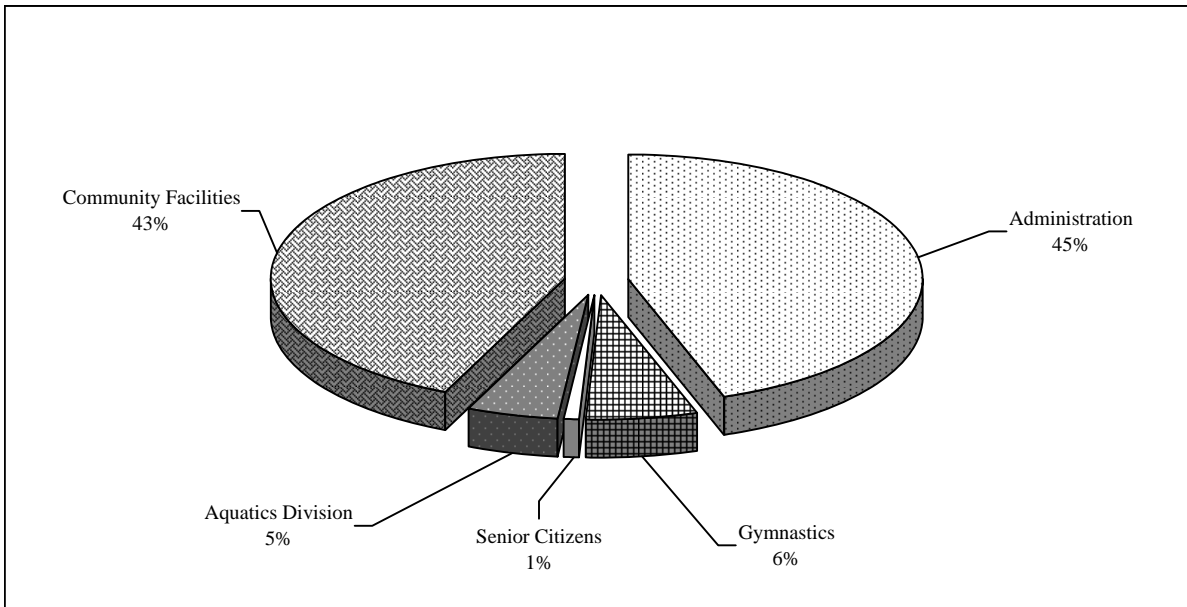
## MISCELLANEOUS

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Debt Service	\$5,862,648	\$9,737,208	\$12,185,406	\$2,448,198	25.14%
Non-Departmental	771,770	1,304,156	1,765,005	460,849	35.34%
Other Transfers	3,558,993	0	0	0	0.00%
Schools Operations - Local Funding	130,513,427	133,367,500	131,997,156	(1,370,344)	-1.03%
<b>Total Expenditures</b>	<b>\$140,706,838</b>	<b>\$144,408,864</b>	<b>\$145,947,567</b>	<b>\$1,538,703</b>	<b>1.07%</b>



## PARKS, RECREATION AND COMMUNITY FACILITIES

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Administration	\$4,646,522	\$4,841,797	\$4,291,823	(\$549,974)	-11.36%
Aquatics Division	519,776	603,510	489,635	(113,875)	-18.87%
Community Facilities	3,733,704	4,519,495	4,149,034	(370,461)	-8.20%
Gymnastics	500,746	518,350	576,580	58,230	11.23%
Senior Citizens	103,877	108,939	90,886	(18,053)	-16.57%
<b>Total Expenditures</b>	<b><u>\$9,504,625</u></b>	<b><u>\$10,592,091</u></b>	<b><u>\$9,597,958</u></b>	<b><u>(\$994,133)</u></b>	<b><u>-9.39%</u></b>

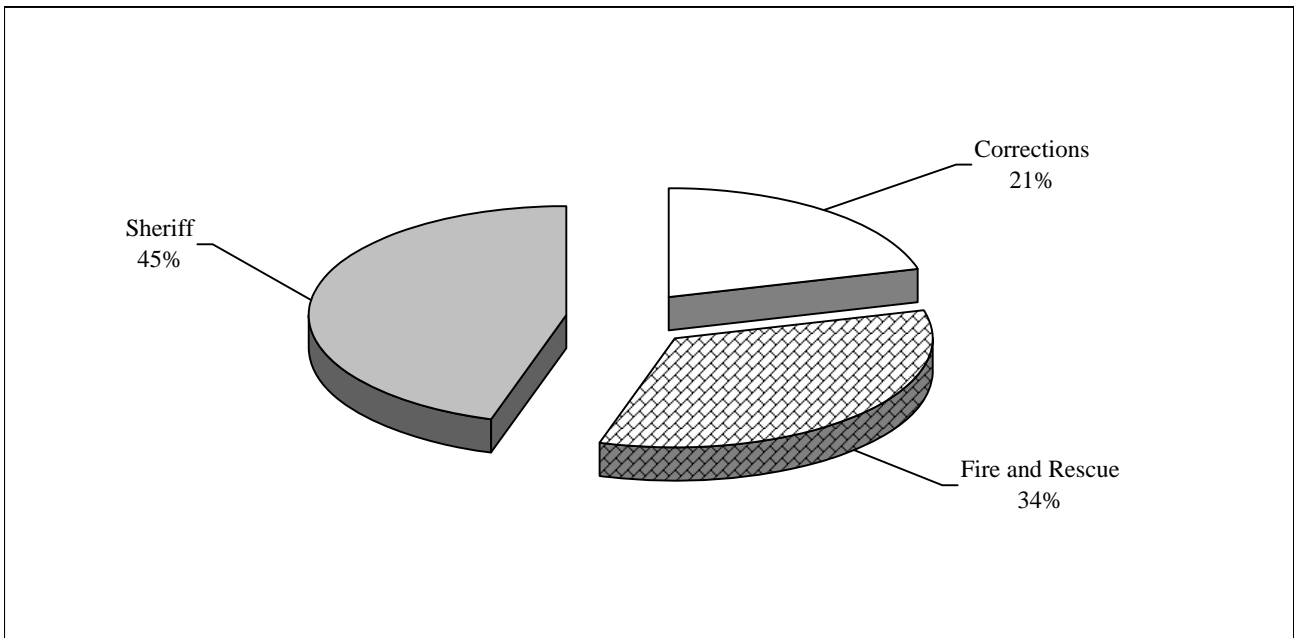




## PUBLIC SAFETY

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Corrections	\$7,345,041	\$7,312,498	\$8,225,515	\$913,017	12.49%
Fire and Rescue	12,269,530	13,445,204	13,330,184	(115,020)	-0.86%
Sheriff	17,347,076	18,237,531	17,795,186	(442,345)	-2.43%
Solid Waste *	244,458	202,368	0	(202,368)	-100.00%
<b>Total Expenditures</b>	<b>\$37,206,105</b>	<b>\$39,197,601</b>	<b>\$39,350,885</b>	<b>\$153,284</b>	<b>0.39%</b>

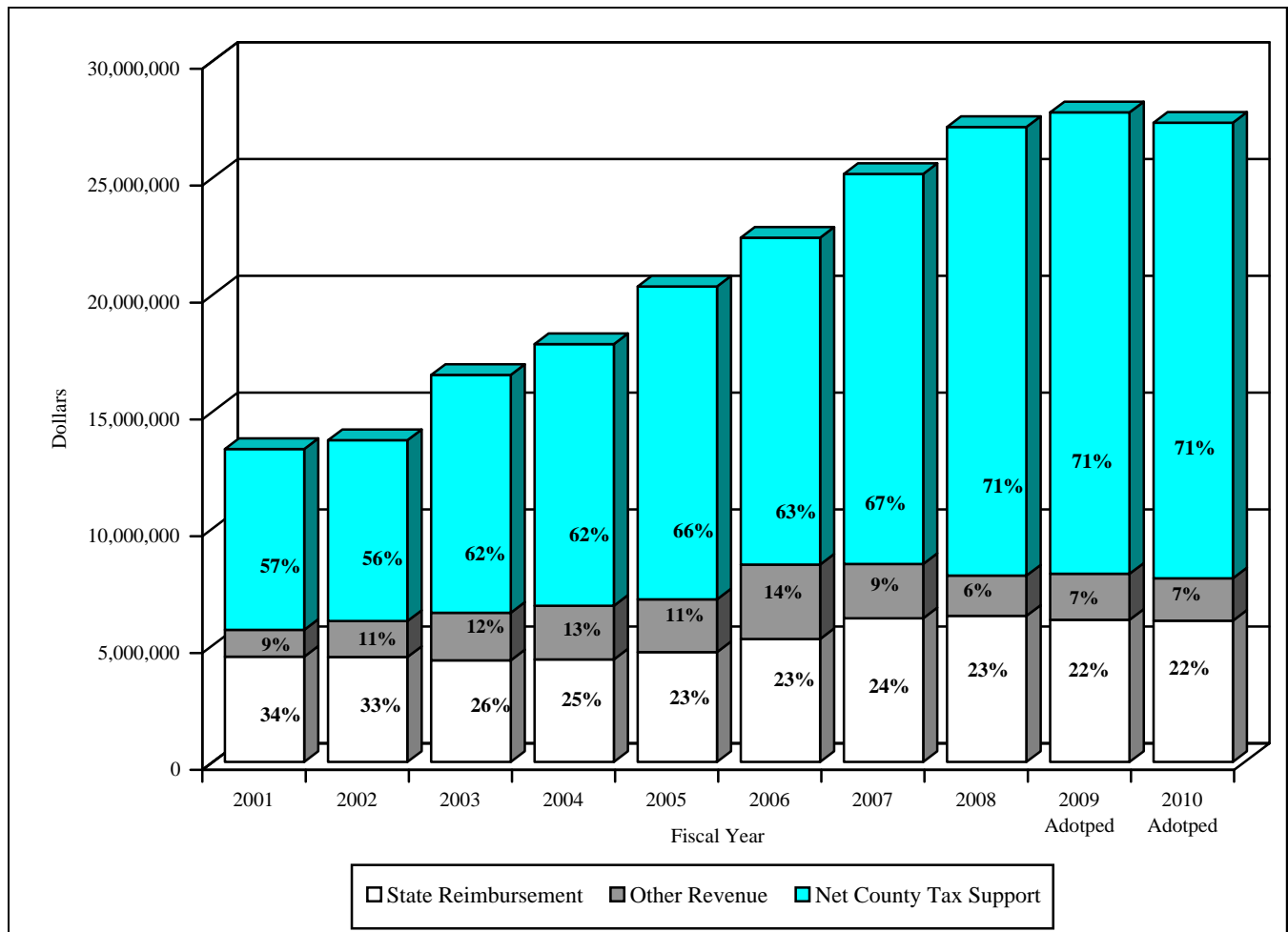
\* Responsibility for Solid Waste has been transferred to the Regional Landfill.





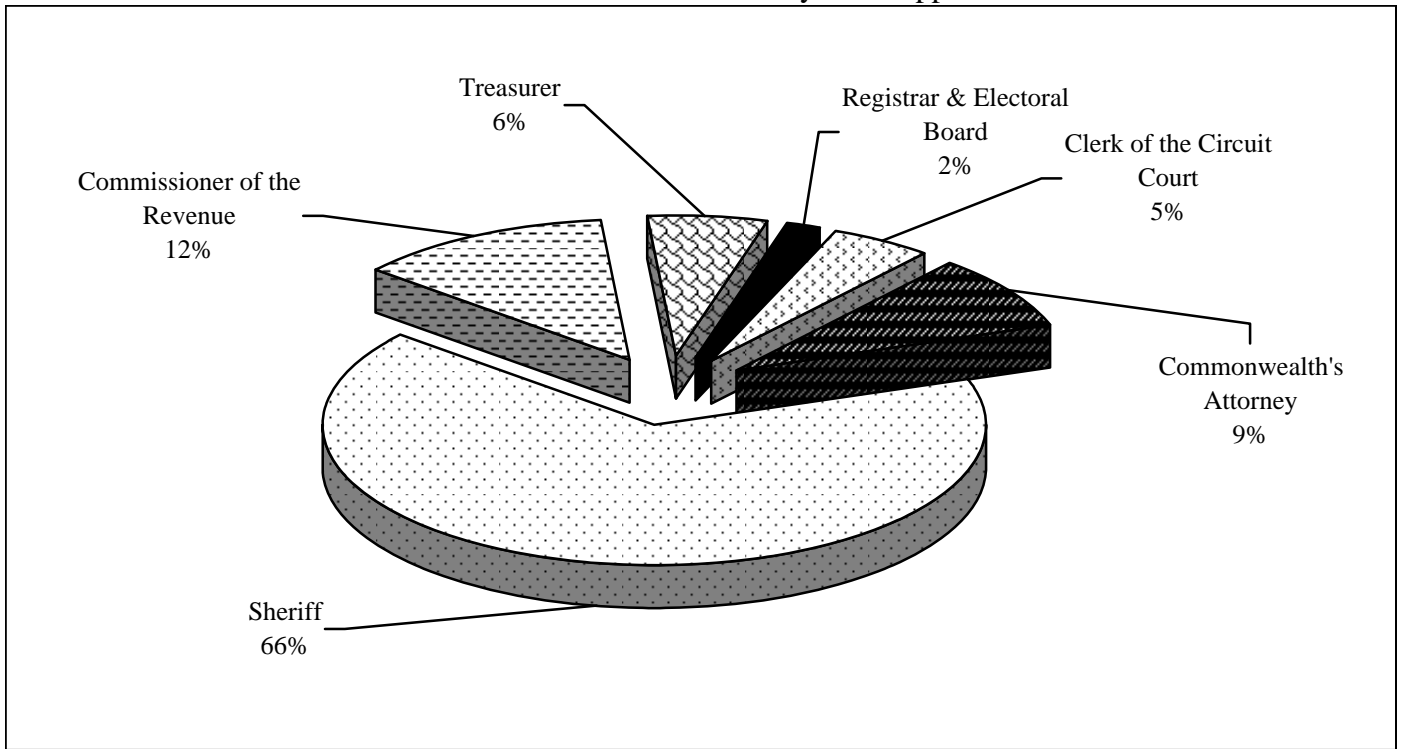
## CONSTITUTIONAL OFFICERS FUNDING

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
2010 Adopted	27,353,596	6,046,820	22%	1,812,106	7%	19,494,670	71%
2009 Adopted	27,785,582	6,083,508	22%	1,967,004	7%	19,735,070	71%
2008	27,165,358	6,254,645	23%	1,726,837	6%	19,183,876	71%
2007	25,161,952	6,142,054	24%	2,332,455	9%	16,687,442	67%
2006	22,424,639	5,266,825	23%	3,177,790	14%	13,980,024	63%
2005	20,343,378	4,701,773	23%	2,253,481	11%	13,388,124	66%
2004	17,872,275	4,392,504	25%	2,293,451	13%	11,186,320	62%
2003	16,554,240	4,346,001	26%	2,038,849	12%	10,169,390	62%
2002	13,763,507	4,491,017	33%	1,534,504	11%	7,737,986	56%
2001	13,394,856	4,509,327	34%	1,143,572	9%	7,741,957	57%

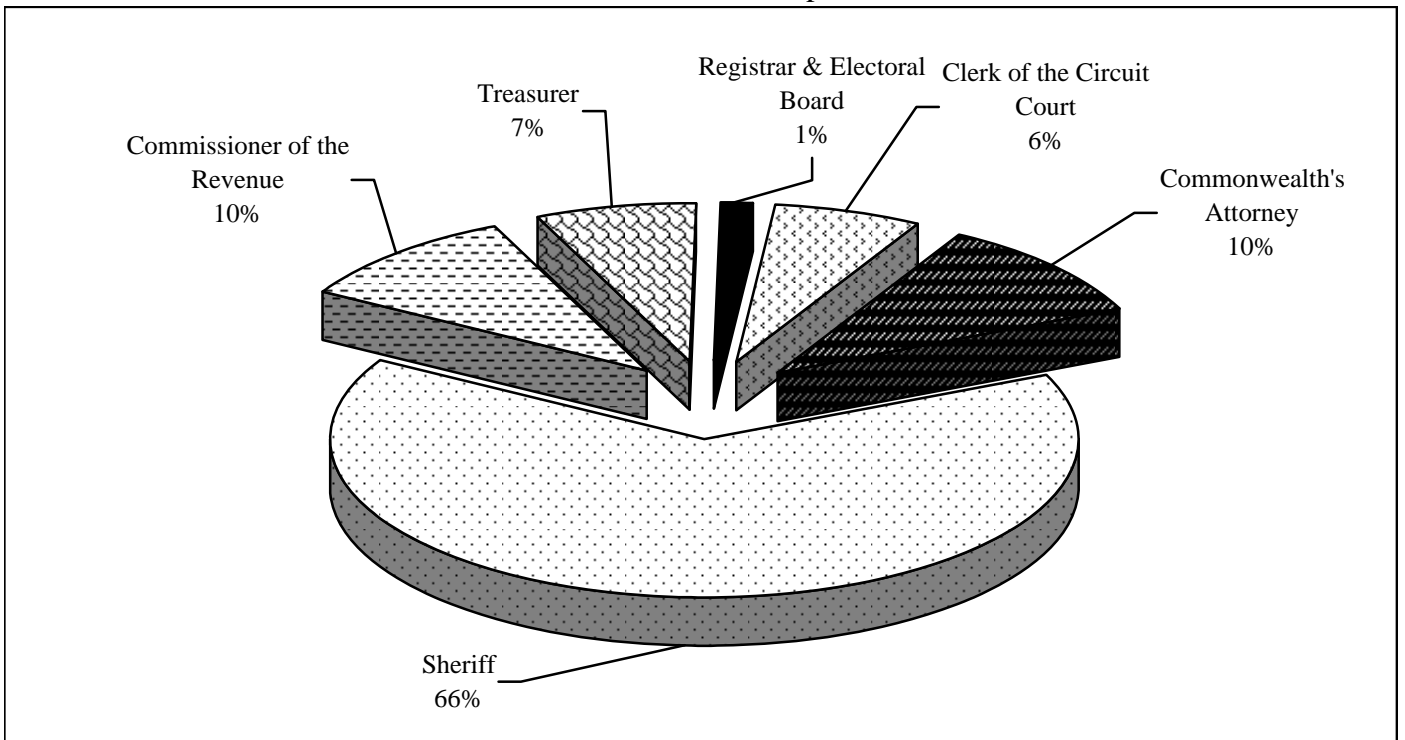


# CONSTITUTIONAL OFFICERS GRAPHS

## Constitutional Officers County Tax Support

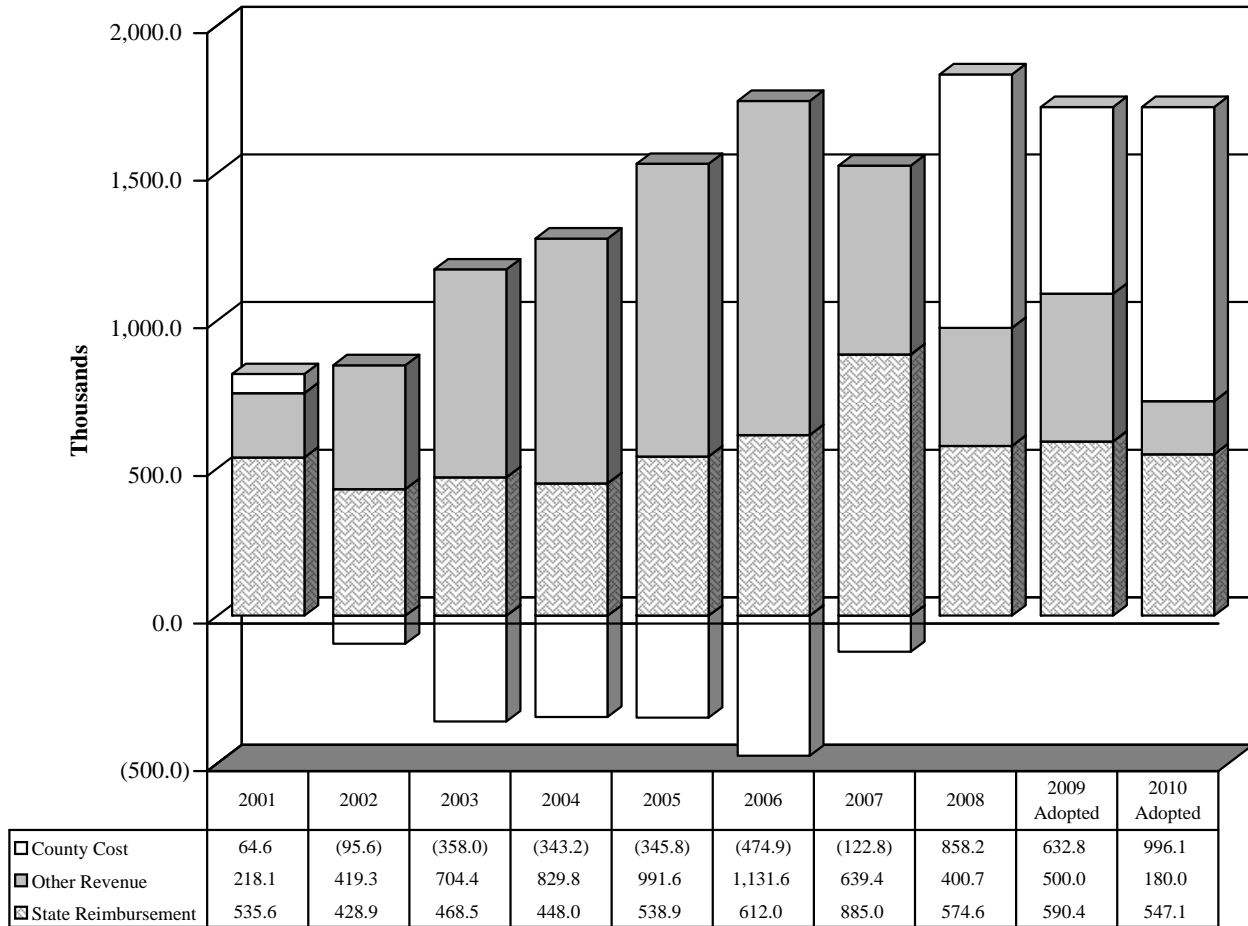


## Constitutional Officers Expenditures



# CLERK OF THE CIRCUIT COURT

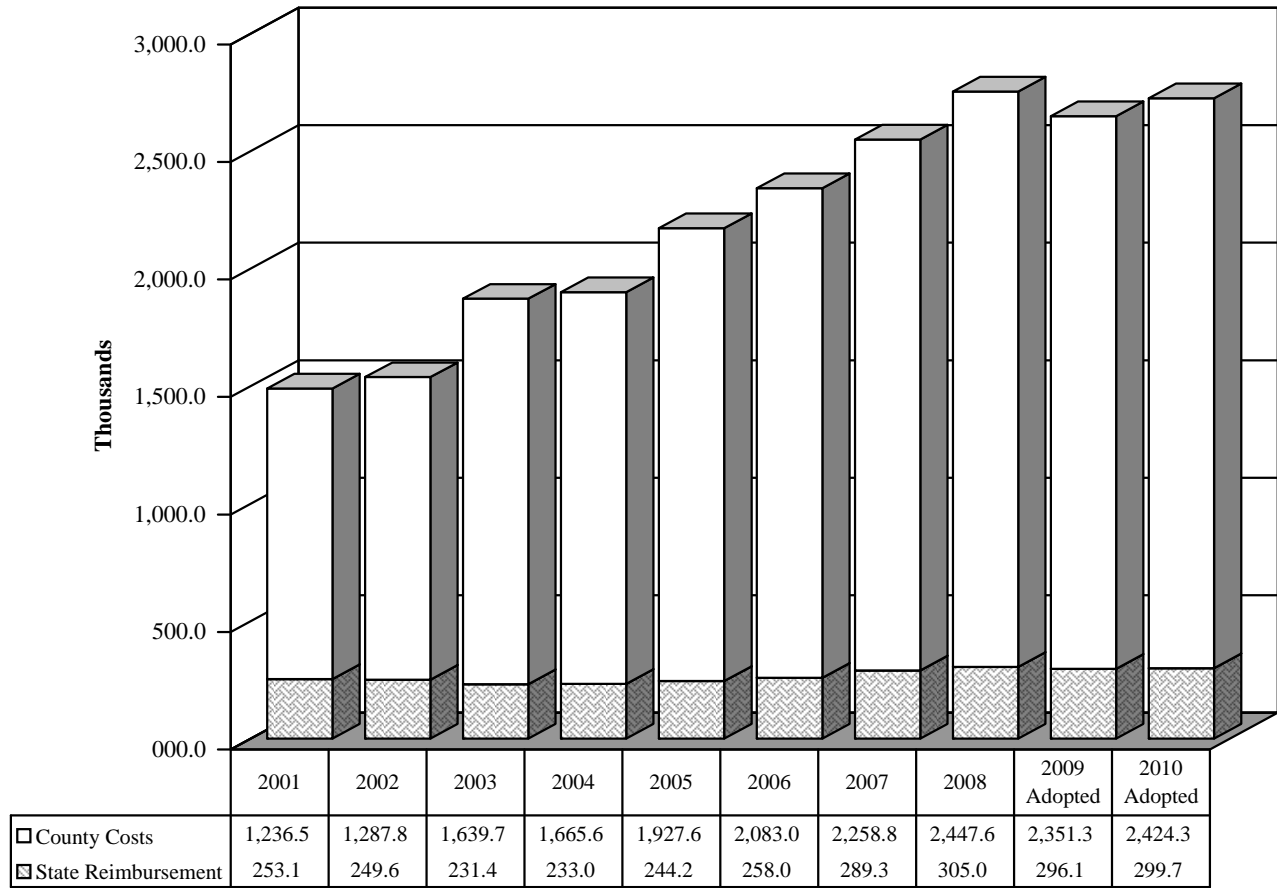
In the Fiscal Years 2002 , 2003, 2004, 2005, 2006 and 2007 there is negative County Net Tax support. Revenues exceeded the actual expenditures for these years. This trend has changed with the slowdown in the housing market.



	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	8%	-13%	-44%	-37%	-29%	-37%	-9%	47%	37%	58%
Other Revenue	27%	56%	86%	89%	84%	89%	46%	22%	29%	10%
State Reimbursement	65%	57%	58%	48%	45%	48%	63%	31%	34%	32%

## COMMISSIONER OF THE REVENUE

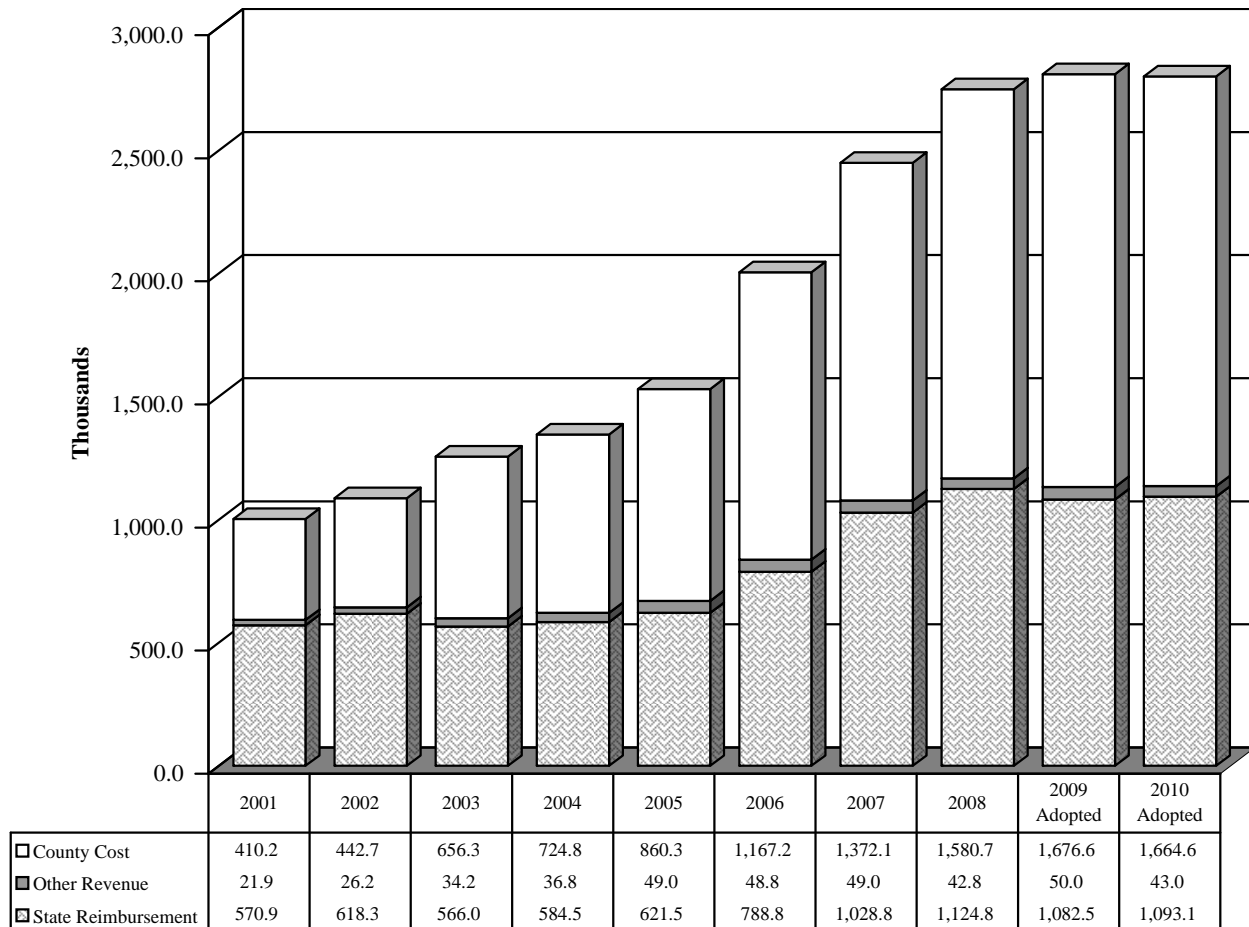
Fiscal years 2001 to 2002 the State Reimbursement is either being maintained or increased as a percentage of the overall expenditures. In fiscal year 2003 thru 2008 the amount of County Tax Support has increased slightly. The trend has been for state revenues to stay at the prior year level.



	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	83%	84%	88%	88%	89%	89%	89%	89%	89%	89%
State Reimbursement	17%	16%	12%	12%	11%	11%	11%	11%	11%	11%

## COMMONWEALTH'S ATTORNEY

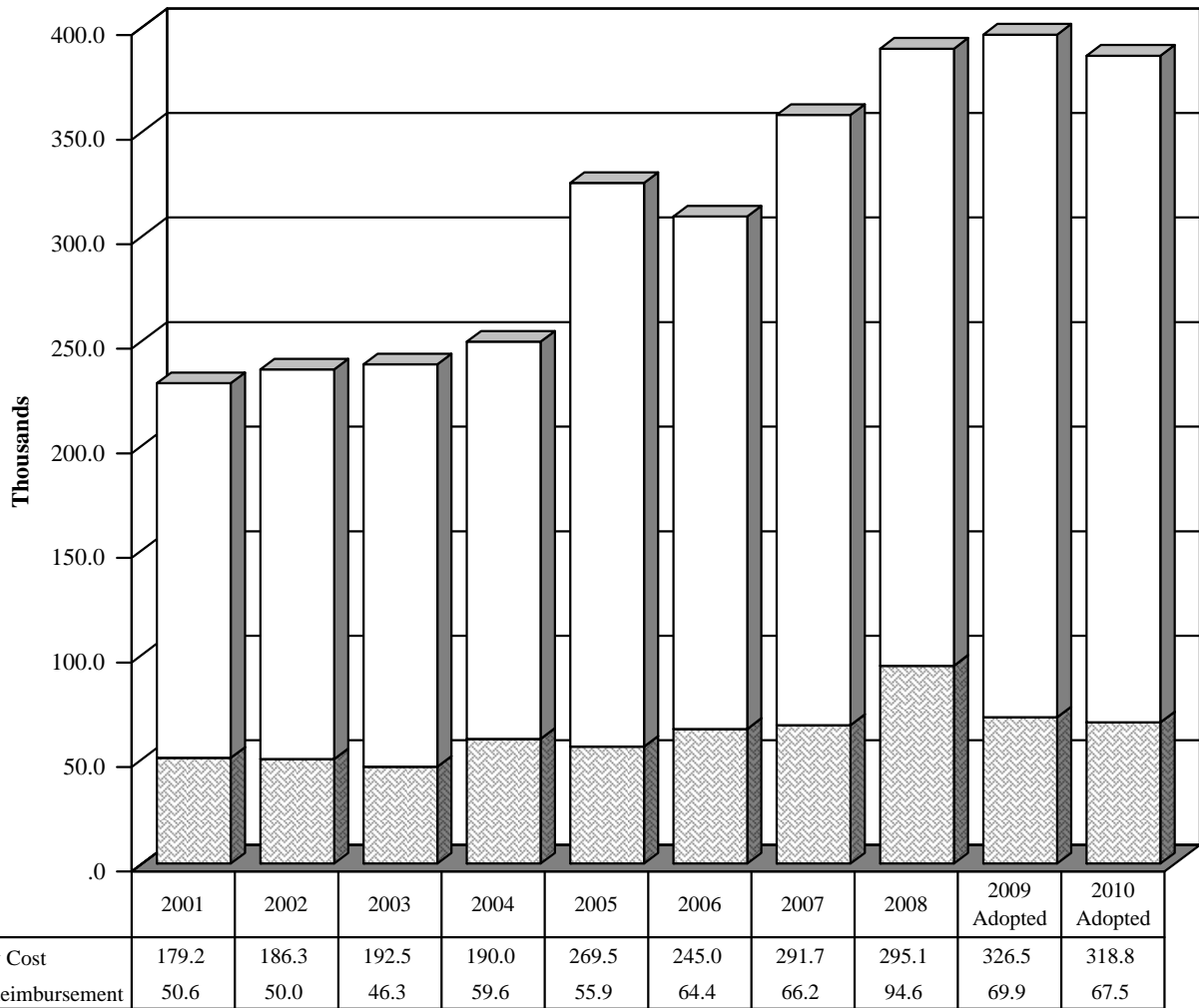
The proportional decreases in state funding for FY03, FY04, FY05, FY06 were attributed to higher expenditure needs for personnel, with state reimbursements not increasing with needs of this office. In FY08, the state recognized the personnel and needs for this office, and the number of employees covered by state reimbursement was increased to help support the demands on this office. As is shown in the graph, this is still not enough to keep up the cost of salaries and benefits.



	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	41%	41%	52%	54%	56%	59%	56%	58%	60%	59%
Other Revenue	2%	2%	3%	3%	3%	2%	2%	2%	2%	2%
State Reimbursement	57%	57%	45%	43%	41%	39%	42%	41%	38%	39%

## 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.

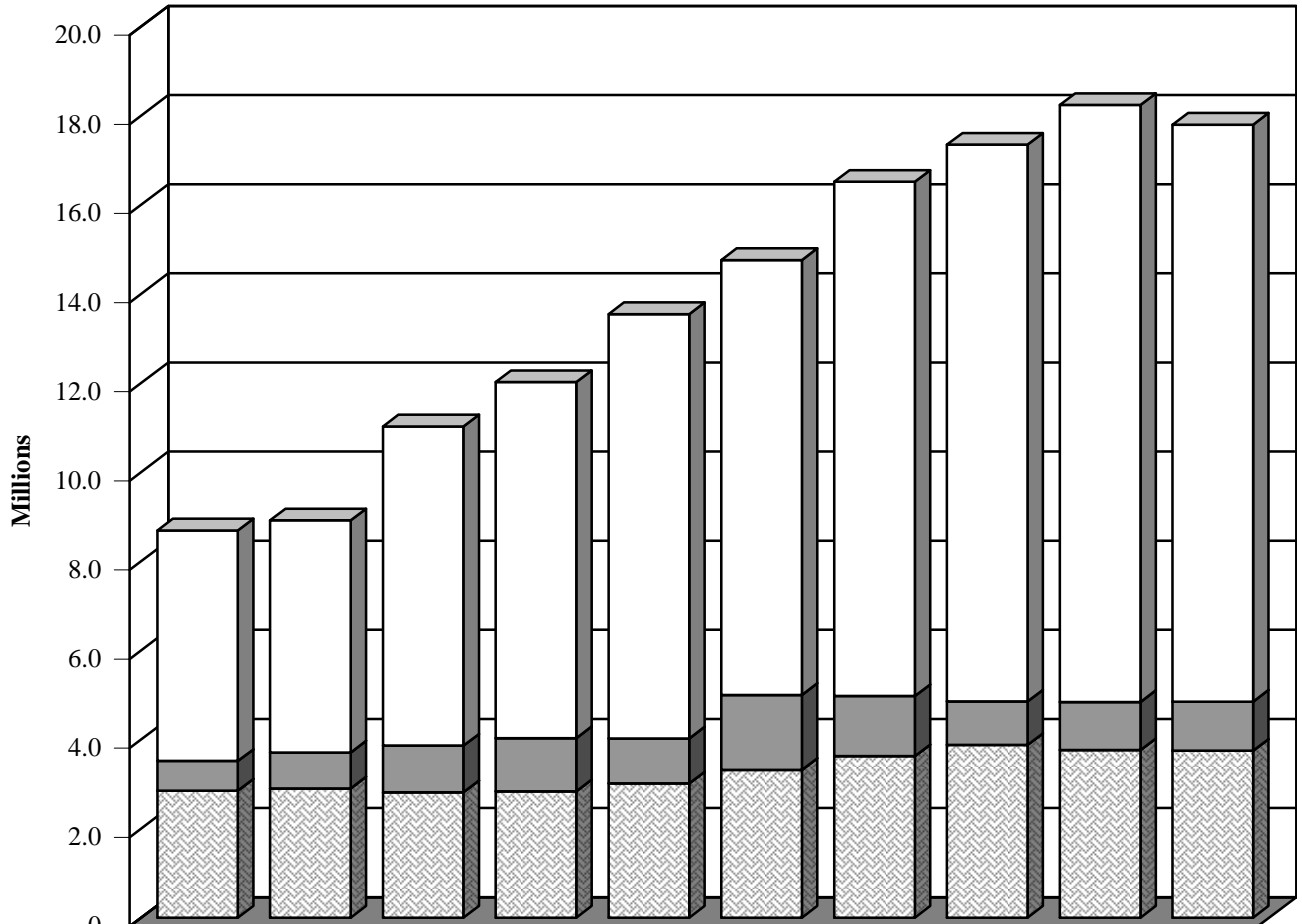


	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	78%	79%	81%	76%	83%	21%	18%	24%	18%	17%
State Reimbursement	22%	21%	19%	24%	17%	79%	82%	76%	82%	83%



# SHERIFF

The County funding for the Sheriff has increased over the years. This increase is partly due 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.

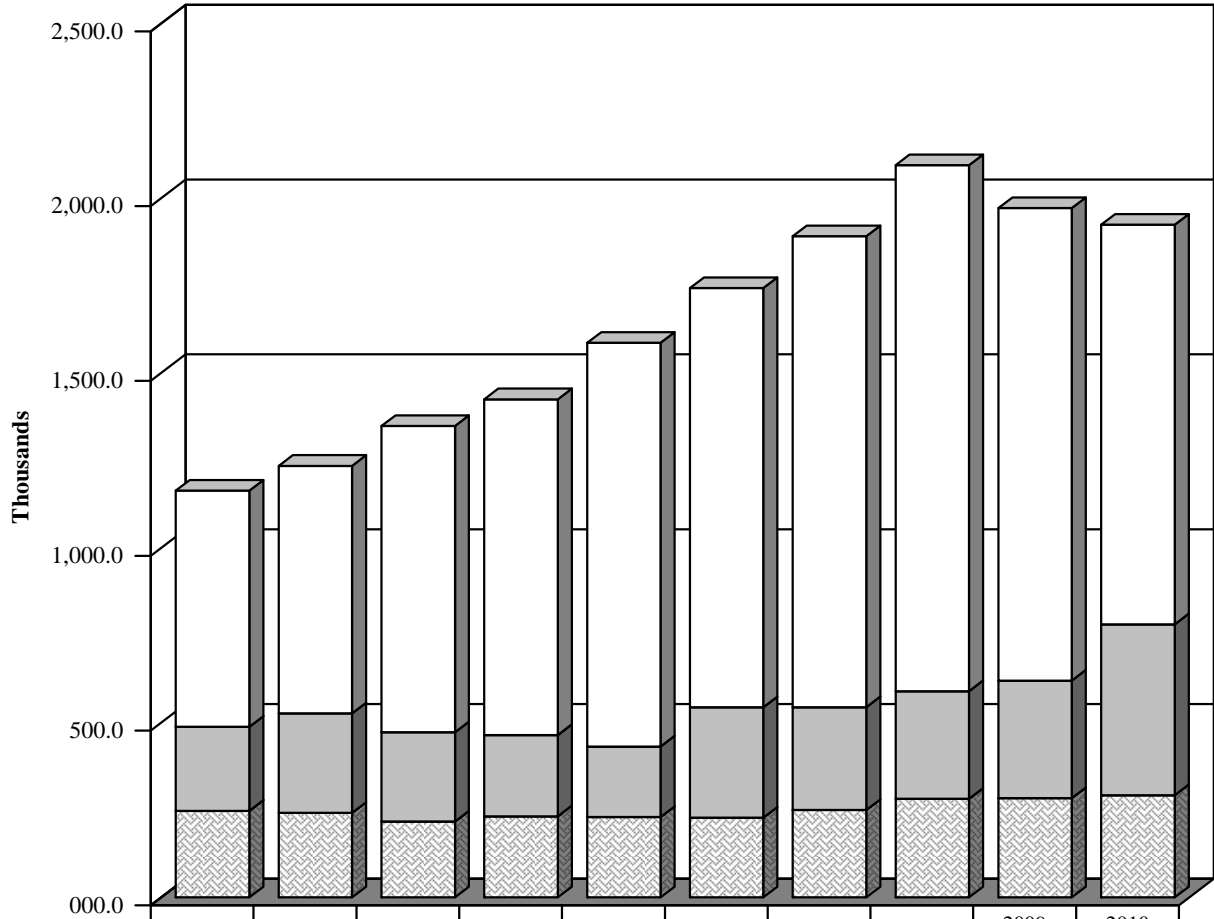


	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	5.2	5.2	7.2	8.0	9.5	9.8	11.5	12.5	13.4	12.9
Other Revenue	.7	.8	1.0	1.2	1.0	1.7	1.3	1.0	1.1	1.1
State Reimbursement	2.9	2.9	2.8	2.8	3.0	3.3	3.6	3.9	3.8	3.7

	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	60%	58%	65%	66%	70%	67%	70%	72%	73%	73%
Other Revenue	8%	9%	9%	10%	8%	11%	8%	6%	6%	6%
State Reimbursement	32%	33%	26%	24%	22%	22%	22%	22%	21%	21%

# TREASURER

The State Reimbursement increased slightly in fiscal year 2010, and Other Revenue increased due to additional revenue from the Utilities Fund and Landfill Fund that is determined by the cost allocation study.

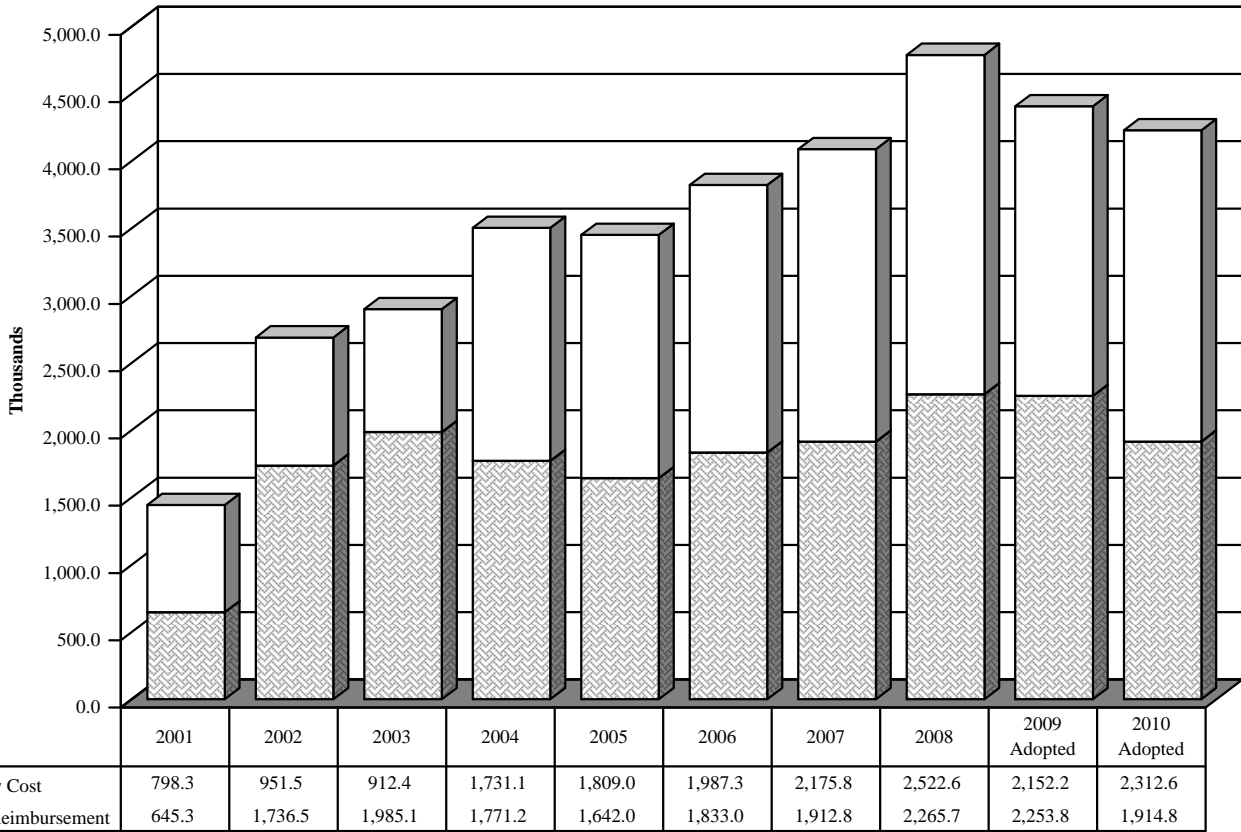


	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	675.6	708.2	876.0	960.3	1,154.5	1,199.2	1,347.2	1,504.2	1,351.9	1,142.8
Other Revenue	240.3	284.7	255.5	232.4	201.8	315.4	294.6	307.6	336.1	488.9
State Reimbursement	247.8	241.5	216.9	232.2	229.8	228.1	249.7	282.3	284.1	292.5

	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	58%	57%	65%	68%	73%	69%	71%	72%	69%	60%
Other Revenue	21%	23%	19%	16%	13%	18%	16%	15%	17%	25%
State Reimbursement	21%	20%	16%	16%	14%	13%	13%	13%	14%	15%

# OFFICE OF HUMAN SERVICES

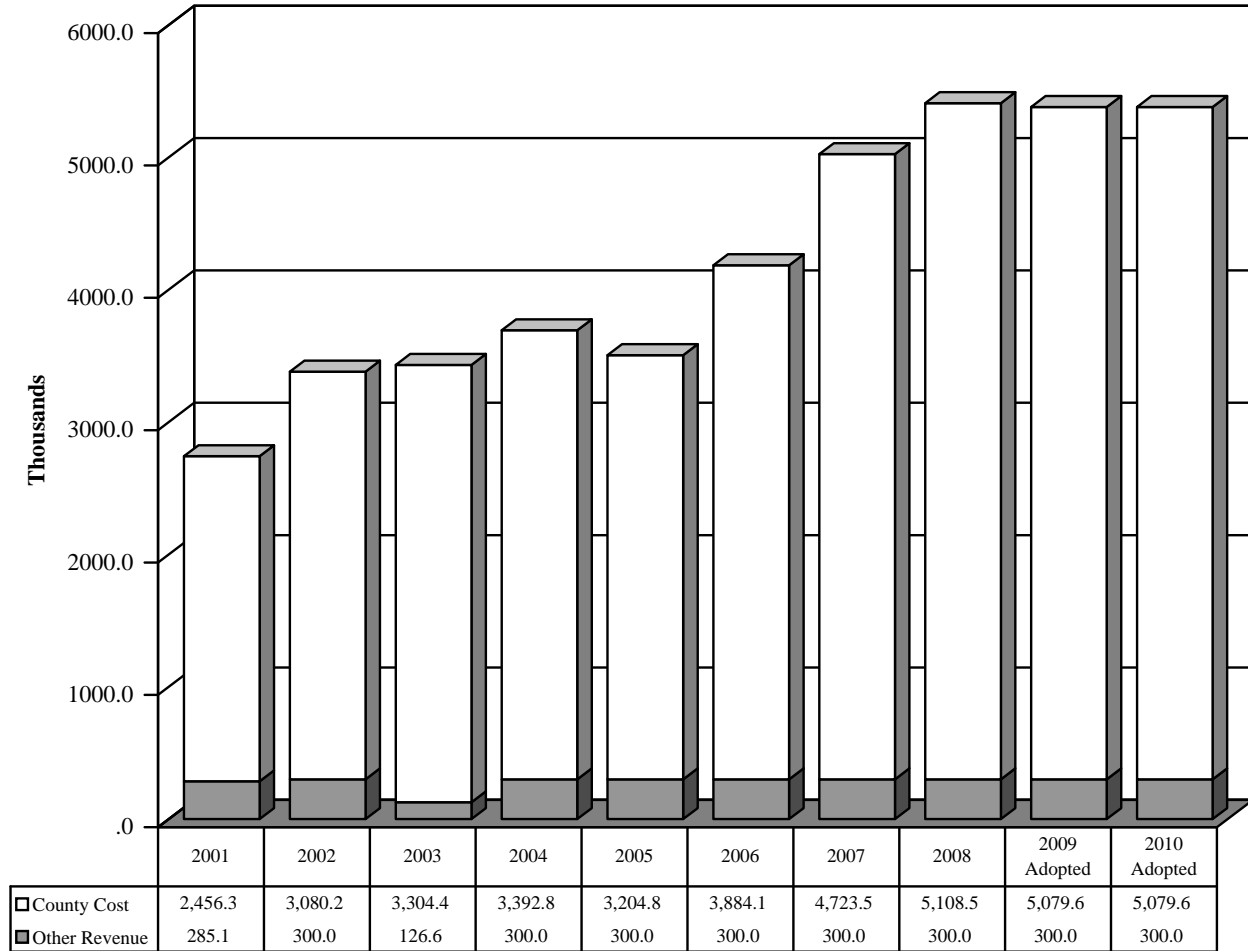
This graph shows the distribution of revenue for the Comprehensive Services Act. The state reimbursement is 55.61% of eligible expenses for this program.



	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	55%	35%	31%	49%	52%	52%	53%	53%	49%	55%
State Reimbursement	45%	65%	69%	51%	48%	48%	47%	47%	51%	45%

# RAPPAHANNOCK REGIONAL JAIL

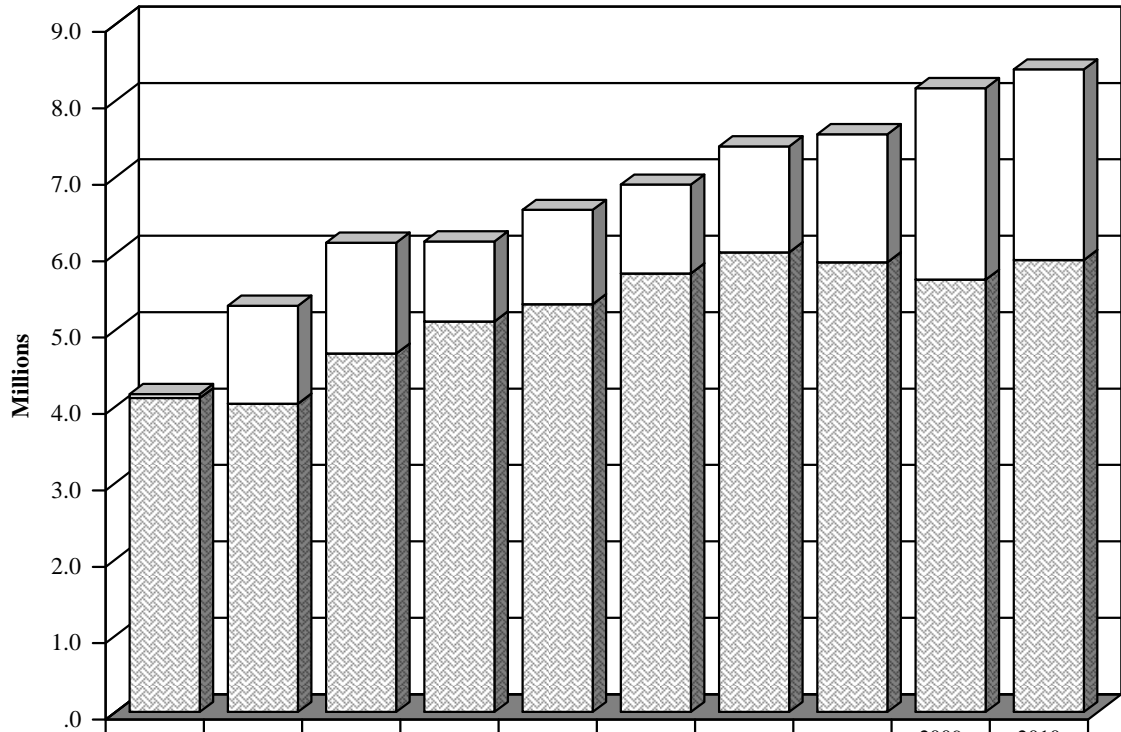
This graph illustrates the revenue sources that support the jail. In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the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



	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	90%	91%	96%	92%	91%	93%	94%	94%	94%	94%
Other Revenue	10%	9%	4%	8%	9%	7%	6%	6%	6%	6%

# SOCIAL SERVICES

This graph shows the distribution of revenue for the Social Services. For fiscal year 2010 the state/federal reimbursement is expected to be 70% of the revenue for Social Service programs. A change in the calculation of the Title IV money by the state decreases the reimbursement to the local governments.



□ County Cost	.1	1.3	1.4	1.0	1.2	1.2	1.4	1.7	2.5	2.5
▨ State/Fed. Reimbursement	4.1	4.0	4.7	5.1	5.3	5.7	6.0	5.9	5.7	5.9

	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
County Cost	1%	24%	24%	17%	19%	17%	19%	22%	31%	30%
State/Fed. Reimbursement	99%	76%	76%	83%	81%	83%	81%	78%	69%	70%



# GENERAL FUND

The General Fund section presents individual department summaries. Provided below is a listing of individual departments, FY2010 adopted budgets, and page number.

<b>Department</b>	<b>FY2010 Adopted Budget</b>	<b>Page Number</b>
Board of Supervisors	\$543,054	103
Capital Projects	198,400	105
Central Rappahannock Regional Library	4,254,098	107
Commissioner of the Revenue	2,724,039	109
Commonwealth's Attorney	2,800,725	113
Cooperative Extension	196,426	115
Corrections	8,225,515	119
County Administration	1,061,761	121
County Attorney	1,062,337	125
Courts	2,372,046	127
Debt Service	12,185,406	133
Economic Development/Legislative Affairs	1,005,410	135
Finance and Budget	1,525,682	139
Fire and Rescue	13,330,184	147
Human Resources	647,057	153
Human Services, Office of	4,227,358	155
Information Technology	2,091,526	159
Internal Audits, Office of	86,066	165
Non-Departmental	1,765,005	167
Other Transfers	0	169
Parks, Recreation & Community Facilities	9,597,958	171
Partner Agencies	1,686,815	177
Planning and Zoning	2,504,751	183
Public Works	3,881,843	189
Registrar & Electoral Board	386,290	195
Schools	131,997,156	199
Sheriff	17,795,186	203
Social Services	8,409,342	221
Treasurer	1,924,227	227

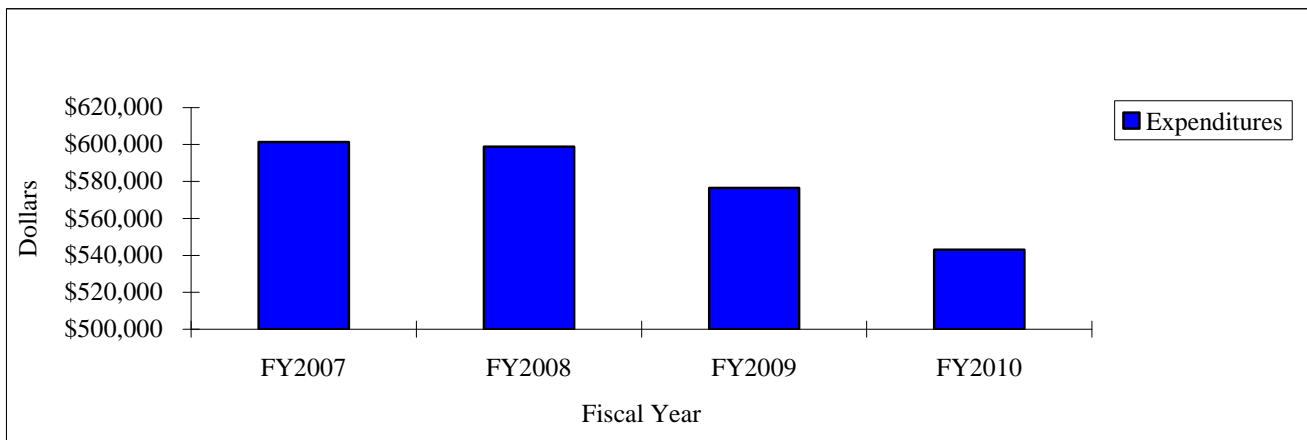




# BOARD OF SUPERVISORS

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$228,885	\$237,169	\$237,602	\$239,826	\$2,224	0.94%
Operating	372,450	361,643	338,972	303,228	(35,744)	-10.54%
<b>Local Tax Funding</b>	<u>\$601,335</u>	<u>\$598,812</u>	<u>\$576,574</u>	<u>\$543,054</u>	<u>(\$33,520)</u>	<u>-5.81%</u>
<b>Funded Positions</b>						
Part-Time Positions	7	7	7	7	0	0.00%



## BUDGET VARIANCES

Personnel Variance of .94% is attributed to the following:

- Increase in health, workers' compensation insurance

Operating Variance of -10.54% is attributed to the following:

- Reductions to dues & memberships, seminars & conferences

## 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.

# BOARD OF SUPERVISORS

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## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Adjourned Meetings	5	5	5
Board Meetings	23	24	24
<b>Outputs</b>			
Ordinances Considered	74	100	100
Resolutions/Proclamations Considered	711	600	600

## **ACCOMPLISHMENTS**

- Increased public notice information on website.
- Transportation Bond Referendum passed by voters.
- Implemented a Purchase of Development Rights Program and appointed committee members to assist the Program Administrator.
- Decision on Urban Transportation Service Districts reached.
- Illegal Immigration Task Force recommendation received and action taken.
- Completion of Patawomeck Park.
- Completion of Fire & Rescue Station #2 (Courthouse).
- Approved bond referendum for Parks to be placed on November 2009 Ballot

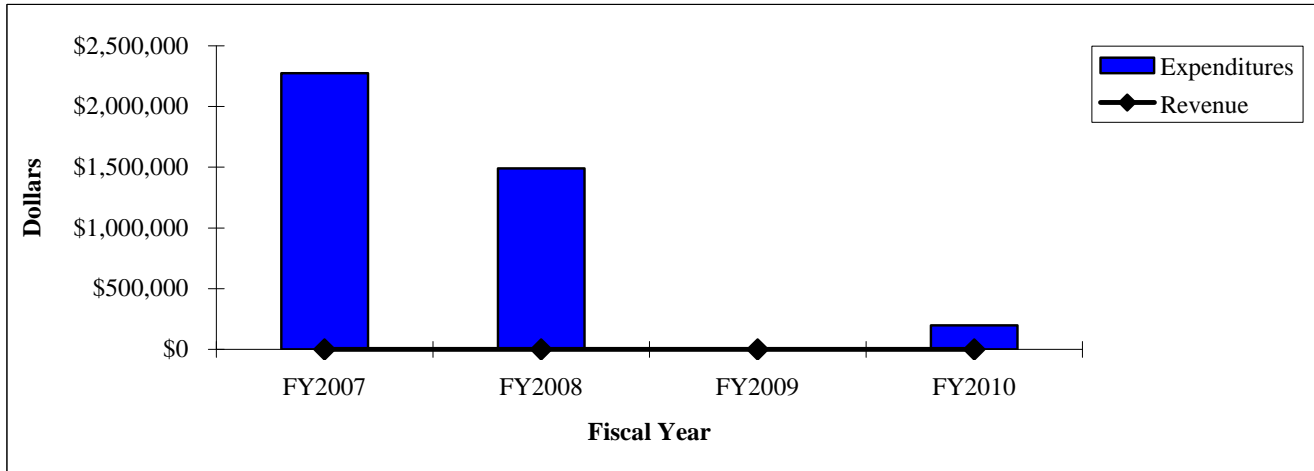
# CAPITAL PROJECTS

Capital Projects for the County, which are funded by General Fund Revenues, are included in this category. Capital projects generally have a long life, and do not recur annually and are usually over \$5,000.

The County allocates money in departmental operating budgets for less expensive and smaller projects.

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Operating	\$0	\$0	\$0	\$198,400	\$198,400	0.00%
Capital	2,273,234	1,490,889	0	0	0	0.00%
<b>Local Tax Funding</b>	<u>\$2,273,234</u>	<u>\$1,490,889</u>	<u>\$0</u>	<u>\$198,400</u>	<u>\$198,400</u>	<u>0.00%</u>



## BUDGET VARIANCES

The FY 2010 includes \$198,400 for pay-as-you go capital projects. These expenditures will be reviewed and approved as needed for replacement/upgrade of voting machines and aging capital computer equipment.

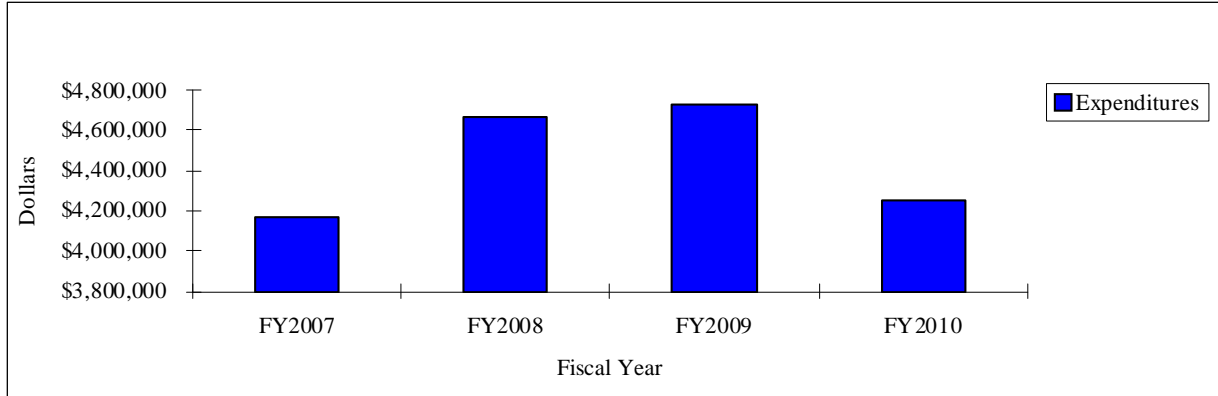
For the first time, the Capital Improvement Program includes a category labeled “Infrastructure” which consists of several capital maintenance items bundled together to meet the \$500,000 threshold for inclusion in the CIP. This category will include such items as: upgrades of large computer equipment; repairs to buildings, grounds, parking lots, park facilities, and voting equipment; and other large equipment purchases. As the County’s assets and physical plant grow in size, and age, this document will provide a schedule of maintenance designed to protect the County’s investment in capital assets. When economic conditions permit, these projects will be funded with current revenues. In other years, other funding options will need to be considered. The County’s Principles of High Performance Financial Management call for cash capital to be budgeted at one percent of General Fund Expenditures. The state of the economy does not allow total funding in FY 2010.



# CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY 2010	
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted
<b>Costs</b>					
Operating	\$4,165,906	\$4,666,775	\$4,726,775	\$4,254,098	(\$472,677) -10.00%
<b>Local Tax Funding</b>	\$4,165,906	\$4,666,775	\$4,726,775	\$4,254,098	(\$472,677) -10.00%



## BUDGET VARIANCES

Operating Variance of -10% is attributed to the following:

- Because of economic conditions funding was reduced by 10% over FY09 adopted.

## 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 World Wide Web.

## GOALS/OBJECTIVES

- Continue to plan for and meet the informational, recreational, and educational needs of a rapidly expanding area.
- Meet Virginia State Standards for public libraries in terms of buildings, collections, and service staff.
- Develop and upgrade technology and computer services to remain current and timely in information delivery.
- Develop and increase materials budget to the median percentage of all public libraries in Virginia, currently 15%.
- Increase service staff to respond to dramatic increases in circulation of materials and reference inquiries.
- Continue upgrades to database systems, hardware and software for public and staff.
- Continue to work for funding and initial plans for new branch facilities in Stafford County.

# CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

## SERVICE LEVELS

<b>Regional Demographics</b>	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outputs</b>			
Book Stock Growth	476,951	491,260	505,997
Library Visits	2,366,266	2,437,254	2,510,372
Number of Programs	8,364	8,615	8,873
Attendance	153,433	158,036	162,777
<b>Service Quality</b>			
Bookmobile Stops	36	37	38
Circulation	7,278,731	7,497,093	7,722,006

<b>Stafford Demographics</b>	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outputs</b>			
Book Stock Growth	476,951	491,260	505,997
Library Visits	1,094,564	1,127,401	1,161,223
Number of Programs	4,164	4,288	4,417
Attendance	75,074	77,326	79,646
<b>Service Quality</b>			
Bookmobile Stops	14	14	15
Circulation	3,214,190	3,310,616	3,409,934

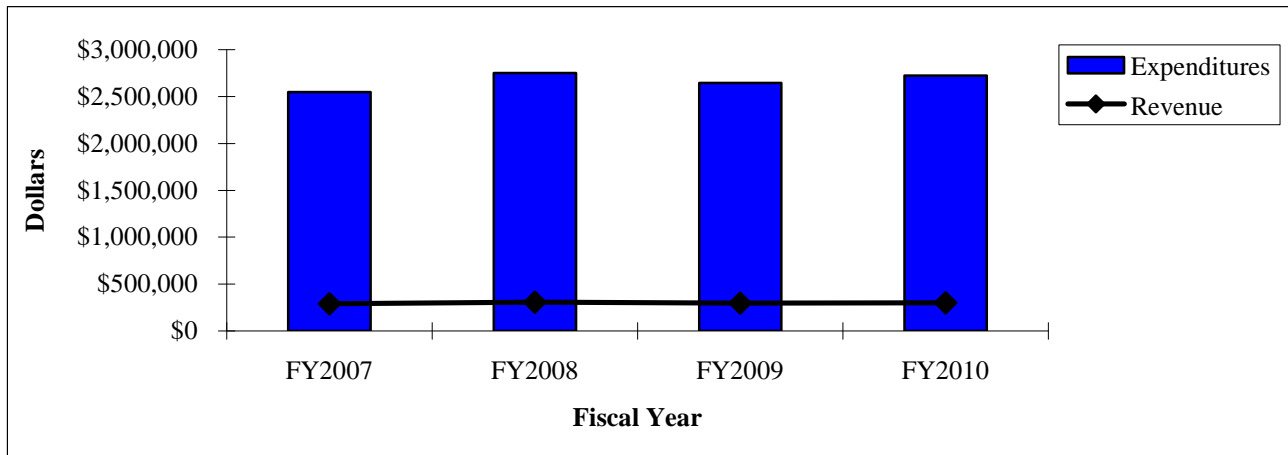
## ACCOMPLISHMENTS

- Increased County circulation of materials to 3,214,190 and answered 208,556 information questions.
- Introduced library services through library card registrations to 5,391 Stafford citizens. Sixty-five percent of Stafford County residents now hold active library cards.
- Supported the cultural activities of 75,074 Stafford citizens with library programs and meetings including family storytelling; book groups for children, teens, and adults; film series; lectures; concerts; and summer reading clubs for all ages.
- Provided computer access to 61,458 Stafford residents at the Porter and Headquarters libraries.
- Introduced age-appropriate literature to young people through weekly storytimes, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs.
- Provided training for teachers, caregivers, and parents on early literacy skills to ensure reading readiness for Stafford children on school entry.
- Worked with County staff on the design of the Falls Run branch with an anticipated opening in FY2010. The new branch will provide an additional 30,000 sq. ft. of library space including books, computers, seating, and meeting rooms for Stafford County residents.

# COMMISSIONER OF REVENUE

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$2,300,726	\$2,440,687	\$2,425,946	\$2,374,500	(\$51,446)	-2.12%
Operating	247,407	259,171	221,401	349,539	128,138	57.88%
Capital	0	52,810	0	0	0	0.00%
<b>Total</b>	<b>2,548,133</b>	<b>2,752,668</b>	<b>2,647,347</b>	<b>2,724,039</b>	<b>76,692</b>	<b>2.90%</b>
Revenue	289,305	305,026	296,070	299,738	3,668	1.24%
<b>Local Tax Funding</b>	<b>\$2,258,828</b>	<b>\$2,447,642</b>	<b>\$2,351,277</b>	<b>\$2,424,301</b>	<b>\$73,024</b>	<b>3.11%</b>
<b>Funded Positions</b>						
Full-Time Positions	34	34	34	31	(3)	-8.82%
Part-Time Positions	1	1	1	0	(1)	-100.00%



## BUDGET VARIANCES

Personnel Variance of -2.12% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Transfer of one full-time Geographic Information Systems position to Information Technology
- Two full-time and one part-time authorized positions unfunded FY2009 and FY2010

Operating Variance of 57.88% attributed to the following:

- Additional expenditures for BPOL, including supplies, computers, computer module
- Fuel, supplies, postage for reassessment (FY 2009 was not a reassessment year; budget was reduced accordingly)

## 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

- Continue our efforts to increase efficiency and productivity by empowering our employees to effectively serve our customers.

## COMMISSIONER OF REVENUE

### **GOALS/OBJECTIVES (Continued)**

- Promote professionalism through education, training, licensing and accreditation.
- Work to achieve the prestigious *Excellence in Assessment Award* from the International Association of Assessing Officers (IAAO).
- Continue to explore innovative ways to expand services without expanding the county budget.
- Strive to be the best Commissioner's office in the Commonwealth of Virginia.

### **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Average assessment % of selling price (Proval System)	90%	90%	92%
Average assessment error (Proval System)	.02%	.02%	.02%
<b>Outputs</b>			
Phone calls received (COR Tracking System)	104,000	80,000	60,000
Taxpayers assisted at RE & PP counter (Manual Tracking)	26,000	26,000	13,000
Correspondence written & forms mailed (Manual)	66,000	50,200	65,000
Building Permits reviewed (COR Tracking System)	3,600	2,500	2,000
Real Estates changes (COR Tracking System)	23,000	20,000	16,000
Address changes & records changed (COR Tracking Sys.)	99,000	95,000	90,300
New construction visits (COR Tracking System)	6,000	6,000	3,819
Reassessment visits (COR Tracking System)	23,306	19,000	48,180
Reassessment & Board of Eq Hearings (COR Tracking Sys.)	700	100	1,346
Supplement bills issued –RE & PP (COR Tracking Sys.)	11,000	9,000	6,933
Exoneration's processed RE & PP (COR Tracking Sys.)	32,000	33,000	40,455
Land use applications & rollbacks (COR Tracking Sys.)	1,400	1,300	1,132
Tax relief for Elderly (COR Tracking System)	900	1,000	846
Land transfers performed (COR Tracking System)	9,000	8,000	3,678
DMV transactions (COR Tracking System)	115,000	100,000	85,000
State Income tax processed (COR Tracking System)	16,000	14,000	13,000
Meals Tax processed (COR Tracking System)	2,850	3,000	3,050
Transient Occupancy tax processed (COR Tracking Sys.)	310	336	276
Personal property records processed (RBS Tracking)	65,000	65,000	93,670
Short term rental & misc. tax (COR Tracking System)	50	55	94
Cablevision franchise tax (COR Tracking)	8	2	2
<b>Service Quality</b>			
# of Items assessed on PP (RBS Tracking)	190,000	190,000	193,005
# of Real Estate Parcels (Provably Tracking)	47,000	47,500	48,154
<b>Efficiencies</b>			
Properties per appraiser (5 appraisers)	4,700	4,800	4,816

### **ACCOMPLISHMENTS**

- The Commissioner's office has maintained the high standard of customer service the public has come to expect while reducing staff by 9% (3 full time positions).
- Our 2008 assessment values were certified by the Virginia Department of Taxation at 96.0% of market value.
- Became the first Commissioner's office in the Fredericksburg region to join the Department of Taxation's Meals Tax Partnership.
- Collaborated with software vendor (PCI) to link GIS to personal property and real estate data. This will allow Economic Development and the Commissioner's office greater flexibility and access to data for fiscal analysis.



# 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.

## **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. Corrected 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.

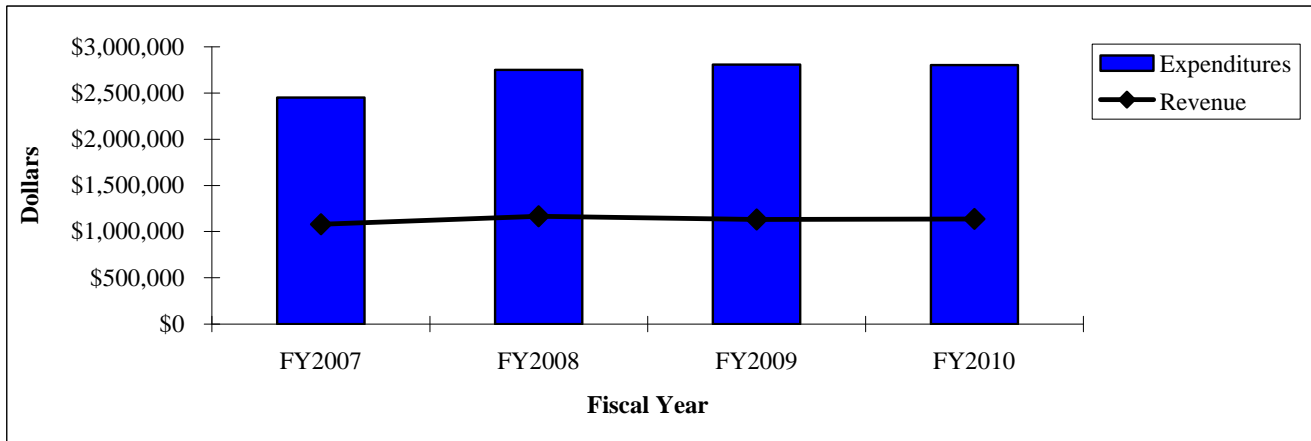
## **AUDIT DEPARTMENT**

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.

# COMMONWEALTH'S ATTORNEY

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$2,254,092	\$2,584,561	\$2,618,716	\$2,602,961	(\$15,755)	-0.60%
Operating	189,350	163,753	190,335	197,764	7,429	3.90%
Capital	6,453	0	0	0	0	0.00%
<b>Total</b>	<b>2,449,895</b>	<b>2,748,314</b>	<b>2,809,051</b>	<b>2,800,725</b>	<b>(8,326)</b>	<b>-0.30%</b>
Revenue	1,077,779	1,167,610	1,132,468	1,136,129	3,661	0.32%
<b>Local Tax Funding</b>	<b>\$1,372,116</b>	<b>\$1,580,704</b>	<b>\$1,676,583</b>	<b>\$1,664,596</b>	<b>(\$11,987)</b>	<b>-0.71%</b>
<b>Funded Positions</b>						
Full-Time Positions	25	26	26	25	(1)	-3.85%
Part-Time Positions	2	1	1	1	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -0.60% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- One full-time unfunded position FY2010.
- Decrease in overtime expenses
- Increased insurance coverage for some employees

Operating Variance of 3.9% attributable to the following:

- Decreases in witness accommodations, printing, mileage, computer software, machinery & equipment, and computer equipment in Commonwealth's Attorney's office.
- Decreases in seminars & conferences, meeting expenses, dues & memberships, and machinery & equipment in Victim Witness Assistance office.

# COMMONWEALTH'S ATTORNEY

## MISSION

The Office of the Commonwealth's Attorney diligently, ethically and competently prosecutes criminal violations of the Code of Virginia and the Code of Stafford, and serves as legal advisor to the Stafford County Sheriff's Office. The Victim/Witness Assistance Program advises crime victims of their rights, as well as offers support, guidance and education of the criminal justice system.

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.

## 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.
- Increase the amount of state grant funding to support Victim Witness program.

## SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Victims' services new cases both direct & indirect	1,031	1,200	1,200
Preparation/submission of victim restitution to court (V/W only)	\$302,562	\$425,000	\$425,000
<b>Outputs</b>			
Sexual and Domestic Spousal Victim Fund Grant	160	180	180
Circuit Court Criminal Cases	5,188	3,460	6,000
General District Court Criminal and Traffic Cases	12,851	10,500	13,000
Juvenile & Domestic Relations Court Criminal Cases	3,829	4,600	5,000
<b>Service Quality</b>			
Victim Witness awareness and training for crime victims	37	28	35
Asst. Commonwealth's Attorney training for law enforcement agencies	252	70	300
Hours of training for Commonwealth Attorney and Victim Witness Staff	1187	1,700	1,187
Collection of delinquent fines and costs for courts	\$991,931	\$1,200,000	\$1,200,000

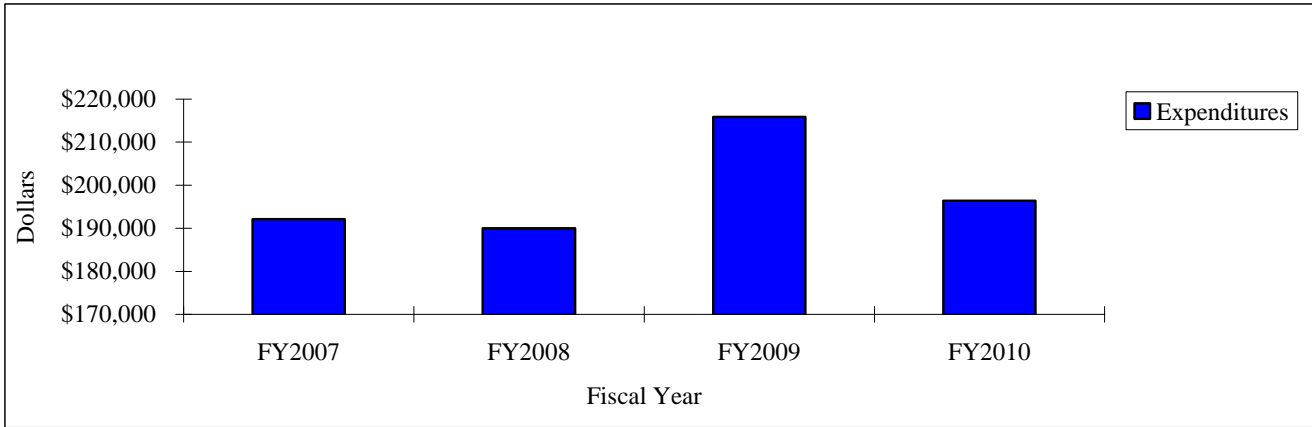
## ACCOMPLISHMENTS

- Eric L. Olsen, James D. Peterson and Lori B. DiGiosia selected as Faculty Members for NDAA training.
- Hosted Family Fun Day in recognition of National Crime Victims' Right Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with various local agencies.
- Members of the Commonwealth's Attorney staff have been selected to serve on training programs and boards in the community.
- 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.
- Administered the Victim-Witness Program funded by a grant from the Department of Criminal Justice Services.

# COOPERATIVE EXTENSION

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$109,399	\$107,784	\$112,140	\$91,944	(\$20,196)	-18.01%
Operating	82,708	82,244	103,714	104,482	768	0.74%
<b>Local Tax Funding</b>	<u>\$192,107</u>	<u>\$190,028</u>	<u>\$215,854</u>	<u>\$196,426</u>	<u>(\$19,428)</u>	<u>-9.00%</u>
<b>Funded Positions</b>						
Part-Time Positions	4	4	4	4	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -18.01% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Reduction of 536 hours for four part-time employees

Operating Variance of .74% attributable to the following:

- Increased telephone costs due to reallocation of charges for VOIP telephone system according to number of telephones
- Reductions to management services, gypsy moth suppression, advertising, postage, training, due & memberships, office supplies

# 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 100% 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 Food and Nutrition Program (FNP) – FNH and FNP 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

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Outcomes</b>			
Gypsy Moth Egg Mass Surveys	950	1,000	1,000
Gypsy Moth Monitoring Activities (traps)	81	90	100
<b>Outputs</b>			
ANR Programs (Contacts / Volunteers / Program Participants)	6,437	7,000	7,000
FCS Programs (Contacts / Volunteers / Program Participants)	3,166	3,000	3,000
4-H Programs (Club Members/Volunteers/Program Participants/ Contacts)	5,843	6,000	6,000
Extension Programs (ANR/4-H/FCS/MG) Volunteers	200	210	210
Extension Programs (ANR/4-H/FCS/MG) Volunteer Hours	5,402	5,500	5,500
Dollar Value Gained from Volunteer Service	\$108,148	\$110,110	\$110,110
Individuals Participating in Gypsy Moth Education Programs	100	200	200
<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	200	210	210
<b>Efficiencies</b>			
Cost Per Acre Sprayed for Gypsy Moth Suppression	\$0.00	\$40.00	\$40.00
Cost per VCE Program Participant/Contact*	\$2.19	\$2.19	\$3.14

\* Based on actual cost of salaries of ANR agent, FCS agent, and 4-H agent positions housed in Stafford County.

# 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 FY2008, Extension (Agriculture and Natural Resources; 4-H; Family and Consumer Sciences) volunteers donated 5,402 hours to conducting educational programs and dispensing research-based information to Stafford County residents. This volunteer service translates into \$108,148 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 seven hundred fifty (750) 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 twelve (112) Master Gardeners donated over 3,164 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.
- Five hundred seven (507) 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, pest management, and 4-H counselor training.
- Community service is one of the main project areas of the 4-H clubs. Four-H members and teen and adult leaders volunteered over 1,605 hours to community service projects. Club community service projects included: picking up trash in roadway ditches in Stafford; fundraisers to support rescued horses; Adopt-a-Family for the Holidays project; participating in a river clean-up in partnership with the Friends of the Rappahannock; a canned food drive; established school aluminum can & plastic bottle recycle program; Valentines for Vets; and nursing home visits. This volunteer service translates into \$32,132.10 value added to the community.
- One hundred nineteen (119) Stafford County youth (ages 9-13) attended the Junior 4-H Camp in July 2007 at the Northern VA 4-H Educational Center in Front Royal. Thirty-six (36) teen counselors, nine (9) counselors-in-training, 3 adult volunteers, and two (2) 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 2,000 volunteer hours during the camp week. This volunteer time translated into \$40,000.00 to the Stafford 4-H camping program.
- One hundred and fifty-eight (158) food service managers from PD16 restaurants, schools, homes for adults, Head Start, childcare centers, and caterers received 16 hours of instruction in the *ServSafe Foodservice Sanitation Certification Course*. Seventy-eight (78) of those who attended the class are Stafford County residents. Eighty-seven percent (87%) 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. Educating managers and employees in food safety decreases the occurrence of food borne illness. If each individual successfully completing the *ServSafe* training prevented one case of food borne illness, there would be a total economic savings between \$18,026 and \$149,619 in PD16.
- Thirteen (13) 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. One hundred and twenty-eight (128) diverttees learned how eating a high fiber, low fat, calorie, and sodium diet combined with physical activity can lower their risk of Type 2 diabetes, obesity, cardiovascular disease, and hypertension. Post program evaluations showed that eighty-one percent (81%) increased their knowledge of ways to lower their risk of developing a chronic disease.
- A total of 56 inmates (20 Stafford County residents) at the Rappahannock Regional Jail learned about healthy living, nutrition, chronic disease prevention, and financial literacy. Inmates learned how eating a high fiber, low fat, calorie, and sodium diet combined with physical activity can lower their risk of Type 2 diabetes, obesity, cardiovascular disease, and hypertension. They also learned how to create a budget, track expenses, set financial goals, understand credit and stop spending leaks.

# 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 home) 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 managed by the Environmental Horticulture Agent.

Chapter 9The Family and Consumer Sciences (FCS) Programs are delivered and managed by two Extension Agents and a Food and Nutrition Program (FNP) Program Assistant. Family and Consumer Sciences programs emphasize appropriate and safe food and nutrition choices, encourage physical activity, improve health literacy, and provide education on financial literacy topics, parenting, and child care provider training. The programs also include the *ServSafe* Course (a national foodservice sanitation certification course offered to restaurant managers through the National Restaurant Association Educational Foundation). The Supplemental Nutrition Assistance Program (SNAP) 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 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. Four-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.

At no additional cost to the county, Stafford County residents also have access to the expertise of a Farm Business Management Agent, Equine Extension Agent, Forestry and Natural Resources Extension Agent, and Community Viability Extension Agent who serve all of the VCE Northern District, which includes Stafford County.

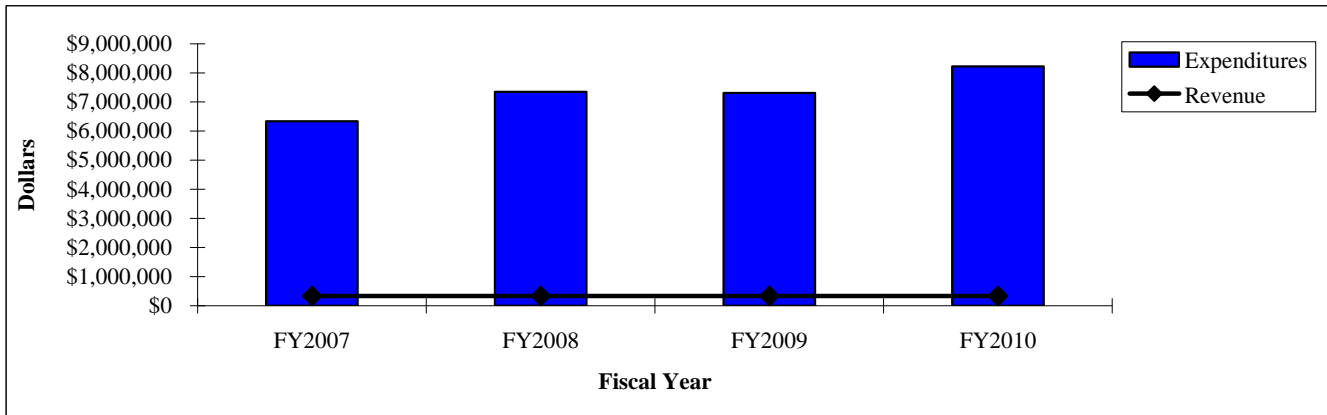
The Gypsy Moth Suppression Program is housed in the Cooperative Extension Office. The Gypsy Moth Suppression Program is delivered and managed by a Gypsy Moth Coordinator and a part-time Technician who works in both the horticulture and gypsy moth areas. The purpose of this program is to protect forested 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.



# CORRECTIONS

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Jail</b>						
Operating	\$3,997,519	\$4,228,846	\$4,447,225	\$4,481,674	\$34,449	0.77%
Debt Service	1,025,997	1,179,614	932,350	1,985,787	1,053,437	112.99%
<b>Total</b>	<b>\$5,023,516</b>	<b>\$5,408,460</b>	<b>\$5,379,575</b>	<b>\$6,467,461</b>	<b>\$1,087,886</b>	<b>20.22%</b>
Revenue	300,000	300,000	300,000	300,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$4,723,516</b>	<b>\$5,108,460</b>	<b>\$5,079,575</b>	<b>\$6,167,461</b>	<b>\$1,087,886</b>	<b>21.42%</b>
<b>Juvenile Detention Center</b>						
Operating	\$1,310,684	\$1,710,286	\$1,706,628	\$1,531,759	(\$174,869)	-10.25%
Debt Service	0	226,295	226,295	226,295	0	0.00%
<b>Total</b>	<b>\$1,310,684</b>	<b>\$1,936,581</b>	<b>\$1,932,923</b>	<b>\$1,758,054</b>	<b>(\$174,869)</b>	<b>-9.05%</b>
Revenue	40,000	40,000	40,000	40,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$1,270,684</b>	<b>\$1,896,581</b>	<b>\$1,892,923</b>	<b>\$1,718,054</b>	<b>(\$174,869)</b>	<b>-9.24%</b>
<b>Corrections</b>						
Operating	\$5,308,203	\$5,939,132	\$6,153,853	\$6,013,433	(\$140,420)	-2.28%
Debt Service	1,025,997	1,405,909	1,158,645	2,212,082	1,053,437	90.92%
<b>Total</b>	<b>\$6,334,200</b>	<b>\$7,345,041</b>	<b>\$7,312,498</b>	<b>\$8,225,515</b>	<b>\$913,017</b>	<b>12.49%</b>
Revenue	340,000	340,000	340,000	340,000	0	0.00%
<b>Local Tax Funding</b>	<b>\$5,994,200</b>	<b>\$7,005,041</b>	<b>\$6,972,498</b>	<b>\$7,885,515</b>	<b>\$913,017</b>	<b>13.09%</b>



## BUDGET VARIANCES

Debt Service Variance of 90.92% attributable to the following:

- New addition to the Jail completed in FY2009

# 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), a 662-bed facility, opened in July 2000 and was expanded to 1,200 beds. Total project costs are approximately \$65 million. Stafford will share, with the other participating jurisdictions, a long-term \$40 million debt that partially finances the project. Stafford's share of the debt service is estimated to be 48% of the \$2,575,576 annual payment. \$25 million, which was financed through short-term borrowing, was paid off in December 2001.

An expansion, completed in August 2008, adds 432 beds with the option of double bunking. This increases the total to approximately 1,850 beds which includes double bunking. Total project costs are approximately \$58 million. \$25.6 million, which was financed through short-term borrowing, is estimated to be paid after receiving reimbursement from the Commonwealth.

### **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 and amended July 1, 1978.

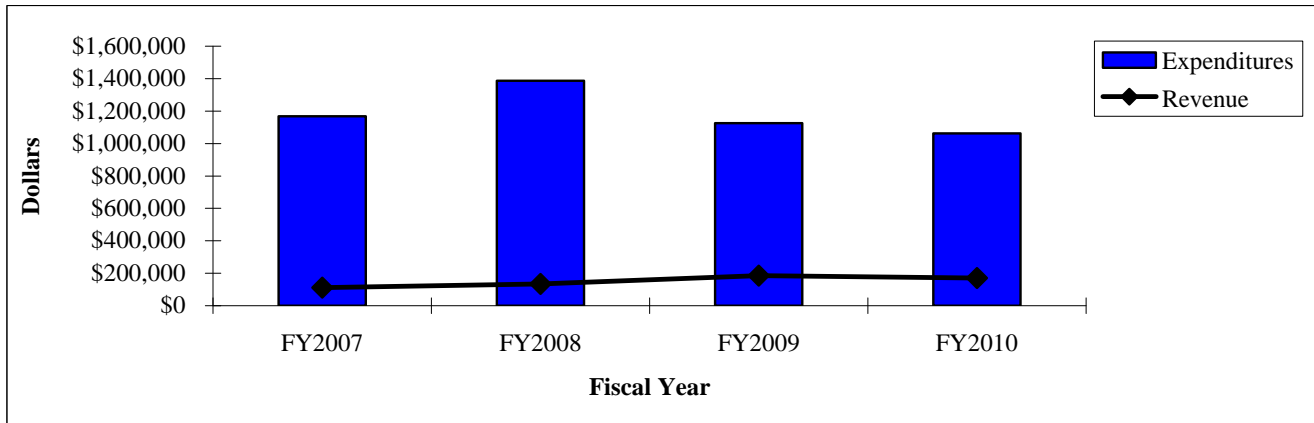
## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Inmates accounted for each day	100%	100%	100%
<b>Outputs</b>			
Inmates detained without escape	100%	100%	100%
<b>Service Quality</b>			
Days Jail Staff is free of injuries from confrontations	100%	100%	100%
Inmates who take General Equivalent Diploma (GED)	130	150	160
Inmates who participate in Work Release Program (ADP)	100	100	100
Inmates who participate in Life Skills	1,600	1,800	1,900
Stafford County Jurisdictional Share	42.76%	40.86%	42.45%

**COUNTY ADMINISTRATION**  
(Summary)

**BUDGET SUMMARY**

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,069,076	\$1,319,663	\$1,025,248	\$1,029,424	\$4,176	0.41%
Operating	98,164	67,608	100,161	32,337	(67,824)	-67.71%
<b>Total</b>	<b>1,167,240</b>	<b>1,387,271</b>	<b>1,125,409</b>	<b>1,061,761</b>	<b>(63,648)</b>	<b>-5.66%</b>
Revenue	112,096	133,306	185,277	171,490	(13,787)	-7.44%
<b>Local Tax Funding</b>	<b>\$1,055,144</b>	<b>\$1,253,965</b>	<b>\$940,132</b>	<b>\$890,271</b>	<b>(\$49,861)</b>	<b>-5.30%</b>
<b>Funded Positions</b>						
Full-Time Positions	11	11	11	10	(1)	-9.09%
Part-Time Positions	2	2	2	0	(2)	-100.00%



**BUDGET VARIANCES**

Personnel Variance of .41% is attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Increase in health, workers' compensation insurance
- One full-time and two part-time authorized positions unfunded FY2009 and FY2010

Operating Variance of -67.71% is attributed to the following:

- Reductions to phones, meeting expense, dues & memberships, seminars & conferences, printing & binding, special programs

# COUNTY ADMINISTRATION

## (ADMINISTRATION/CLERK)

### **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.
- Maintain an organizational performance measurement system and total compensation program.
- Implement the goals of 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.
- Standardize resolutions and ordinances for ease of preparation and to ensure a more comprehensive explanation to the public.

### **SERVICE LEVELS**

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Outcomes</b>			
Minutes Archived	28	30	30
Board Packages Processed	458	500	500
Action Items Received from Board Meetings	582	600	600
<b>Service Quality</b>			
Coordinated Public Hearings	97	100	100

### **ACCOMPLISHMENTS**

- Conducted the 5<sup>th</sup> year of the Leadership Institute.
- Increased communication with employees through employee meetings.
- Provided collaborative county-wide response to the F-2 tornado.
- Began “In the Loop” weekly publication for the Board of Supervisors.
- Provide monthly a consolidated statistical report to the Board.

# COUNTY ADMINISTRATION

## (Public Information)

### **MISSION**

The Public Information and Citizens Assistance Offices 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. Staff works with each department to inform the public on various topics and serve as the County's spokespersons. The Public Information Office plays a major role in internal communications by working with different departments and committees to publicize County programs including budget updates, high-performance organization initiatives, employee surveys and various benefits studies; events; policy changes; and new initiatives in order to keep employees better informed and thus better equipped to provide high quality customer service. In addition, the Public Information Office manages the Citizens Assistance and Volunteer Services staff, who provide a central in-house resource for customer service and information on County services.

### **GOALS/OBJECTIVES**

- Ensure that Stafford citizens and other customers receive timely and accurate information about County programs, issues, events, and policies.
- Develop a communications strategic plan for internal and external customers.
- Develop as many resources as possible to help educate and engage citizens in County government, including the Citizens Guide, Citizen's Academy, and other special publications and events.
- Promote the County's High Performance Organization movement to make Stafford the best local government in Virginia by participating in and communicating organizational development initiatives such as B.E.S.T. Fest, performance management, employee meetings, employee surveys, etc. and by publicizing and promoting the County's B.E.S.T. values both internally and externally.
- Increase the number of volunteers in the organization to enhance customer service, and to promote the spirit of volunteerism in the community.
- Promote a positive image of the Stafford County Government to citizens and other customers.

### **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Information re: Internal Communication, County Initiatives, Current Events	100%	100%	100%
Residents Informed about County Services/Initiatives/Emergency Info/Events	100%	100%	100%
Web Site: Post press releases/calendar of meetings/special events; coordinate with Webmaster to ensure timeliness and accuracy of information	100%	100%	100%
Publications distributed	10,000	98,000	52,600
Active volunteers serving Stafford County	150	150	150
<b>Outputs</b>			
News Releases, Articles, Speeches, Advertisements, Proclamations, etc.	450	525	600
Set Up Media Interviews/Press Conferences with County Staff	200	275	300
Hours of Cable Television Programming	8,760	8,760	8,760
Production Hours for Cable Programming	480	500	600
New Issues of Citizen Guide (annual publication)	1	1	1
Issues of Citizen Newsletter	0	4	4
<i>Around the Watercooler</i>	58	58	52
Hours Dedicated to Employee Relations and Internal Communications	600	810	1,200
Number of Hours Dedicated to County and Regional Committees	75	365	465
Special Events	18	22	30
Number of citizen inquiries/complaints addressed by Citizen Assistance Office	64,000	64,000	64,000
Volunteer Service Hours	10,074	10,000	10,074

**COUNTY ADMINISTRATION**  
(Public Information)

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**SERVICE LEVELS (Continued)**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<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	24,684	24,605	25,550
Complaints Successfully Referred/Satisfied	4,000	4,100	5,000
Staff/Volunteers Trained in Customer Service	900	900	300
<b>Efficiencies</b>			
Tax Dollars saved by County using Volunteer Hours	\$289,700	\$189,988	\$200,000

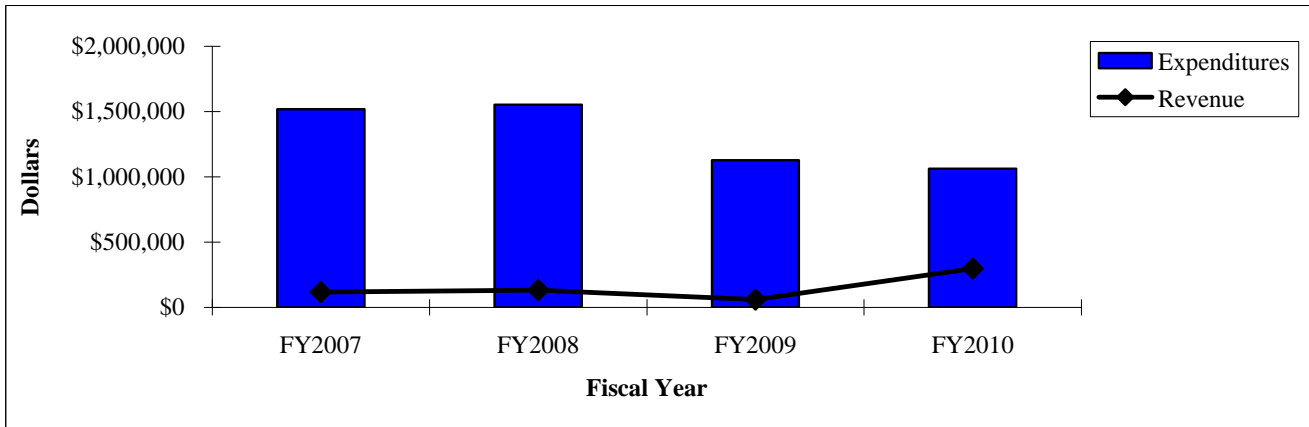
**ACCOMPLISHMENTS**

- Assisted with the grand openings of Public Safety Center, Patawomeck Park, Berea Fire and Rescue Station, Ameresco/Stafford County gas conversion facility at the Regional Landfill, and other special events including the celebration of Phase I of the Crow's Nest property.
- Instituted weekly newsletter to keep the Board of Supervisors apprised of meetings, events and issues and consolidated various statistics into a comprehensive monthly report to the Board of Supervisors.
- Assisted with various public information campaigns such as the transportation bond referendum and water conservation.
- Worked with the members of the Telecommunications Commission to successfully negotiate a television franchise agreement with Verizon.
- Researched and created a comprehensive listing of all homeowners associations in Stafford County and made this list available on the Intranet.
- Implemented "Live Chat," a web-based instant messaging system to answer questions from visitors to the Stafford Web site almost instantaneously.
- Increased volunteer pool by 16%, and streamlined records-keeping procedures in the Citizen Assistance and Volunteer Services office, resulting in more accurate tracking and evaluation of volunteer opportunities and volunteer availability.

# COUNTY ATTORNEY

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010	
					Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$850,055	\$1,018,841	\$1,004,606	\$946,351	(\$58,255)	-5.80%
Operating	668,186	534,040	122,438	115,986	(6,452)	-5.27%
<b>Total</b>	1,518,241	1,552,881	1,127,044	1,062,337	(64,707)	-5.74%
Revenue	116,586	132,022	59,468	297,411	237,943	400.12%
<b>Local Tax Funding</b>	<u>\$1,401,655</u>	<u>\$1,420,859</u>	<u>\$1,067,576</u>	<u>\$764,926</u>	<u>(\$302,650)</u>	<u>-28.35%</u>
<b>Funded Positions</b>						
Full-Time Positions	9	9	9	8	(1)	-11.11%



## BUDGET VARIANCES

Personnel variance of -5.80% attributable to the following:

- Full year funding of 1.2% COLA approved for January 2009
- One full-time position unfunded FY2010

Operating variance of -5.27% attributable to the following:

- Handling litigation in-house to the greatest extent possible
- Reduction in seminar/conference attendance; only mandatory continued legal education authorized
- Reduced mileage/parking tolls, books, publications and office supplies

## 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.

# COUNTY ATTORNEY

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## **GOALS/OBJECTIVES**

- Successfully conclude legal matters in a timely manner.
- Engage in preventative legal practices, including education (i.e., FOIA training), in an effort to reduce litigation exposure.
- Comprehensive review and update of County Code provisions.
- Team with reorganized Planning & Zoning Department and Code Administration to enhance enforcement matters relating to zoning enforcement and code administration.
- Work on revisions to Securities procedures and process for pursuing defaulted agreements.
- Assist with implementation of Impact Fee ordinance revisions.
- Assist with implementation of Road Bond Projects.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Advise official bodies, including the Board of Supervisors, Planning Commission, CPMT, and the Towing Board (Manual Tracking)	525	600	625
Property Acquisition and Deed of Dedication Review (Manual Tracking)	400	425	450
<b>Outputs</b>			
Litigation (general) (Manual Tracking)	75	75	80
<b>Service Quality</b>			
Provision of legal advice to County Departments and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking)	2,250	2,300	2,350
<b>Efficiencies</b>			
Monetary Collections (Including Bankruptcy and Utility collection cases) (Manual Tracking)	700	750	800

## **ACCOMPLISHMENTS**

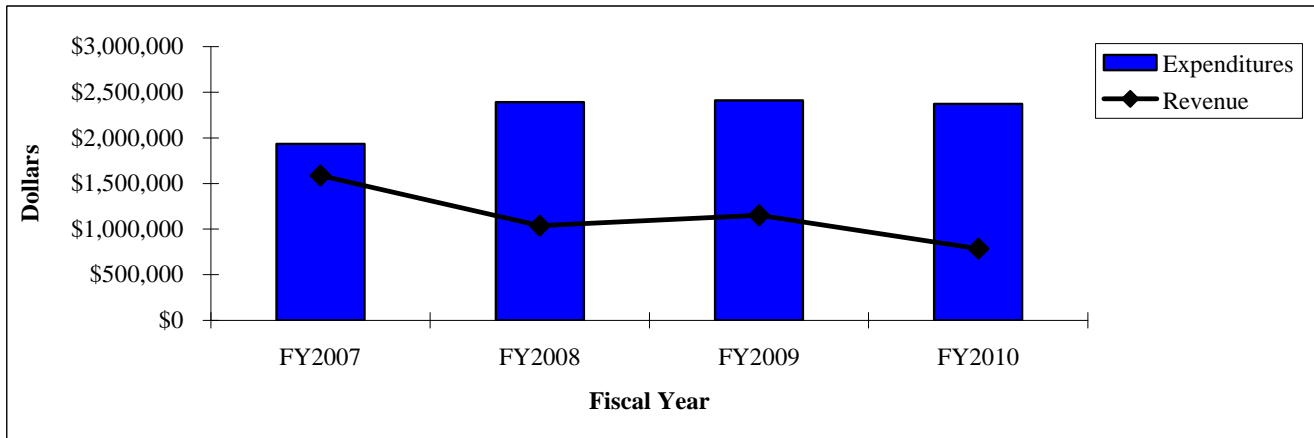
- Handling increased volume of litigation in-house.
- Restructured support staff assignments due to reduction in staff.
- Reassigned attorney responsibilities due to new attorney staff capabilities.
- Favorable lower court decision in service district cases.



# JUDICIAL ADMINISTRATION (COURTS)

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,403,871	\$1,564,893	\$1,628,594	\$1,616,721	(\$11,873)	-0.73%
Operating	510,179	655,314	754,290	703,328	(50,962)	-6.76%
Capital	19,588	170,000	29,100	51,997	22,897	78.68%
<b>Total</b>	<b>1,933,638</b>	<b>2,390,207</b>	<b>2,411,984</b>	<b>2,372,046</b>	<b>(39,938)</b>	<b>-1.66%</b>
Revenue	1,587,098	1,036,320	1,153,007	785,640	(367,367)	-31.86%
<b>Local Tax Funding</b>	<b>\$346,540</b>	<b>\$1,353,887</b>	<b>\$1,258,977</b>	<b>\$1,586,406</b>	<b>\$327,429</b>	<b>26.01%</b>
<b>Funded Positions</b>						
Full-Time Positions	25	25	25	23	(2)	-8.00%
Part-Time Positions	2	2	2	2	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -.73% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Two full-time positions unfunded FY2009 and FY2010

Operating Variance of -6.76% is attributed to the following:

- Reductions in contract costs, postage and office supplies, training, computer replacement, printing, copying
- Increase in court appointed legal fees; revenue offset

Capital Variance of 78.68% is attributed to the following:

- Supreme Court imaging system

# 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 450 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 juveniles 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)

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## **ACCOMPLISHMENTS**

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

- An average of nearly 500 face to face supervision contacts and over 250 telephone contacts per month were made by Stafford CSU state and local staff during FY08. This would not be possible without the assistance of the VJCCCA and locally funded Field Officer Positions.
- The Stafford CSU office handled over 5,000 civil and criminal intake matters in FY07 and nearly 5,000 in FY08.
- The Stafford CSU initiated on-site substance abuse treatment groups for substance abusing boys and girls involved with intake or the court. Substance abuse assessment and group counseling services began in February 2006 and continue to date. As alcohol and drug offense complaints increased nearly 50% from FY06 to FY07, the Stafford CSU strives to continue to meet the substance abuse treatment needs of court involved youth. The FY07 drug and alcohol offense complaints are comparable to FY08.
- The Stafford CSU initiated 1<sup>st</sup> Offender monitoring services through the Rappahannock Area Office on Youth's Court Ordered Opportunities Program (CO-OP). From April 2006 to October 2006 over 100 youth were referred to the program for consistent court ordered obligation monitoring they would have not otherwise received. In FY07, 116 youth were served in this program and 117 youth in FY08.
- The Stafford CSU initiated a school based probation program at Stafford High School during the 05-06 school year. The recidivism rate for probationers in that program for that year was only 9.89%. During the 06-07 school year, data showed 58% of probationers increased their attendance, 45% increased their grade point average and 61% were successfully released from probation. The program has continued at Stafford High School and North Stafford High School added the program during the 07-08 school year with grant funding.

## **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 and supervision; 3) intensive probation and parole counseling, and supervision for serious offenders; 4) substance abuse assessments, education and treatment; 5) drug/alcohol testing and screening; 6) 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; 7) provide reports (pre-sentence, transfer, first offender, etc.) and conduct investigations as required by the juvenile judge; and 8) operate a variety of diversion and post dispositional programs including community service and victim impact.

## **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

## JUDICIAL ADMINISTRATION (COURTS)

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### **ADDITIONAL INFORMATION (Magistrate, continued)**

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.

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

The General District Court provides 1) judicial processes for Stafford County, 2) administrative and staff support to the operation of the District Court and 3) performs 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 have limited jurisdiction granted by Statute. All cases are heard only by a Judge, not a jury. Civil, Criminal and Traffic cases are processed in this Court. 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 District Court has jurisdiction over all adult traffic infractions. In criminal and traffic cases, the 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 District Court can be appealed to the Circuit Court. The District Court for Stafford County, as of November 2007, has one full-time and one part-time presiding Judge and 10 employees including the Clerk, with a caseload resulting in approximately 57,000 hearings per year. This staff is responsible for the organization and function of the court and works directly with the general public, state and local government agencies and magistrates. All functions focus on improving accuracy, effectiveness and ensuring that the laws of the Commonwealth are upheld and enforced in a timely manner, while providing a professional, up-to-date, helpful and courteous Clerk's office. The Supreme Court of Virginia establishes fines and costs are determined by the County of Stafford. All fines and costs are processed according to the 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

## JUDICIAL ADMINISTRATION (COURTS)

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

- 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.

As of November 2008, the Juvenile and Domestic Relations Court for Stafford has two full-time presiding judges, a permanent substitute Judge, ten full-time employees including the clerk, one wage employee, and one volunteer. The 15<sup>th</sup> Judicial District Juvenile Courts have a request for one full time Judge for our district to be reviewed by the General Assembly this session. If approved, this would impact our court by adding a third Judge at least once per week. The J&DR Court held 24,799 hearings in 2008 and has held 18,770 as of October 31, 2008. The current staffing study shows that the J&DR Court is currently 4.18 employees short at this time. 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)**

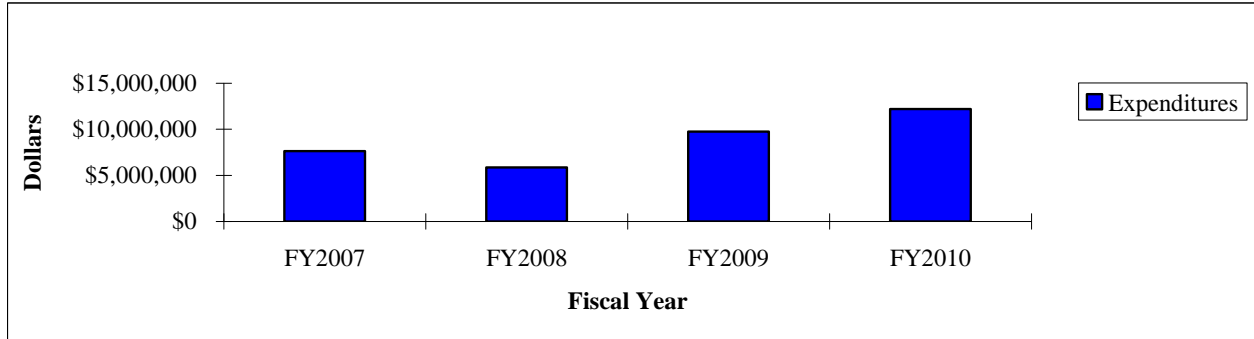
The Circuit Court Clerk is a Constitutional Officer elected by the people. The two primary functions of the office are to: 1) provide administrative and staff support for the operation of the Circuit Court; and 2) serve as the recorder of deeds and to maintain the land records for Stafford. Office staff 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.



# DEBT SERVICE

## **BUDGET SUMMARY (General Fund Only)**

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010	
				Adopted Budget	Changes '09 Adopted to '10 Adopted
<b>Costs</b>					
Capital	\$7,626,752	\$5,862,648	\$9,737,208	\$12,185,406	\$2,448,198      25.14%
<b>Local Tax Funding</b>	<u>\$7,626,752</u>	<u>\$5,862,648</u>	<u>\$9,737,208</u>	<u>\$12,185,406</u>	<u>\$2,448,198</u> <u>25.14%</u>



## **BUDGET VARIANCES**

Capital Variance of 25.14% attributable to the following:

- Full year's payment for borrow for Library, Communications System, Patawomeck, Courthouse renovations, design of new courthouse, and two artificial turf athletic fields

## **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**

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on August 19, 2008:
  - General obligation debt will not exceed 4.5% of the assessed value of taxable real property.
  - General fund debt service expenditures shall not to exceed 12% of general government budget.
  - Capital lease debt service shall not exceed 2% of the general government budget with 2/3 allocated to the Schools and 1/3 allocated to the County.

## **SERVICE LEVELS**

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Efficiencies</b>			
Debt Issue Cost (General Fund and School Fund)	\$41,092	\$52,233	\$57,156
Interest (General Fund and School Fund)	\$15,380,930	\$18,987,243	\$23,168,741
Principal (General Fund and School Fund)	\$20,136,621	\$21,290,273	\$18,220,132



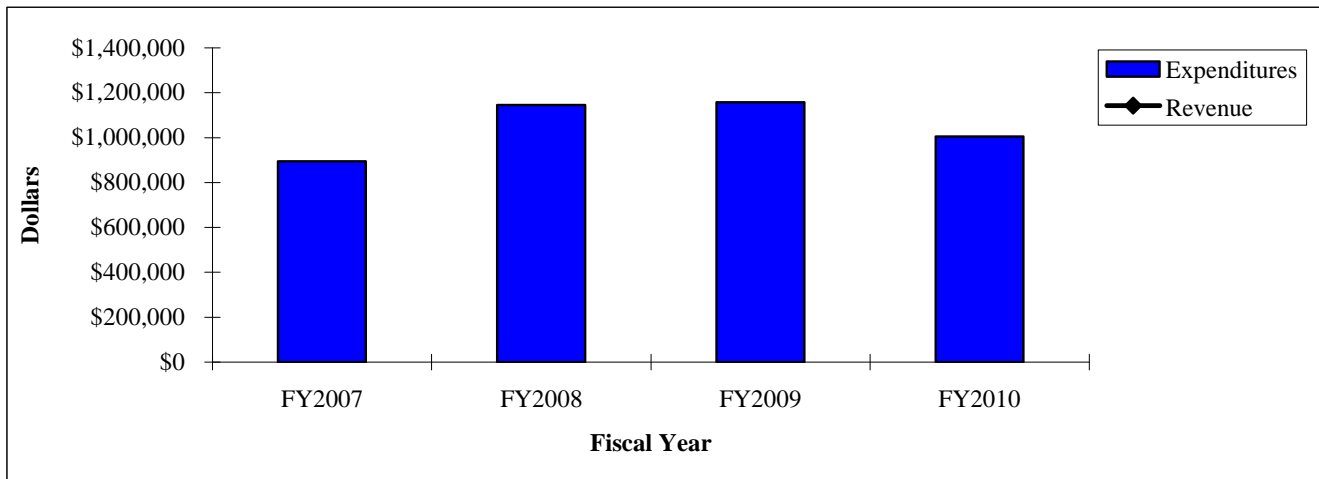


# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$511,260	\$796,805	\$742,903	\$679,750	(\$63,153)	-8.50%
Operating	383,329	348,113	414,172	325,660	(88,512)	-21.37%
<b>Local Tax Funding</b>	<u>\$894,589</u>	<u>\$1,144,918</u>	<u>\$1,157,075</u>	<u>\$1,005,410</u>	<u>(\$151,665)</u>	<u>-13.11%</u>
<b>Funded Positions</b>						
Full-Time Positions	7 *	7 *	7 *	7 *	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%

\*The Tourism Manager position is included in the Economic Development/Legislative Affairs Department, but funding is in the Tourism Fund.



## BUDGET VARIANCES

Personnel Variance of -8.50% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Vacant position funded at minimum salary level

Operating variance of -21.37% is attributed to the following:

- Not designing/printing/mailling ED newsletter 2 X per year
- Change in funding formula for the Fredericksburg Regional Alliance

## MISSION

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.

The office of Legislative Affairs informs the Board of Supervisors and the County Administrator on the impact of legislation before Congress and the Virginia General Assembly. The office 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 four redevelopment areas of Stafford County; Boswells Corner, Courthouse, Falmouth and Southern Gateway and the Redevelopment Administrator are now part of the Economic Development Department. That mission is to facilitate reinvestment, revitalization, adaptive reuse and redevelopment in these urban service areas.

# ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

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## **GOALS/OBJECTIVES**

- Expand the commercial/industrial tax base by 600,000 square feet.
- Increase taxable sales totals to more than \$1.0 billion.
- Maintain annual unemployment rate of 4.5 % or below.
- Increase at-place employment to 35,000.
- Participate in two domestic and one international marketing mission.
- Increase number of Stafford businesses to 2,300 and visit 240 existing businesses.
- 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 two times a year.
- Inform local legislators of the impact on County operations, fiscal and otherwise, of legislation proposed.
- Assist legislators in reestablishing the state-local partnership.
- Complete the Master Redevelopment Plan.
- Continue the timely dissemination of news and information related to redevelopment.
- Continue to include redevelopment issues throughout the County's development review processes.

## **SERVICE LEVELS**

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Outcomes</b>			
At-Place Employment (Virginia Employment Commission)	34,502	33,000	35,000
Unemployment Rate (Virginia Employment Commission)	3.5 %	2.7 %	4.5 %
Commercial Business Revenue Impact (Commissioner of the Rev)	\$57M	\$60M	
SF New Commercial Buildings (Hanson System)	1,200,000	1,000,000	600,000
Taxable Sales (Virginia Department of Taxation)	\$879M	\$1,000M	\$950 M
Businesses in the County (Virginia Employment Commission)	2,234	2,150	2,300
Corporate Expansions / Relocations (Manual Tracking)	10	12	8
<b>Outputs</b>			
Existing Business Visitation (Manual Tracking)	240	300	240
Public Appearances (Manual Tracking)	18	20	24
Marketing Missions (Manual Tracking)	6	6	3
Trade Shows (Manual Tracking)	6	8	4
Meetings of legislative committees, study committees, VML/VACo committees	48	48	48
Hours supporting efforts of VACo/VML, High Growth & Region 7 Coalition	1,100	1,200	800
Legislative bills reviewed & distributed to staff for information & evaluation	3,323	3,200	3,000

## **ACCOMPLISHMENTS**

- Business Retention & Development Manager visited over 300 businesses.
- Began the Master Planning process for Falmouth, Boswell's Corner, the Courthouse, and the Southern Gateway area of the County with CMSS.
- BRAC coordinator organizes Quantico Growth Management Committee.
- Grand Opening of the Stafford Hospital Center in February 2009.
- Held the Force Protection Equipment Demonstration VII at the Stafford Regional Airport May 2009.
- Conducted a public information forum for the four redevelopment areas.
- Created a redevelopment website page at GoStaffordVA.com.

## ECONOMIC DEVELOPMENT/LEGISLATIVE AFFAIRS

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### **ADDITIONAL INFORMATION**

Stafford offers access to the region's highly skilled work force of more than 166,000 people. The relocation and expansion of nationally recognized firms such as GEICO, Lockheed Martin, Lowes, Northrop Grumman and BAE Systems has contributed to a 50 percent increase in at-place employment in the past five years. The firms have been joined by over 35 DoD contractors that include General Dynamics, Booz Allen, MTC Services Corp and L3 Communications.

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 Base at Quantico will be home to an additional 3,000 jobs when the Base Realignment and Consolidation (BRAC) is complete in 2011. The BRAC coordinator and Quantico Growth Management Committee will help Stafford plan to absorb the growing ranks of technology and engineering firms that require office parks with proximity to the base. The first building at the new corporate office campus, Quantico Corporate Center at Stafford, is complete and building two is under construction. The Globe & Laurel Restaurant relocated to the entrance of Quantico Corporate center along with the Navel Federal Credit Union.

The private sector has responded to these opportunities by developing world-class commercial office space. Last year, more than 700,000 square feet of industrial and commercial space was completed in Stafford. Several new projects are underway including the Town Center at Aquia, Stafford Medical Pavilion, Pohanka Honda, Stafford Nissan, Country Inn & Suites, Staybridge Suites and McQ. These projects, when completed, will add over 500,000 square feet of new space in the county.

Medicorp Health System opened Stafford Hospital Center, a 100 bed general acute care hospital in the Courthouse area in February 2009. This 185,000 square feet of space includes medical/surgical, ICU, and obstetric beds, an emergency department, an imaging department – including computed tomography (CT), magnetic resonance imaging (MRI), and interventional radiology – and a surgical suite including six operating rooms. The building and parking areas are designed and sited to provide opportunities for expansion as community and institutional needs grow and/or change. To further this goal, the master plan has been created for the site identifying possible future expansion of buildings and parking. The location was placed strategically in the center of the greatest concentration of population in Stafford.

This year our full time Business Retention and Development Manager helped retain and expand the business sector in Stafford making over 300 visits. We will now be able to visit the Stafford Businesses on an annual basis. Nationally, over 80% of the new jobs and investment in a community comes from existing businesses.

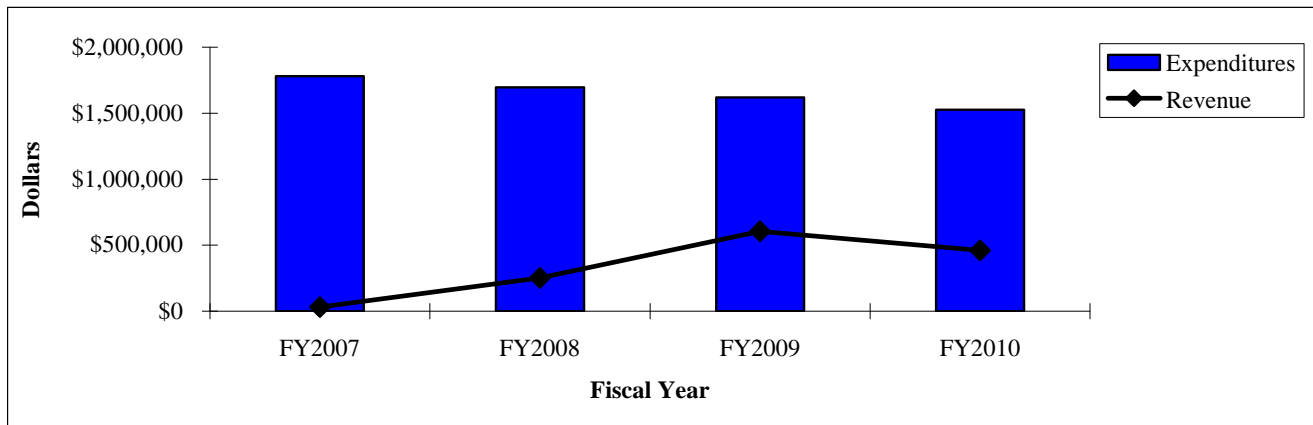
The Redevelopment Administrator will continue the development of a Master Plan for the four redevelopment areas and work with the BRAC coordinator on the Boswells Corner development.



# FINANCE AND BUDGET

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,512,126	\$1,496,755	\$1,454,574	\$1,442,643	(\$11,931)	-0.82%
Operating	250,248	200,276	166,321	83,039	(83,282)	-50.07%
Capital	19,447	0	0	0	0	0.00%
<b>Total</b>	<b>1,781,821</b>	<b>1,697,031</b>	<b>1,620,895</b>	<b>1,525,682</b>	<b>(95,213)</b>	<b>-5.87%</b>
Revenue	31,332	251,627	605,128	460,504	(144,624)	-23.90%
<b>Local Tax Funding</b>	<b>\$1,750,489</b>	<b>\$1,445,404</b>	<b>\$1,015,767</b>	<b>\$1,065,178</b>	<b>\$49,411</b>	<b>4.86%</b>
<b>Funded Positions</b>						
Full-Time Positions	21	21	21	16	(5)	-23.81%
Part-Time Positions	3	3	3	0	(3)	-100.00%



## BUDGET VARIANCES

Personnel Variance of -0.82% is attributed to the following:

- Increase in employee share of health insurance costs
- Continued vacancies/staff reductions
- Two full-time and two part-time positions unfunded FY2009 and FY2010
- Transfer of three full-time and one part-time Utilities Billing positions to the Utilities Fund

Operating Variance of -50.07% is attributed to the following:

- Reductions due to revenue constraints
- Reduced management services contracts, with staff picking up some work previously contracted out
- Reduced training expenditures
- Reduced operating supplies
- Reduced CAFR/Budget document costs - limited document copies, encouraging use of electronic media
- Reduced postage expenses to encourage payment through ACH functionality
- Delayed replacement/upgrade of department computers

# FINANCE AND BUDGET

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## **MISSION:**

The Finance and Budget Department shares both the responsibility and opportunity to help the County achieve its vision. The department strives to provide friendly, courteous, knowledgeable and prompt service to all external and internal customers. The department is committed to teamwork and recognizes the contributions of each team member.

The Finance and Budget Department is responsible for establishing, maintaining and enforcing sound fiscal policies for the County, promptly disbursing funds 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.

The past year has been one of change for the department. The Departments of Finance and Budget merged at the beginning of the fiscal year. The Utilities billing section moved to the Utilities Department in order to provide better service to its customers. While the Utilities Fund has always paid for this function, the employees were previously located in and supervised by Finance. After this was accomplished, the purchasing section physically moved into the vacated spaces to better utilize County offices. Finally, as a result of other departmental consolidations, the Finance and Budget department assumed several new responsibilities which will be grouped as General Services.

The new department now has the following sections: accounting, budget, purchasing, risk management, and general services.

## **ACCOUNTING**

The Accounting Division handles several financial management functions. The division follows and enforces the County's internal policies as well as the requirements of the Governmental Accounting Standard's Board (GASB) and the uniform financial reporting standards of Virginia's Auditor for Public Accounts (APA). The Accounting Division is committed to providing excellent customer service to its internal and external customers. The major functions include:

- Accounts Payable – payment processing of bills for goods/services obtained by all County government operations.
- Payroll – produces bi-weekly direct deposit notices and benefits checks; produces quarterly/annual statutory reports.
- Accounts Receivable – processes monthly charges for Landfill contract haulers.
- Capital Asset Management – records the acquisition and disposal of County assets; conducts random physical inventories.
- Debt Management – with the Budget Division, analyzes and communicates debt position; coordinates debt issuances between County, Schools and Utilities.
- Reporting – produces monthly financial reports; following annual audit, produces Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles, APA guidelines and GASB pronouncements. Also responsible for the APA report and cost allocation plan for the County.

One of the major initiatives for FY10 will be to improve the accounts payable process. The entire process will be flow charted by a cross functional action team to streamline and improve efficiency while increasing internal controls. By utilizing ACH payments there will be fewer paper checks to mail. Another objective for the year is to continue decreasing the time to close out accounts each month.

## **GOALS/OBJECTIVES:**

- CAFR - Prepare Comprehensive Annual Financial Report (CAFR) by November 30 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 – analyze current finance and accounting system to assure effectiveness and efficiency.
- Landfill Billing – produce accurate monthly billing.

# FINANCE AND BUDGET

## **GOALS/OBJECTIVES: (Continued)**

- Debt Management - analyze and communicate debt position; coordinate efforts with schools, utilities and CIP; seek enhanced rating status from ratings agencies.
- Capital Asset Management - conduct physical inventory; accurately post acquisitions and disposals.
- Establish tighter internal controls
- Establish a vendor base for Electronic Funds Transfers
- Make direct deposit notices available electronically
- Provide financial system training for schools and county departments

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Output</b>			
Landfill Bills Processed (Landfill System)	350	360	360
Payroll Checks Processed (HTE System)	13,500	13,000	13,000
Invoices Processed (HTE System)	67,953	63,950	51,160
Capital Asset Acquisitions/Disposals Processed	175	164	100
<b>Service Quality</b>			
Consecutive Years GFOA Certificate (GFOA)	26	27	28
Number of adjusting audit journal entries	0	0	0
Invoices Processed w/in 3 Weeks of Invoice Date	90%	90%	90%
<b>Efficiency</b>			
ACH Vendor Payment percentage (new program projection)	-	5%	10%
Invoices processed per FTE	22,651	21,317	25,580
Payroll checks processed per FTE	6,750	6,500	8,666
Length of time to complete monthly closing (days)	18	16	15

## **ACCOMPLISHMENTS**

- Received 26th consecutive Certificate of Achievement for Excellence in Financial Reporting for the County's FY2007 CAFR.
- Provided accounts payable and P-Card training to internal customers when needed.
- Assisted in maintaining the County's credit rating.
- Maintained high level of accuracy in payroll processing (99+ %).
- Maintained high level of efficiency and productivity in accounts payable and landfill billing processing.
- Zero audit adjustments requested by the external auditors.
- Unqualified audit opinion.

# FINANCE AND BUDGET

## **BUDGET**

The Budget Division assists the County Administration with financial and management information, control and guidance. The division 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 Quarterly and Mid-Year Budget Review are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

During the upcoming year, the division will strive to provide budget estimates that are timely and accurate, enabling the County to better adjust to the changing economic situation. With the Accounting division, Budget will host an Economic Forum, bringing together financial and business professionals to share knowledge and better understand the economic climate affecting the County.

### **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 (21<sup>th</sup> Consecutive Year).
- Provide Budget Documents on the Internet.
- Provide Proposed and Adopted Budget Documents CD-ROM.
- Coordinate Benchmarking Program for County Departments.
- Compile Capital Improvement Program Document.

### **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Output</b>			
Operating Revenues & Transfer Per Capita	\$1,897	\$1,941	\$1,913
Operating Surplus/Deficit as a % of Revenues	(1.31)%	0%	.21%
<b>Efficiency</b>			
Employees Per Capita (FY2010 Funded Positions)	.86%	.85%	.80%
Expenditures Per Capita	\$1,917	\$1,941	\$1,909
<b>Service Quality</b>			
Outstanding Marks on GFOA Review (Goal=40%)	28%	9%	40%

### **ACCOMPLISHMENTS**

- Produce and Distribute Monthly Budget Reports for Departments to Review Year to Date Balances.
- Provide Monthly Financial Report to BOS for Review.
- Received GFOA Distinguished Budget Presentation Award of 20<sup>th</sup> Consecutive Year.



# FINANCE AND BUDGET

## PURCHASING

The Purchasing Division serves all County and Schools departments. This office is a service oriented office for the effective lawful and ethical procurement of high quality goods and services for all County departments at competitive pricing. The Purchasing Office's accountability to the taxpayers is to ensure that the best value is obtained for each public dollar spent in accordance with the Virginia Public Procurement Act (VPPA) and the Stafford County Procurement Code.

The Purchasing Office reviews and processes all bids and proposals for the County and the School Board while maintaining excellent vendor relationships and customer service. Purchasing administers the P-Card Program for small-dollar purchases and is responsible for compliance with all rules and regulations associated with the program. This office is also responsible for the disposition of County surplus property, the issuance of Purchase Orders and administering all standard contracts for services and supplies. The division will assist the new General Services section in establishing coordinated and consolidated purchases of commonly used items in an effort to reduce costs. A study will be performed to identify opportunities for savings.

### GOALS/OBJECTIVES:

- Assist with consolidated purchasing to lower county costs
- Increase use of P-Card Program for small purchases to reduce purchase orders
- Continued utilization of cooperative purchasing contracts
- Posting of awards for bids and proposals on website to provide customer service and reduce costs
- Continued training departments/Constitutional Officers to ensure compliance with VPPA and Stafford County Procurement Code
- Coordinate with departments to develop specifications for bids and proposals; process contracts in a timely manner

### SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Output</b>			
Bids/RFP's Processed (HTE Financial System)	73	55	65
Purchase Orders Processed (HTE System)	2,095	2,000	2,100
Annual Volume of Purchase Orders Processed (in millions of dollars) (HTE System)	\$72.6	\$80	\$82

### ACCOMPLISHMENTS

- Administering of P-Card Program
- Successful Reduction of Costs by Implementing NovusVendor Online Registration
- Enhancement of Public Surplus Auction
- Electronic Posting of Bids/RFP's
- Development and Distribution of Purchasing Brochure
- Implemented Contract Tracking System to monitor current and expired contracts

# FINANCE AND BUDGET

## RISK MANAGEMENT

Risk Management is responsible for securing insurance for all property, liability and vehicles. The Risk Manager works with all County employees on Workers' Compensation and other insurance claims. In addition, this office works with other departments to develop safety programs and promote safe working conditions adhering to all Occupational Safety and Health Administration (OSHA) regulations.

### GOALS/OBJECTIVES:

- Continue to add and update the current Panel of Physicians with new locations and doctors.
- Provide on-line defensive driver training for County employees at no cost.
- Set-up and effectively administer the post-accident drug and alcohol screening.
- Coordinate with departments effective safety programs to reduce workplace injury and promote workplace safety.
- Work with injured employees to ease the process of filing Workers' Compensation claims.
- Reduce the cost of accidents for the County by maintaining a proactive insurance review process and employee training program.
- Work toward a reduction in workplace injuries and illness.

### SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Output</b>			
Workers' Compensation Claims	116	110	105
Vehicle Accident Claims	39	35	31
<b>Service Quality</b>			
Reduction in Workers' Compensation Claims	5%	5%	5%
Reduction in Vehicle Accident Claims	5%	5%	5%

### ACCOMPLISHMENTS

- Successful reduction of insurance premium cost for vehicle coverage.
- Worked with Human Resources to develop a Drug Free Workplace Policy for post-accident and safety sensitive drug and alcohol testing.
- Provided CPR/1<sup>st</sup> Aid/AED training for all employees.
- Reduction in the number of Workers' Compensation Claims.

# FINANCE AND BUDGET

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## **GENERAL SERVICES**

This is a new division for the department for services that were previously handled through the Public Services Department. The division will maintain and operate the storeroom for bulk purchases, and will oversee the County's records management functions in compliance with Library of Virginia regulations. During the year, the focus will be on integrating these functions in the most effective manner. Emphasis will be placed on seeking opportunities to reduce costs on frequently purchased supplies.

### **GOALS/OBJECTIVES:**

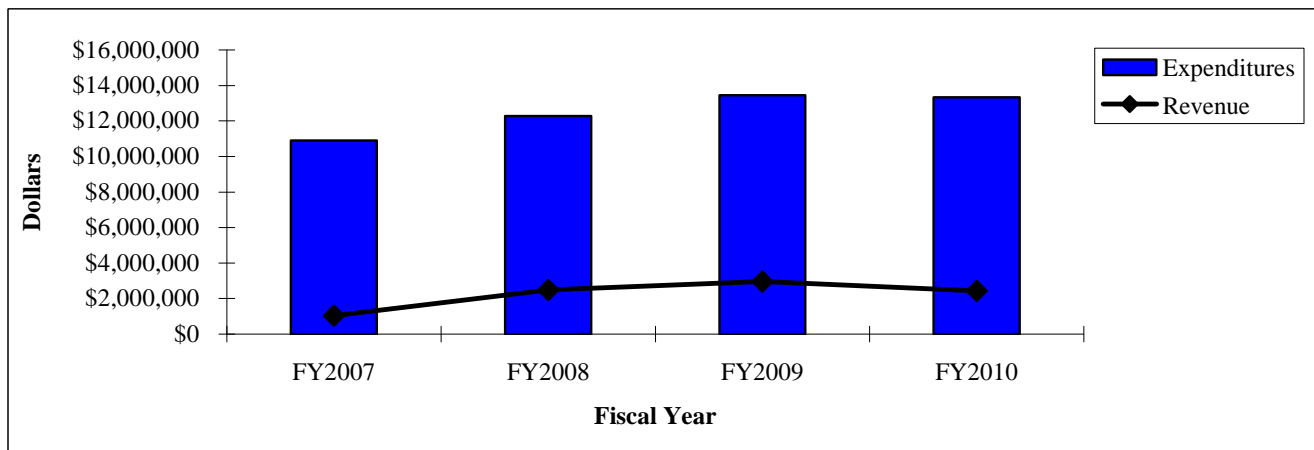
- Encourage reduction of stored records by following State retention guidelines
- Obtain commonly used supplies through efficient bulk purchases



# FIRE AND RESCUE DEPARTMENT

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$5,585,044	\$7,654,522	\$8,368,999	\$9,255,133	\$886,134	10.59%
Operating	4,307,688	4,157,647	4,296,526	3,926,451	(370,075)	-8.61%
Capital	1,003,984	457,361	779,679	148,600	(631,079)	-80.94%
<b>Total</b>	10,896,716	12,269,530	13,445,204	13,330,184	(115,020)	-0.86%
Revenue	1,030,296	2,490,167	2,962,690	2,436,575	(526,115)	-17.76%
<b>Local Tax Funding</b>	<u>\$9,866,420</u>	<u>\$9,779,363</u>	<u>\$10,482,514</u>	<u>\$10,893,609</u>	<u>\$411,095</u>	<u>3.92%</u>
<b>Funded Positions</b>						
Full-Time Positions	84	98	98	110	12	12.24%



## BUDGET VARIANCES

Personnel Variance of 10.59% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Twelve full-time positions added to Fire and Rescue to Staff two 24/7 ambulances per Board Action on 4-21-2009

Operating Variance of -8.61% is attributed to the following:

- Eliminated all live fire training for career personnel at regional burn buildings
- Eliminated apparatus maintenance funds
- Suspended all but emergency, safety related repairs on fire and rescue equipment
- Reduced training
- Reduced or eliminated equipment replacement and training
- Suspended EMS standby for community events (unless reimbursed by venue operator or sponsoring agency or organization)

Capital Variance of -80.94% is attributed to the following:

- Eliminated vehicle replacement
- Reduced new and replacement equipment purchases
- Suspended facility repairs, with the exception of safety related issues
- Reduced computer equipment and software replacement and upgrades

# FIRE AND RESCUE DEPARTMENT

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## **MISSION**

### ***ONE MISSION, ONE DEPARTMENT, MANY PARTNERS***

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).
- Complete a comprehensive standardization of apparatus equipment (Operations Branch).
- Complete site selection for County Fire and Rescue Station 14-North County (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).
- Develop and implement a comprehensive volunteer recruitment program (Office of the Fire-Rescue Chief).
- Revise the County Response Plan and conduct one tabletop and one field exercise (Office of the Fire-Rescue Chief).
- Develop and implement county-wide pre-incident planning program (Community Risk Reduction Branch).
- Implement Community Emergency Response Team (CERT) program (Office of the County Fire-Rescue Chief).
- Implement a program of annual physical examinations for career operations personnel (Support Services Branch).
- Implement integrated (volunteer and paid) certification and training standards through formation of a county-wide fire and EMS training program (Support Services Branch).
- Develop and implement a Task Book qualification and certification program for all positions within the Department (Support Services Branch).
- Implement a system of in-station, monthly continuing fire and EMS training and education program (Support Services Branch).
- Implement CAD tracked unit staffing and dynamic Automatic Vehicle Location (AVL) system (Technical Services Branch).
- Implement Traffic Pre-emption program (Community Risk Reduction).
- Implement System Status Management of staffing and resources.

# FIRE AND RESCUE DEPARTMENT

## SERVICE LEVELS

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Outcomes</b>			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up (Fractile Compliance = 90%).	59%	71%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted (Fractile Compliance = 25%).	25%	25%	25%
Ten minute or less scene time (or Helo activation) for all trauma cases meeting REMS flight criteria (Fractile Compliance = 90%).	90%	90%	90%
Discharge rate of out of hospital cardiac arrest victims (Fractile Compliance = 12%).	12%	12%	12%
<b>Outputs</b>			
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	100%	100%
Percentage of paid and volunteer personnel that meet yearly training requirements	N/A	100%	100%
Two OCS offered annually to allow volunteer officer certification	N/A	100%	100%
Percentage of required annual commercial occupancies inspected each year	N/A	100%	100%
Percentage of total inspection violations cleared in 30 days or less	N/A	100%	100%
Percentage of total requests for new construction inspections conducted within 24 hours of the request	N/A	100%	100%
Percentage of total plan reviews completed within 10 business days	N/A	100%	100%
Percentage of Schedule 1 repair tickets completed within 24 hours	N/A	100%	100%
Percentage of apparatus repair tickets completed in-station	N/A	100%	100%
Percentage of requests for replacement PPE filled within 24 hours	N/A	100%	100%
Percentage of station supply requests filled within 72 hours	N/A	100%	100%
Percentage of IT Schedule 1 repair tickets completed within 24 hours	N/A	100%	100%
Percentage of IT Schedule 2 repair tickets completed within 3 working days	N/A	100%	100%
Percentage of annual volunteer recruitment need filled.	N/A	100%	100%
<b>Service Quality</b>			
Contain fires involving structures to the room of origin (Fractile Compliance = 70%)	N/A	70%	70%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases (Fractile Compliance = 70%)	N/A	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard (Fractile Compliance = 100%)	100%	100%	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 the 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 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 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 Public Safety Center on the Government Center Campus, and serves the county with an integrated workforce of volunteer and paid personnel operating from 15 fire and rescue stations in cooperation with 13 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 through 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, 17 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 2008, the department processed 22,839 calls for emergency service.

## **ACCOMPLISHMENTS**

- Opened the Berea Fire and Rescue Station (station 12) on time as directed.
- Demonstrated our operational readiness and emergency management planning in the response to the May tornado.
- Received in excess of \$500,000 in grant funds.
- Graduated the third career recruit class to allow partial staffing of the new Stafford County Fire and Rescue Station 12 (Berea).
- Graduated the first volunteer recruit class.
- Completed the transition into the Public Safety Center.
- Co-authored a booklet on EMS in volunteer and combination departments.
- Appointed as Chair of Economic Crisis Task Force by the IAFC.
- Implementation of the Volunteer Battalion Chief program.



# FIRE AND RESCUE DEPARTMENT

## FIRE AND RESCUE STATIONS

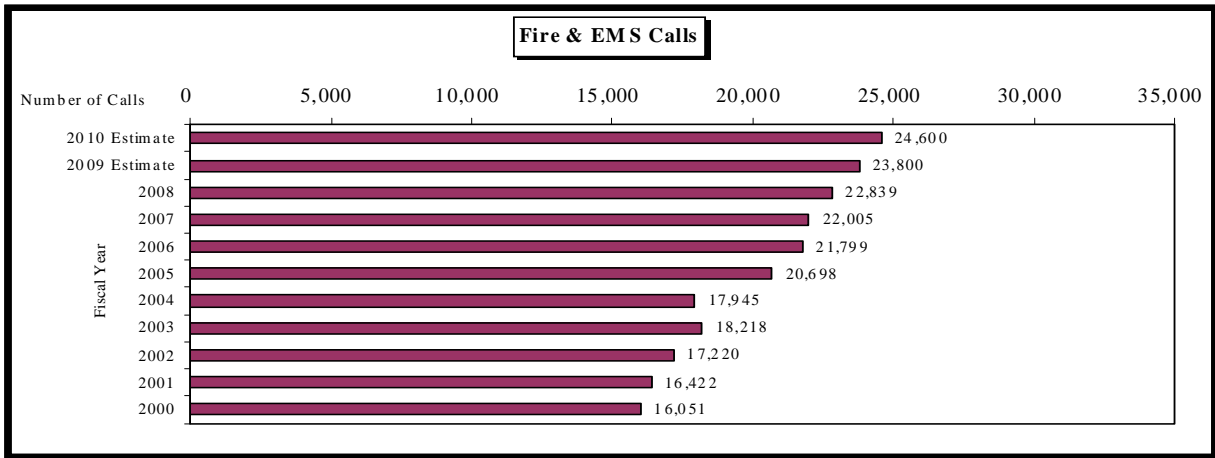
Fire Headquarters                    1225 Courthouse Road  
 Training and Logistics Facility    1326 Courthouse Road

### Battalion South

Fire-Rescue Co. 1    Falmouth  
 Rescue 7            White Oak  
 Fire Co. 7            White Oak  
 Fire-Rescue Co. 6   Hartwood  
 Fire-Rescue St. 12   Berea  
 Fire-Rescue St 14   North Stafford

### Battalion North

Rescue 1/Fire Co 2.   Stafford (new-stations combined)  
 Fire Co. 2            Stafford  
 Fire-Rescue Co. 3    Widewater  
 Fire-Rescue Co. 10   Potomac Hills  
 Rescue 9            Aquia Harbour  
 Rescue 8            Rock Hill  
 Fire Co. 8            Rock Hill  
 Rescue 4            Mountain View  
 Fire Co. 4            Mountain View  
 Fire-Rescue Co. 5    Brooke



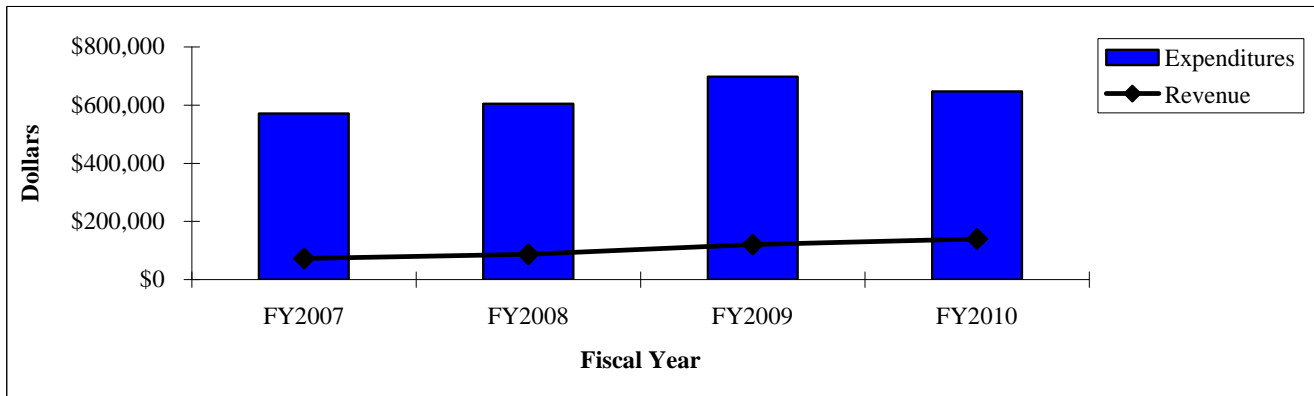
## VOLUNTEER FIRE RESCUE ORGANIZATIONS

	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
Aquia Harbour Rescue	\$32,834	\$59,250	\$36,619	(\$22,631)	-38.20%
Rock Hill Rescue	14,271	17,915	17,915	0	0.00%
Mountain View Rescue	16,844	50,050	49,164	(886)	-1.77%
Stafford Rescue	13,623	19,808	18,913	(895)	-4.52%
White Oak Rescue	27,012	23,800	23,797	(3)	-0.01%
<b>Rescue Stations</b>	<b>\$104,584</b>	<b>\$170,823</b>	<b>\$146,408</b>	<b>(\$24,415)</b>	<b>-14.29%</b>
Stafford Fire	\$191,396	\$171,490	\$118,625	(\$52,865)	-30.83%
Rock Hill Fire	78,418	144,200	126,740	(17,460)	-12.11%
Mountain View Fire	48,327	36,250	36,250	0	0.00%
White Oak Fire	70,743	55,460	55,432	(28)	-0.05%
<b>Fire Stations</b>	<b>\$388,884</b>	<b>\$407,400</b>	<b>\$337,047</b>	<b>(\$70,353)</b>	<b>-17.27%</b>
Widewater Fire & Rescue	\$133,762	\$89,500	\$73,000	(\$16,500)	-18.44%
Potomac Hills Fire & Rescue	39,129	56,500	18,000	(38,500)	-68.14%
Falmouth Fire & Rescue	210,165	144,500	127,645	(16,855)	-11.66%
Brooke Fire & Rescue	84,417	51,950	40,750	(11,200)	-21.56%
Hartwood Fire & Rescue	78,124	80,900	80,900	0	0.00%
<b>Combined Stations</b>	<b>\$545,597</b>	<b>\$423,350</b>	<b>\$340,295</b>	<b>(\$83,055)</b>	<b>-19.62%</b>
<b>Grand Total</b>	<b>\$1,039,065</b>	<b>\$1,001,573</b>	<b>\$823,750</b>	<b>(\$177,823)</b>	<b>-17.75%</b>

# HUMAN RESOURCES

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$453,373	\$551,219	\$638,066	\$599,128	(\$38,938)	-6.10%
Operating	118,012	53,988	59,543	47,929	(11,614)	-19.51%
<b>Total</b>	571,385	605,207	697,609	647,057	(50,552)	-7.25%
Revenue	72,737	86,501	121,025	140,187	19,162	15.83%
<b>Local Tax Funding</b>	<u>\$498,648</u>	<u>\$518,706</u>	<u>\$576,584</u>	<u>\$506,870</u>	<u>(\$69,714)</u>	<u>-12.09%</u>
<b>Funded Positions</b>						
Full-Time Positions	7	7	7	6	(1)	-14.29%
Part-Time Positions	1	1	1	1	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -6.1% attributed to the following:

- Position reclassification
- Full year funding of 1.2% COLA approved for January 2009
- One full-time position unfunded FY2009 and FY2010

Operating Variance of -19.51% attributed to the following:

- Training budget cut.
- With hiring freeze, less money needed for hiring.
- Consultants cut for compensation and health care studies.
- Special projects cut – ie: Blood Drive, Employee Recognition, etc.
- Computer replacements cut.
- Professional development Cut (LEAD).

# HUMAN RESOURCES

## **MISSION**

Human Resources provides services that support and develop our employees in their service to the citizens of Stafford County and customers. This includes the administration and operation of the County's total compensation 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 balanced and healthy lifestyles.

## **GOALS/OBJECTIVES**

- Complete the new employee performance management system for the pilot period of July – Dec 2008.
- Begin the first full performance year of the performance management system.
- Complete RFP process for health care contract renewal.
- Create foundation courses for in house training for basis of BEST University.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Payroll Entry/Changes	1,800	1,900	2000
Number of Training Programs offered/coordinated	25	50	50
Number of Applications received	6,000	6,000	6000
Number of Compensation Surveys completed	27	24	25
<b>Outputs</b>			
New hires (HTE)	450	450	250
Total Number of Attendees at New Employee Orientations	250	225	75
Number of Positions Recruited	200	230	200
<b>Service Quality</b>			
% of Letters of Offer completed within 3 days	98%	98%	98%
Average number of days to fill a position		200	40
Average time to research/investigate employee compensation issues (days)	30	30	15
<b>Efficiencies</b>			
Turnover Rate – (FTEs)	17%	11%	
Cost per hit on the Neogov Applicant Tracking System	\$0.01	\$0.01	\$0.01
Cost to hire an employee – (FTEs)	\$130	\$275	\$275
Vacancy rate – (FTEs)		8%	

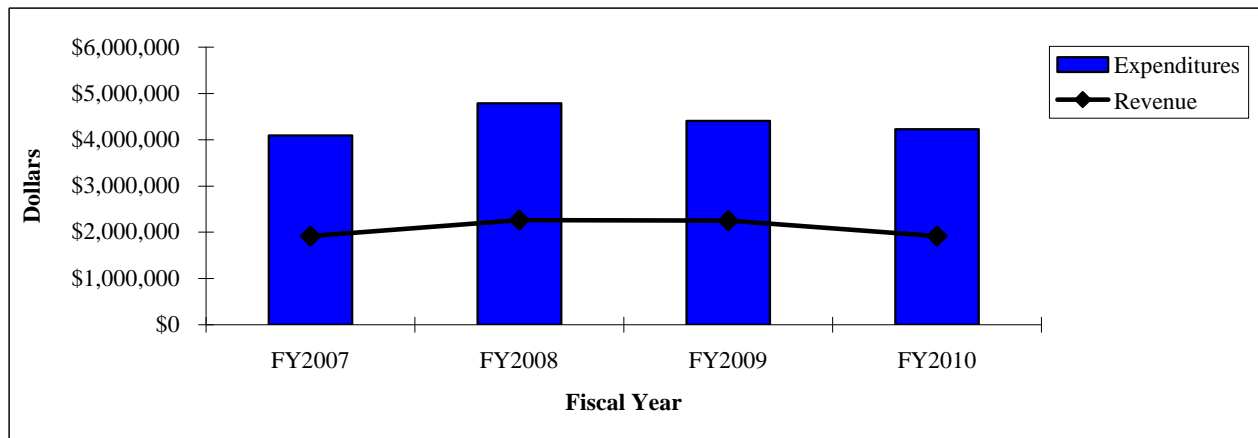
## **ACCOMPLISHMENTS**

- Implemented a phase II of the employee contributions for Health Care.
- Completed the second year cohort of the Leadership Institute in cooperation with UVA.
- Continued to develop an employee the orientation program for newly hired employees.
- Completed the development of the new performance management system.
- Provided employee training and outreach to offsite locations.
- Updated personnel policies and received Board of Supervisors approval.
- OPEB recommendations

# OFFICE OF HUMAN SERVICES

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$155,698	\$181,643	\$184,036	\$187,226	\$3,190	1.73%
Operating	3,932,950	4,606,565	4,221,992	4,040,132	(181,860)	-4.31%
<b>Total</b>	4,088,648	4,788,208	4,406,028	4,227,358	(178,670)	-4.06%
Revenue	1,912,804	2,265,656	2,253,834	1,914,778	(339,056)	-15.04%
<b>Local Tax Funding</b>	<u>\$2,175,844</u>	<u>\$2,522,552</u>	<u>\$2,152,194</u>	<u>\$2,312,580</u>	<u>\$160,386</u>	<u>7.45%</u>
<b>Funded Positions</b>						
Full-Time Positions	2	2	2	2	0	0.00%



## BUDGET VARIANCES

Personnel Variance of 1.73% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009

Operating Variance of -4.31% is attributed to the following:

- Partnership with schools will eliminate some outside placements
  - Will reduce expenditures and result in higher reimbursements from the state

Increases in Net County cost is attributed to the following:

- Decrease in overall collections from Division of Child Support Enforcement - reduction in projection of revenue by \$50,000.
- Increase in local match rates due to state match rate changes that took effect July 2008 and continue through fiscal year 2010 by 5%.
- Reimbursement affected by overall state reductions

# OFFICE OF HUMAN SERVICES

## **MISSION**

The Stafford County Comprehensive Services Act (CSA) program is 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. The Office of Human Services staff administers the CSA program, striving to provide support and collaboration to those agencies in which it works so closely with in providing services to the children and families within the Stafford community.

## **GOALS/OBJECTIVES**

- Collaborate with other community agencies to expand available community resources and build community teams and community partners to develop creative solutions in servicing at-risk children and families.
- Maintain an effective utilization management system to review residential placements and track outcomes of services rendered.
- Submit financial/statistical reporting on a timely basis to the state office of Comprehensive Services.
- Coordinate and facilitate communication among current human service agencies to create a more comprehensive approach to serving at-risk children and families, facilitate partnerships for maximization of limited resources.
- Continue to pursue co-payment obligations from parents; streamline process of collection policies.
- 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.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
CSA Expenditures (HTE Sys.)	\$4,606,565	\$4,406,028	\$4,392,839
Child Support Refunds (HTE Sys.)	\$138,927	\$140,000	\$93,000
Co-Payments Collected CSA Program	N/A	\$50,000	\$47,000
<b>Outputs</b>			
Cost Per Child served by CSA (CSA Statistical Report)	\$21,970	\$18,920	\$19,418
Medicaid Residential Placements (Manual Tracking)	20	13	16
Number of Children that received Prevention services through FC Prevention fund	21	15	20
<b>Service Quality</b>			
Required cases reviewed under utilization management (Manual Tracking)	201	215	215

## **ACCOMPLISHMENTS**

- Medicaid Maximization: County share of costs is minimized due to the maximization of Medicaid for children in residential placements.
- Prevention Services: Provided community based services to support youth within community; effect is reduction in overall children placed in more restrictive settings such as residential programs.
- Outcome Survey: Training provided to agency staff to begin the implementation of a survey developed to provide to families and human service professionals who interact with the CSA program. (Data will be available 2011).
- Increased collection of co-payments assessed through the CSA program through strategic policies and consistent oversight from CSA program staff.
- County Staff: Teamwork, personal growth and development within the CSA office has contributed to the effectiveness of the capabilities and has streamlined the processes and procedures within the office to ensure a more productive and balanced program.

# OFFICE OF HUMAN SERVICES

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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. The funds that are 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 includes: 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 that 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 three teams set up within the CSA Program: The Community Policy and Management Team “CPMT” and four Family Assessment and Planning Teams “FAPT”. The CPMT has administrative and fiscal responsibility for the local funds pool, develops policies and procedures and appoints members of the FAPT. The FAPT’s meet with the families to determine what services are needed and develops a plan for services.

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



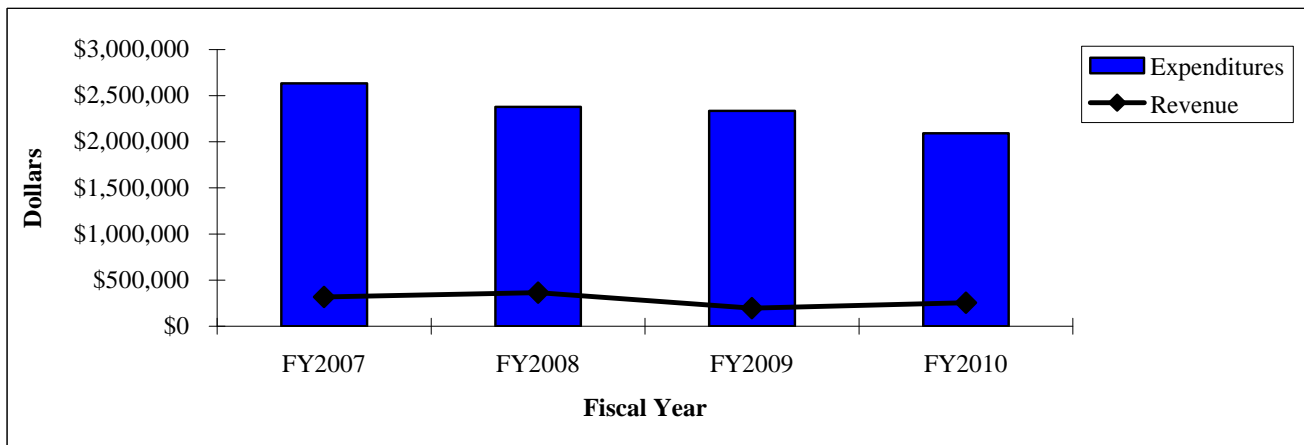


# INFORMATION TECHNOLOGY

(Summary)

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,705,625	\$1,828,930	\$1,816,366	\$1,804,964	(\$11,402)	-0.63%
Operating	830,615	421,785	386,703	260,562	(126,141)	-32.62%
Capital	97,579	125,798	132,045	26,000	(106,045)	-80.31%
<b>Total</b>	<b>2,633,819</b>	<b>2,376,513</b>	<b>2,335,114</b>	<b>2,091,526</b>	<b>(243,588)</b>	<b>-10.43%</b>
Revenue	317,280	364,145	194,779	253,818	59,039	30.31%
<b>Local Tax Funding</b>	<b>\$2,316,539</b>	<b>\$2,012,368</b>	<b>\$2,140,335</b>	<b>\$1,837,708</b>	<b>(\$302,627)</b>	<b>-14.14%</b>
<b>Funded Positions</b>						
Full-Time Positions	20	21	21	20	(1)	-4.76%
Part-Time Positions	2	2	2	2	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -0.63% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Two full-time positions unfunded FY2009
- Three full-time position unfunded FY2010
- Added one full-time Geographic Information Systems moved from Commissioner of the Revenue
- Added one full-time Geographic Information Systems position moved from Planning and Zoning

Operating Variance of -32.62% is attributed to the following:

- Eliminated disaster recovery plan, internal network intrusion testing, web design, all training and seminars, cabling, replacement for pcs and network equipment,
- Reduced vendor support for various systems

Capital Variance of -80.31% is attributed to the following:

- Funding for replacement of capital equipment has been moved to the CIP

# 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

- Improve information sharing across county departments by expanding the information that is available through the Inside Stafford Intranet. Recommendation from the Strategic Technology Plan.
- Improve the technology governance process by establishing an Information Technology Leadership Team. Recommendation from the Strategic Technology Plan.
- Define continuity of business priorities with departments and implement disaster recovery capability for the highest priorities. Recommendation from the Strategic Technology Plan.
- Develop a plan for providing additional services and capabilities to constituents of the County through the Internet. Recommendation from the Strategic Technology Plan.
- Begin the process of replacing the County's Public Safety System with a more modern CAD/RMS system. Recommendation from the Strategic Technology Plan.
- Implement virtualization technology for appropriate servers and desktops. Recommendation from the Strategic Technology Plan.

## SERVICE LEVELS

	FY2008 Actual	FY2009 Budget	FY2010 Plan
<b>Outcomes</b>			
% Of time supporting Constitutional Offices, Schools, Soc. Svcs., Registrar, and Courts (TrackIT)	44%	40%	40%
% Of time supporting County Admin Departments (TrackIT)	56%	60%	60%
Telephones supported (VoIP)	851	927	927
Website Visitors – <a href="http://staffordcountyva.gov">staffordcountyva.gov</a> (Websense)	641,600	700,000	750,000
Website Page Views – <a href="http://staffordcountyva.gov">staffordcountyva.gov</a> (Websense)	3,529,849	4,000,000	4,500,000
<b>Outputs</b>			
New PCs installed (TrackIT)	83	60	60
Help Desk Calls Solved (TrackIT)	3544	3,600	3,600
Project Requests Completed (TrackIT)	717	750	750
Number of Telephones	851	927	927
<b>Service Quality</b>			
% Of up-time on County website and email (7x24) (TrackIT)	99%	99%	99%
% Of up-time on non public safety systems (8am –5pm) (TrackIT)	99.5%	99.5%	99.5%
% Of up time on CAD systems (7 X 24) (TrackIT)	99.9%	99.9%	99.9%
Average number of minutes to solve a help call (TrackIT)	27	30	30
% Of project requests completed by requested date (TrackIT)	88%	85%	85%
<b>Efficiencies</b>			
Av. hourly cost for help desk calls (TrackIT) Local Outsource Cost \$60.00	\$33.00	\$35.00	\$35.00

# INFORMATION TECHNOLOGY

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## ACCOMPLISHMENTS

- Assisted the Sheriff and Fire and Rescue departments move to the new Public Safety Building. Was responsible for the migration of the legacy Computer Aided Dispatch and Record Management System and its related interfaces. Information Technology became fully responsible for the new building's data and voice networks after the move-in and official turnover of the building to the County
- Upgraded the Storage Area Network to accommodate for email archiving and upcoming exchange email system upgrades.
- Developed call center statistical reporting for several departments who use the Voice over IP (VoIP) phone system's call center feature.
- Completed countywide implementation of the VoIP phone system to include the Courts (Circuit, JDR and General District).
- Installed network and VoIP phones at the new Berra Fire Station.
- Assisted in the response to the May 8, 2008 Tornado by installing computers, printers and phones at Berra Fire Station. The computer capability provided onsite customer service for issuing building permits and online access to other key County information resources including computers with Internet access for the impacted community. This event demonstrated the County's ability to provide local technology based services in the event of future disasters.
- Replaced all the CAD (Computer Aided Dispatch) servers and upgraded the CAD software for dispatchers and mobile computers. Also, upgraded servers for ISTATUS (call status server) and the message switch server (runs VCIN and mobile connections).
- Improved navigation of the County's website and added enhanced design elements and information such as RSS feeds and Public Notices.
- Created an automated process that updates the Commissioner of the Revenue's Real Estate (Proval) System with permit information from the Hansen building permit system on a daily basis saving the Commissioner of the Revenue's Office between twenty and thirty work hours a month.
- The County's iStafford Intranet grew three fold in the amount of information it communicates to employees. Sharing of documents and forms remain its most popular service. Several additional department and committee pages were added as well as links to numerous internal and external resources.
- Nearly 400 class sessions were offered through the Best University and MindLeaders program. Information Technology plays a key role in setting up, monitoring and teaching many of these classes.
- Worked with Finance, Budget, HR, Utilities, Schools, Code Administration, Planning and Zoning, and Parks and Recreation on installing enhancement updates to several key software applications (HTE, HRIS, Class, MobileHWY, IVR and IWR).
- Completed the installation of upgrades to the Board Room's audio/visual system including enhancements to the quality of televised meetings.

# INFORMATION TECHNOLOGY (GEOGRAPHIC INFORMATION SYSTEMS)

## **MISSION**

The Geographic Information System (GIS) Office supports county government with geographic analysis, survey control information, and interactive/static maps.. 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**

- Improve GIS information with 2009 update of countywide orthophotography at 6” resolution level. Updates 2006 photography.
- Increased integration of GIS with Enroute (Public Safety CAD), Hansen, Proval, Data Warehouse and Onbase (document imaging system) using the Geodox application to provide better decision-making information for County staff.
- Improve the GIS information available on the Internet and Intranet. These websites serve as a primary means of delivering GIS information and data to the public and county employees. In FY10 GIS staff will transition to the ArcGIS Server platform to provide users with an easier and more intuitive mapping interface.
- Improve GIS information by adding windshield-level photography along prioritized secondary roads in the county to be used by all departments.
- Improve coordinating efforts with other GIS workers in the Planning and Zoning Department, Commissioner of the Revenue Office, Utilities Department, Code, Sheriff’s Office and Schools.
- Continue coordination and cooperation with regional agencies (GWRC, FAMPO, Stafford Regional Airport, Northern VA GIS Managers, Metro. Washington Council of Governments, and Virginia Geographic Information Network).
- Improve the quality of Code and Utilities infrastructure data by adding GPS points of all storm water manholes in curb and gutter subdivisions and digitizing piping. In addition, GPS valves for hydrants and sewer manholes will be added to existing water/sewer line data to improve the accuracy of the Utility Department’s water and sewer models.
- With the passing of the Road Bond Referendum GIS staff will be working closely with the Transportation Office to provide needed maps and data for the County and VDOT.
- Work closely with the BRAC coordinator to provide needed maps and data to help clarify the County’s position in this regional issue.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
GIS Interactive & Static Web Site number of Visits	175,000	180,000	185,000
<b>Outputs</b>			
Hours worked responding to public inquires and data requests (Project database)	350	400	450
Project requests completed (Project database)	275	300	325
Number of GIS layers maintained	450	475	500
<b>Service Quality</b>			
% Project requests completed by requested date	85%	85%	85%

## INFORMATION TECHNOLOGY (GEOGRAPHIC INFORMATION SYSTEMS)

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### **ACCOMPLISHMENTS**

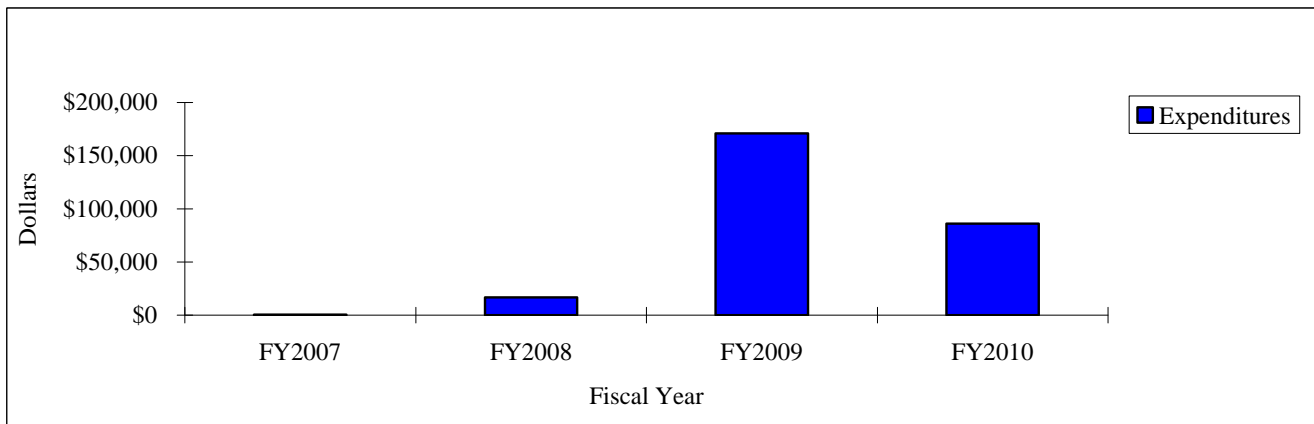
- Internal web-mapping interactive sites allow co-workers to view GIS map layers and their associated data along with the aerial photography and print these maps. COR, Utilities, Planning and Zoning, Code, and now Public Safety (Sheriff/Fire & Rescue) have mapping sites made exclusively for their needs. Additional images of residential & commercial structures, storm water manholes and outfalls are also available and linked to their perspective GIS layers. Can now view windshield streets for all primary roads thru the internal websites and seamlessly connect to Proval via the COR GIS website.
- Continuous growth of the Geodatabase. Have approximately 500 layers in the ArcSDE geodatabase for SQL Server. Can now query much more easily, Proval and Hansen systems which are also in SQL Server.
- The GIS is being used to update the CAD system with up-to-date street address data and police, fire and rescue response areas. This effort improves the accuracy and efficiency of maintaining geographic information in the CAD system. COR photos of residential & commercial buildings and the addition of driveways have also been added.
- Thousands of Stormwater manholes are being GPS and incorporated into the GIS system, along with the creation of storm water pipes for Code. Work progress can be viewed on the Code web-mapping interactive site.
- GIS played a prominent role in the South Stafford Tornado incident back in May by providing damage assessment personnel, in coordination with a local aerial photography firm, timely maps and information on a daily basis for over a week period after the initial incident.



# OFFICE OF INTERNAL AUDITS

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$0	\$12,138	\$157,068	\$72,252	(\$84,816)	-54.00%
Operating	650	4,614	13,950	13,814	(136)	-0.97%
<b>Local Tax Funding</b>	<u>\$650</u>	<u>\$16,752</u>	<u>\$171,018</u>	<u>\$86,066</u>	<u>(\$84,952)</u>	<u>-49.67%</u>
<b>Funded Positions</b>						
Full-Time Positions	3	3	3	0	(3)	-100.00%



## BUDGET VARIANCES

Personnel variance of -54% attributable to the following:

- Reduction in force of one full-time position per Board Action on 4-21-2009
- Two full-time positions unfunded FY2009 and FY2010

Operating variance of -.97% attributable to the following:

- Reduction in office supplies, telephone, computer software, and furniture & fixtures.
- Increase in training, dues & memberships, books & subscriptions

## MISSION:

The mission of the Office of Internal Audit is to provide independent assurance that public funds are spent appropriately and effectively. To promote transparency, accountability, and efficiency in County operations and to prevent fraud, waste, and abuse of County resources.

## GOALS/OBJECTIVES:

- Provide objective, independent assessments of how well county employees are managing County resources.
- Take the initiative in finding ways to maximize revenues and to cut costs where appropriate.
- Investigate all instances of fraud, waste, and abuse that have been reported to us or which we become aware of in the course of performing our audit duties.
- Make recommendations on how county operations can be improved but also highlight those departments who are providing outstanding public service.

## OFFICE OF INTERNAL AUDITS

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### **ACCOMPLISHMENTS**

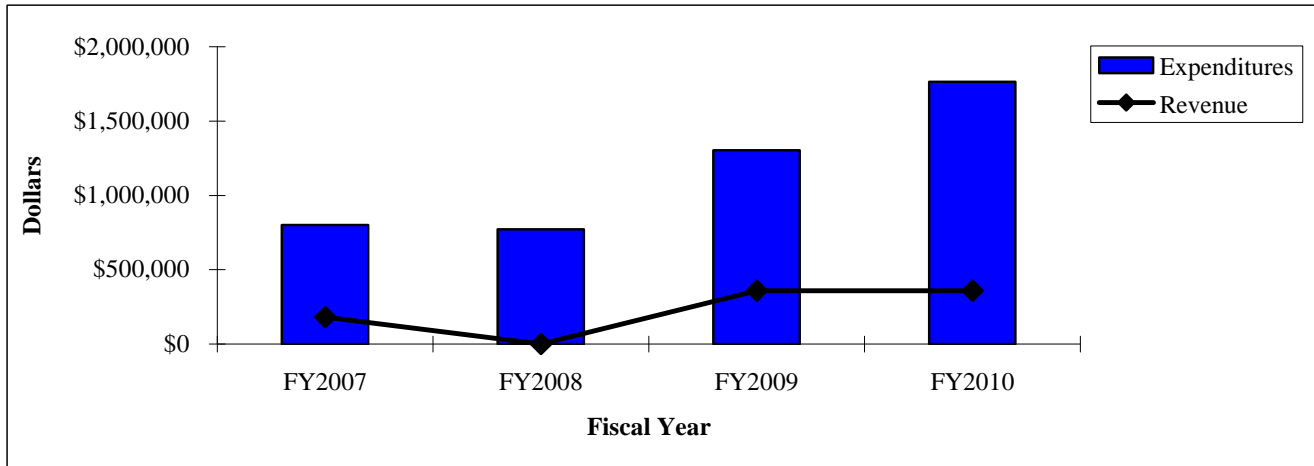
- Established a Fraud Hotline for citizens and employees
- Established the Chief Internal Auditor's Website
- Submitted to the Board of Supervisors a 1 to 5 Year Audit Plan
- 1 Impartial Financial Analysis Report issued



# NON-DEPARTMENTAL

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$16,910	\$15,326	\$20,000	\$312,000	\$292,000	1460.00%
Operating	784,312	756,444	1,284,156	1,453,005	168,849	13.15%
<b>Local Tax Funding</b>	801,222	771,770	1,304,156	1,765,005	460,849	35.34%
Revenue	181,858	0	357,606	357,813	207	0.06%
<b>Net Tax Support</b>	<u>\$619,364</u>	<u>\$771,770</u>	<u>\$946,550</u>	<u>\$1,407,192</u>	<u>\$460,642</u>	<u>48.67%</u>



## BUDGET VARIANCES

Personnel Variance of 1460% attributed to the following:

- Increased cost of unemployment insurance
- Cost of implementation of early retirement program

Operating Variance of 13.15% attributed to the following:

- Increased funding of contingency

## MISSION

The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department. It provides reserve accounts for insurance premiums, 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

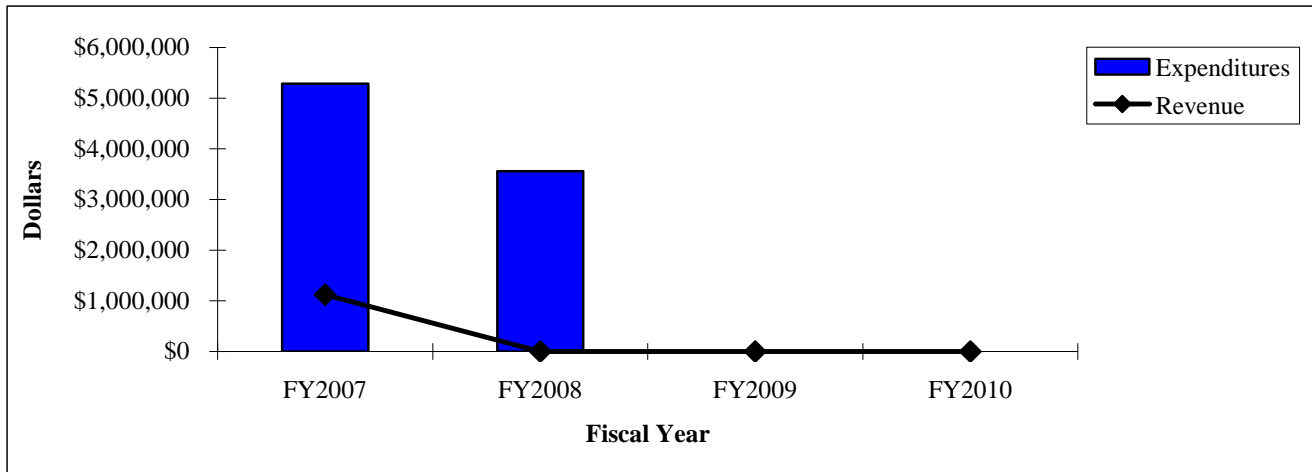
- Provide \$300,000 of Grant Funds with offsetting Revenue to be used for small Grants provided to the County.
- Provide \$50,000 for Insurance Recovery Funds with offsetting Revenue to have available if necessary.



# OTHER TRANSFERS

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Capital	\$5,285,140	\$3,558,993	\$0	\$0	\$0	0.00%
<b>Local Tax Funding</b>	5,285,140	3,558,993	0	0	0	0.00%
Revenue	1,124,138	0	0	0	0	0.00%
<b>Net Tax Support</b>	<u>\$4,161,002</u>	<u>\$3,558,993</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



## BUDGET VARIANCES

- Currently there are no transfers to other funds.

## 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 is used to transfer funds needed to support another fund.

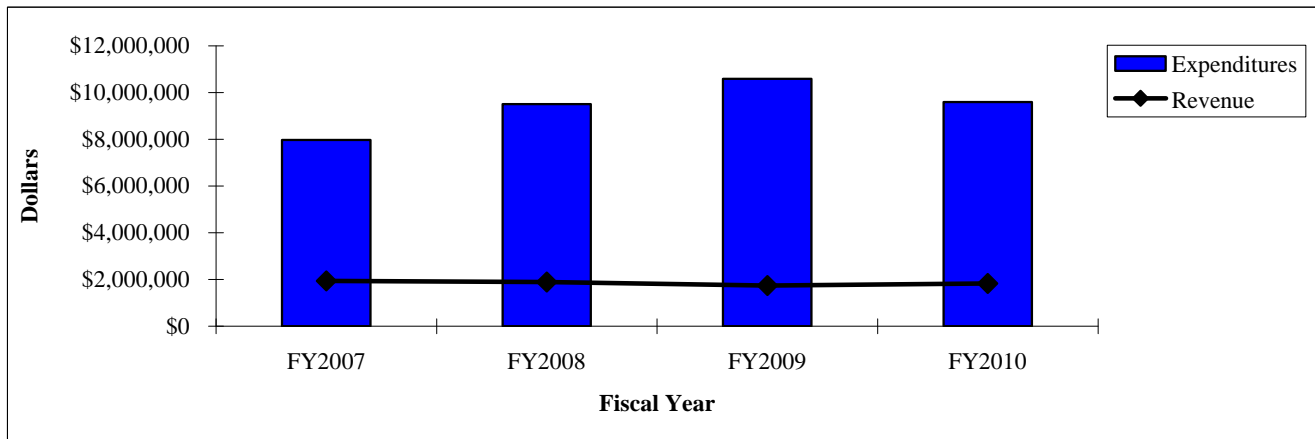


# PARKS, RECREATION AND COMMUNITY FACILITIES

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010	
					Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$4,543,730	\$5,465,877	\$5,362,037	\$5,433,057	\$71,020	1.32%
Operating	3,217,913	3,557,822	4,461,054	4,164,901	(296,153)	-6.64%
Capital	210,923	480,926	769,000	0	(769,000)	-100.00%
<b>Total</b>	<b>7,972,566</b>	<b>9,504,625</b>	<b>10,592,091</b>	<b>9,597,958</b>	<b>(994,133)</b>	<b>-9.39%</b>
Revenue	1,942,619	1,892,916	1,740,265	1,829,068	88,803	5.10%
<b>Local Tax Funding</b>	<b>\$6,029,947</b>	<b>\$7,611,709</b>	<b>\$8,851,826</b>	<b>\$7,768,890</b>	<b>(\$1,082,936)</b>	<b>-12.23%</b>
<b>Funded Positions</b>						
Full-Time Positions	50	64	64	57	(7)	-10.94%
Part-Time Positions	131	131	131	119	(12)	-9.16%

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



## BUDGET VARIANCES

Personnel Variance of 1.32% is attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Reduced the hours for Facility Attendants monitoring the department's athletic fields.
- Conversion of part time karate instructors to contract instructors.
- Reduction of 19,000 part-time hours the equivalent of nine full-time positions FY2009 Board Action on 10-21-08
- Five full-time positions unfunded FY2009
- Seven full-time and three part-time positions unfunded FY2010

Operating Variances of -6.64% is attributed to the following:

- Because of revenue constraints operating cost are held at or below FY2009 Adopted Revised Budget.
- Increased operating costs of two new Fire and Rescue Stations, #2 and #14.
- Reduced contract services for cleaning, trash removal, security and alarm monitoring, grounds maintenance of county facilities and parks.
- Reduced printing of documents for program promotion.
- Reduced the number of classes and entertainment programs.
- Eliminated preventative maintenance. Will not replace broken equipment if it cannot be repaired.
- Reduced the number of youth games requiring officials.

# PARKS, RECREATION AND COMMUNITY FACILITIES

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## **BUDGET VARIANCES (Continued)**

- Reduce the amount of irrigation of athletic fields.
- Reduced turf maintenance program.
- Increased acres of mowing with no net increase in funding.

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

- Reduced funding due to economic conditions

Revenue Variance of 5.1% is attributable to the following:

- Fee increases approved by the Board in 2009.
- Opening the new synthetic turf athletic fields at Smith Lake Park will increase revenues.

## **MISSION**

The Parks, Recreation and Community Facilities Department provides leisure services and recreational facilities to all citizens in order to improve social, mental and physical development. In addition, the department provides quality support services to users of the county's public buildings and other facilities. The department coordinates cost effective, year round management and maintenance of parks and facilities, aquatics, gymnastics, community recreation, youth and adult sports, and senior citizen programs. The department also effectively, economically and efficiently provides functional, clean, safe, and secure facilities at all times for use by county employees and citizens.

## **GOALS/OBJECTIVES**

- Provide aquatic programs to continue to meet the request for services of the public and increase revenue received from these programs and aquatic facilities.
- 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, Carl Lewis Community Center, Courthouse Community Center, and Rowser Building.
- Continue support of private, non-profit, volunteer youth associations that have agreements with the department.
- Continue to improve all aspects of the Parks Maintenance Division allowing for increased use and quality of existing facilities with emphasis on improving the quality of the athletic playing fields.
- Provide programs to meet the needs of senior citizens, teens, and those with special needs.
- Provide special events county-wide to meet the needs of all citizens.
- Implement approved Capital Improvement Program projects.
- Participate on project teams for design/construction of the Courthouse basement, Falls Run Library, Juvenile & Domestic Relations Court and other County projects.
- Install and Support new security street lights in Olde Forge Townhouses.
- Install new hard surface walkway in the VRE Leeland gravel parking lot.
- Convert the old energy management system to newer cost savings system in the Administration Center.
- Continue Energy Audit by staff to help reduce utility cost.

# PARKS, RECREATION AND COMMUNITY FACILITIES

## SERVICE LEVELS

	FY2008 Actual	FY2009 Budgeted	FY2010 Plan
<b>Outputs</b>			
Programs Offered: Gymnastics (CLASS Software)	1,550	1,550	1,861
Programs Offered: Sr. Citizens (CLASS Software)	165	170	170
Programs Offered: Sports/Recreation (CLASS Software)	390	395	611
Programs Offered: Aquatics (CLASS Software)	625	625	1,143
Rental Contracts issued (CLASS Software)	650	700	750
Acres maintained-excluding school fields (Manual Tracking)	1,162	1,162	1,212
Volunteer hours-excluding athletic groups (Manual Tracking)	70,000	71,000	4,285
Total facilities maintained (sq. ft.)	385,597	426,289	426,289
Owned facilities (sq. ft.)	369,585	412,429	412,429
Leased Facilities (sq. ft.)	16,012	13,860	13,860
Number of Facilities Leased	15	10	10
Motor Pool Vehicles	7	7	7
<b>Service Quality</b>			
Program evaluations rated above average (Manual Tracking)	95%	95%	95%
Facility Use Applications approved w/in 10 days (CLASS Software)	95%	95%	95%
Work Orders Processed	11,660	11,800	11,255
<b>Efficiencies</b>			
Number of client accounts maintained (CLASS Software)	26,000	27,000	27,300
Custodial Cost (sq. ft.)	\$.78	\$.90	\$.90
Security Cost (sq. ft.)	\$1.30	\$1.04	\$1.04
Leased Facilities Cost (sq. ft.)	\$21.65	\$22.60	\$23.25
<b>Outcomes</b>			
Youth 18 & under served (CLASS Software)	26,000	27,000	32,790
Adults served (CLASS Software)	2,800	2,900	8,456
Sr. Citizens served (CLASS Software)	7,000	7,500	5,800
Facility users (all facilities) (CLASS Software)	155,000	160,000	170,000
Revenue generated (HTE System/CLASS Software)	1,620,461	1,553,804	1,540,776
New programs offered (CLASS Software)	55	60	8
Total number of program participants (CLASS Software)	34,000	35,000	47,046
Number of County residents served (CLASS Software)	29,000	30,000	30,000
# of Facility Bookings (CLASS Software)	7,000	8,000	8,100
Curtis Park Pool users (CLASS Software)	28,500	27,000	28,000
Aquia Landing users (CLASS Software)	7,000	7,000	N/A
Woodlands Pool users (CLASS Software)	45,000	45,000	47,000

## ACCOMPLISHMENTS

- Completed construction of Phase I of the new Patowomeck Park to include lighted and irrigated football/soccer fields (2), an adult softball field, and a youth softball field, a picnic shelter with restrooms and playgrounds for tots and elementary age children funded through the \$11 million 2001 park bond referendum.
- Renovated baseball fields #2 and #3 and common areas at Smith Lake Park in preparation for the Southeast U-9 Baseball Tournament held there in July 2008.
- Replaced two grass rectangular athletic fields with synthetic turf at Smith Lake Park.
- Worked more closely with the Schools on improving the condition of the athletic fields used by park and recreation programs.
- Renovated soccer fields at Garrisonville Elementary School (GEMS) by grading, adding topsoil, and placing sod on worn goal areas.

# PARKS, RECREATION AND COMMUNITY FACILITIES

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## **ACCOMPLISHMENTS (Continued)**

- Renovated #2 soccer field at Duff McDuff Green Park under a cooperative agreement with the Stafford Area Soccer Association; placed a leveling course of topsoil, sprigged Bermuda grass.
- Created an overflow parking area at Smith Lake Park.
- Cleared trail alignment and placed mulch surface at Pratt Park.
- Completed a study of the C. Ray Grizzle Activity Center to determine its current condition.
- Hosted the Rockhill Ruritan's Cardboard Boat Races at Aquia Landing.
- Developed and implemented a Lane Allocation Policy for pool lane usage.
- Revised the Facility Use Policy to be more inclusive of all facilities including new fee schedules.
- Upgraded our CLASS software to include online picnic shelters rentals.
- Continued efforts on improving the conditions of soccer and football fields.
- Supported the Salute to Stafford community event.
- Extended public use at Aquia Landing Park to year round.
- Began construction of Phase 3 of the Belmont-Ferry Farm Trail.
- Provided a local opportunity for participation in the punt, pass, and kick competition.
- Continue enhancements and repairs at all existing parks and recreation facilities and raise the level of expectation regarding maintenance of these sites.
- Continue to provide a variety of program offerings for senior adults and for individuals with special needs.
- Completed Fire and Rescue Station #2.
- Completed traffic lights at Plantation and Lyons and at F&R Station #2.
- Installed a backup cooling system in the Board of Supervisors Chamber.
- Completed Public Services web site on IStafford.
- Combined efforts of several county departments to remove snow using less outside contractors.
- Realized energy cost savings with Columbia Gas by contracting on Government Savings Plan.
- Moved and renovated Finance, Purchasing, Utilities and Transportation Departments.
- Completed design, permitting, and bid the Falls Run Library.
- Formed a group of different departments and school staff to solicit price quotes and bids as a group to receive better pricing for goods and services.
- Worked with Comcast Cable to bring more cable service to county buildings.

## **ADDITIONAL INFORMATION**

In late FY 2009 the Parks and Recreation Department and the Property Management portion of Public Services Department were merged to become the Parks, Recreation and Community Services Department. This was done to more efficiently provide service to the citizens of the county for the operation and maintenance of county buildings and sites. The 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, design and construction of new recreation areas; and training and supervision of paid employees and volunteers. The department provides operation and maintenance of parks, recreation areas, and community facilities to ensure clean safe, healthy and attractive public and park buildings and recreational areas. The department prepares park and school athletic fields for recreation and sports programs. In FY2009, revenue generated through gymnastics, aquatics and recreation programs, building and facility rentals, and admission fees are estimated to be \$1,541,500, which is a decrease of 5% from FY2008. This revenue represents approximately 28% of the department's total budget. A variety of fee increases were approved by the Board in early 2009 that will help with FY2010 budget constraints. The Parks, Recreation and Community Facilities Department is divided into six divisions: administration, aquatics, community recreation/senior citizens, gymnastics, park and community facility management, and sports.



# PARKS, RECREATION AND COMMUNITY FACILITIES

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## **ADMINISTRATION DIVISION**

The Parks, Recreation and Community Facilities Administration Division provides administrative support to all divisions of the department. Some key responsibilities are establishing contracts, paying bills, processing payroll and human resource related needs, creating the Activities Brochure, managing capital projects, and more.

## **SPORTS FIELD ADMINISTRATION & RENTALS**

This division handles requests for facility use, which have increased over 100% during the last five years. The staff is responsible for the coordination and supervision of recreation activities that occur in the gymnasiums and on the athletic fields at all county schools. This is in addition to scheduling use of all of the Department's indoor and outdoor park sites, including fields, picnic shelters, and indoor rental areas. Staff oversees Facility Attendants who monitor all facility users and also serves as liaisons with the Stafford Area Soccer Association (SASA) and the Stafford Baseball League (SBL), which contract with Stafford County to provide recreational soccer and baseball programs for county youth. These two non-profit, volunteer organizations have a combined total of 10,000 participants providing 500,000 hours of volunteer service and managing more than \$950,000 per year to run their programs.

## **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 & Splashpad. The Aquatics Division also manages the summer seasonal aquatic and concession operations at Curtis Memorial Park as well as ball field concessions at Smith Lake Park, Brooks Park, Pratt Park, and Duff McDuff Green Park during the playing season. As of July 1, 2007 staff began managing the Historic Port of Falmouth Park (formerly Falmouth Waterfront Park) on River Road. Staff was on duty daily from 8:00 AM to 7:00 PM to enforce "no alcohol" consumption, maintain order, keep trash picked up, hand out life preservers, educate visitors of the dangers of swimming in the Rappahannock River, and monitor the parking lot. It was necessary to have an additional staff person on site on the weekends to assist with parking and closing of the park. In the past, the Aquatics Division has operated aquatic and concession operations at Aquia Landing Park. However, beginning in late FY2009, due to budget constraints, we were no longer able to provide staff at Aquia Landing. Also, beginning in late FY 2009 all ball field concessions were contracted to a private vendor.

Revenue generated through general admissions, year-round swimming lessons, lane rentals, and special events was approximately \$310,800 for FY2009, an increase of 5% mostly as a result of lane rental fee increases approved by the BOS in October 1, 2007, which took effect in fall 2008. Additional fee increases approved in January 2009 will provide and estimated additional \$34,000 in revenue in FY 2010.

## **COMMUNITY RECREATION DIVISION**

The Community Recreation Division, which has moved from the Stafford Gymnastics and Recreation Center to the Rowser Building, plans, implements, and evaluates all recreation and leisure programs. The programs provided include: youth and adult classes, special events, pre-school, youth, and teen programs, trips, nature programs, adaptive recreation, and summer camps, which are all self-supporting. During FY2009, over 22,000 participants took part in more than 592 recreational activities. Almost \$211,000 in revenue was generated, which covers the direct and indirect costs of these programs. Community Recreation programs are held at the Courthouse Community Center, Carl Lewis Community Center, Stafford Gymnastic and Recreation Center, the Rowser Building, and at various parks. The C. Ray Grizzle Center no longer is a site for programs because it has been closed due to structural reasons. This division also offers several programs and classes for children and youth with special needs such as arts and crafts, gymnastics, swimming, and camps.

# PARKS, RECREATION AND COMMUNITY FACILITIES

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## **SENIOR CITIZENS**

Within the Community Recreation Division, also located at the Rowser Building, is the Senior Citizen program. Staff is responsible for planning, implementing, and evaluating all senior citizen programs including trips, special events, brunches and luncheons, and craft and exercise programs. The Stafford Senior Center is open Monday through Friday from 8 AM to 4:30 PM. It includes a large meeting room, library, arts and crafts room, large commercial kitchen, and two smaller meeting rooms for senior citizen use. Approximately 5,800 senior citizens are expected to use the center and attend programs throughout the year. Pass-through funds for self-supporting senior citizen trips, craft programs, and a newsletter average \$325,000 per year. Staff offers a variety of interesting trip destinations including Atlantic City and Dover Downs, as well as local day trips, including dinner theaters, river cruises and state historic sites.

## **GYMNASTICS DIVISION**

The Gymnastics Program is located in the Stafford Gymnastics and Recreation Center. Revenue generated in FY2009 is estimated to be \$617,700, an increase of 7% from FY2008, which is attributed to increases in fees and program participation in FY2009. More than 800 children, ages 16 months to 18 years, participate in the program each week. In FY2009, a new adult gymnastics class was offered and was well received. The gymnastics program includes instructional levels of gymnastics and all levels of competitive teams, special events, birthday parties, cheerleading, and summer camps.

## **PROPERTY MANAGEMENT DIVISION**

The Park and Community Facility Management Division is responsible for the maintenance, upkeep and operation of County parks and public facilities. The department merger has combined two large maintenance oriented organizations. The organizational structure will be fine tuned during FY2010 to maximize resources and efficiency. Park maintenance staff works out of five geographically distributed districts; Curtis Park, Duff McDuff Green Park, Saint Clair Brooks Memorial Park, Smith Lake Park, and Willowmere Park. Park maintenance staff manages more than 1,100 acres of property, including the athletic fields at most elementary and middle schools, as well as, 30 county owned sites, all having grounds to maintain, and many have structures with county employees working in them. Some staff is dedicated in the larger facilities, others manage several locations. Property Management Division employees are responsible for all maintenance tasks including mowing, trimming, ball field maintenance, repair, and renovations, seeding, aerating, fertilizing, irrigating, painting, facility cleaning and maintenance, equipment maintenance and repair, heating/air conditioning operation and repair, plumbing repair, and parking lot maintenance. In addition, this division manages all County mail and pool cars. The division also assists other County departments with a variety of tasks including moving and setting up for county-wide events.

## **SPORTS DIVISION**

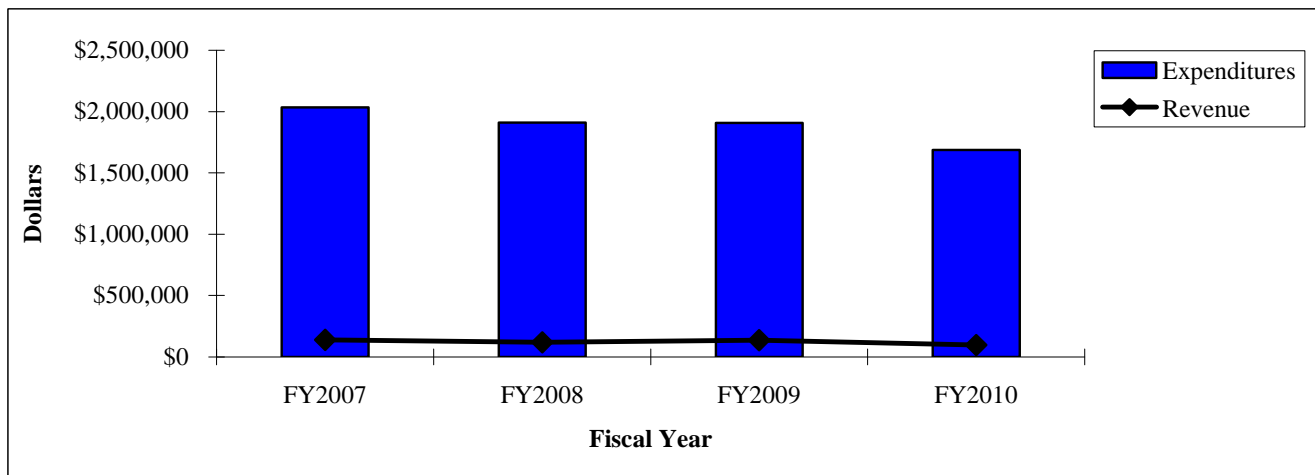
The Sports Division, housed at the Courthouse Community Center, handles planning, registration, implementation, and evaluation of all youth and adult sports programs. These programs include: youth basketball, softball, and football and adult volleyball, softball and basketball. The staff is responsible for the management of the Courthouse Community Center for recreational use. During the past five years, sports participation has increased by 20%. Due to the current economic conditions, participation rates may be negatively affected in FY2010.

Youth sports 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. As a result of increased costs to run programs, primarily increased fees being charged by officials, fees to participate in the programs will be raised in FY2010 by 10-15%.

# PARTNER AGENCIES

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Operating	\$2,033,046	\$1,908,585	\$1,906,779	\$1,686,815	(\$219,964)	-11.54%
<b>Total</b>	2,033,046	1,908,585	1,906,779	1,686,815	(219,964)	-11.54%
Revenue	137,715	119,780	137,595	96,888	(40,707)	-29.58%
<b>Local Tax Funding</b>	<u>\$1,895,331</u>	<u>\$1,788,805</u>	<u>\$1,769,184</u>	<u>\$1,589,927</u>	<u>(\$179,257)</u>	<u>-10.13%</u>



## BUDGET VARIANCES

- Due to the difficult economic climate, funding for partner agencies was reduced by 11.54%.

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

## GOALS/OBJECTIVES

### **Chaplin Youth Center**

- Successfully return youth back to their community and instill responsibility and respect for oneself.
- Increase school attendance and improve academic performance of residents within Chaplin Program.
- Strengthen family relationships to enable successful transition home upon completion of program.

### **George Washington Regional Commission (GWRC)**

- Improve the ability of the region's governing bodies to make policy decisions in the face of the rapid change that is occurring in and around the region.
- Enhance the ability of GWRC members and FAMPO to develop recommendations on transportation issues thereby strengthening the regions' leadership in transportation planning.
- Develop a better understanding of the housing affordability issues that are impacting the region including the region's workforce.

### **Rappahannock Area Community Services Board (RACSB)**

- Meet the requirements of the Community Services Performance Contract with the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services.
- Maintain levels of current services in FY2010.

# PARTNER AGENCIES

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## **GOALS/OBJECTIVES (Continued)**

### **Rappahannock Area Health District**

- Provide high-quality maternity and family planning care to all who are eligible and request such services.
- Provide communicable disease control through treatment of TB disease, treatment and follow up and management of sexually transmitted disease, disease surveillance and outbreak control.

### **Rappahannock Area Office on Youth**

- Provide comprehensive intervention services to referred clients so as to deter future court involvement (CHINS Program).
- Provide court involved participants with opportunities to complete court ordered community service hours within their own community.

### **Rappahannock Council on Domestic Violence**

- Enhance the safety and support of victims of domestic violence and their children to decrease exposure to and effects of violence.

### **Rappahannock Legal Services**

- Modestly increase current levels of service by 5% despite static funding and frozen staffing levels, in response to the deteriorating economy and increased demand for free civil legal services.

### **Stafford Emergency Relief through Volunteers Efforts (S.E.R.V.E.)**

- Offer food pantry and financial assistance to help families in crisis and to assist in their financial growth so that their future will be more secure for their family.

## PARTNER 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.
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.
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.
George Washington Regional Commission	Performs regional land-use planning, transportation planning and transportation demand-management activities. Promotes intergovernmental cooperation in Planning District 16. GWRC supports a number of affiliated organizations, including the Fredericksburg Area Metropolitan Planning Organization (FAMPO), GWRide Connect (connects commuters to transportation options like vanpooling, car pooling, and transit), and the NoCommute.org Telework Center Program (manages and operates three telework centers).
Germanna Community College	Provides high quality, accessible learning opportunities and related services to the community.
Healthy Families Rappahannock Area	Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.
Hospice Support Care	Provides free support services to the seriously ill and bereaved. Services are provided by trained volunteers under the supervision of HSC staff members. Services are provided regardless of diagnosis or prognosis and without regard to income.
Lloyd F. Moss Free Clinic	Provides free medical and dental care to low-income and uninsured residents of Planning District 16.
Mental Health Association	Improves the mental health of our region through education, advocacy and service.
Micah Ecumenical Ministries	Serves vulnerable populations, with special attention to the needs of the poor and homeless.
Northern VA 4-H Educational and Conference Center	Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.
Rappahannock Area Agency on Aging	Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.

## PARTNER 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 Council for Child Abuse Prevention	Promotes positive parenting and educates the public on the prevention of child abuse and neglect.
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 Big Brothers Big Sisters	Provides a variety of mentoring programs to benefit youth ages 6 to 13, primarily from single parent homes.
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 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.
Volunteer & Information Services of the United Way	Promote and advocate active volunteer participation in the community, to enrich lives and to achieve positive and lasting change in our community.

## PARTNER AGENCIES FISCAL YEAR 2010

Agency Name	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Intergovernmental Agencies</b>					
Chaplin Youth Group Home Commission	188,039	187,648	170,674	(16,974)	-9.0%
George Washington Regional Commission	77,726	77,726	71,624	(6,102)	-7.9%
Germanna Community College	20,184	20,184	18,166	(2,018)	-10.0%
Lloyd F. Moss Free Clinic	74,786	74,000	18,000	(56,000)	-75.7%
Rappahannock Area Community Service Board (RACSB)	272,079	272,079	250,721	(21,358)	-7.8%
Rappahannock Area Health District	618,122	618,122	570,146	(47,976)	-7.8%
Rappahannock Area Office on Youth	146,498	146,498	137,840	(8,658)	-5.9%
Tri-County/City Soil and Water Conservation District	25,300	25,300	22,770	(2,530)	-10.0%
<b>Community Agencies</b>					
Community Fund (American Legion Post 290)	1,000	1,000	0	(1,000)	-100.0%
DisAbility Resource Center	34,999	35,000	31,913	(3,087)	-8.8%
Fredericksburg Area Food Bank	24,999	25,000	24,250	(750)	-3.0%
Healthy Families Rappahannock Area	13,520	13,520	11,762	(1,758)	-13.0%
Hospice Support Care	3,499	3,500	3,290	(210)	-6.0%
Mental Health Association in Fredericksburg	15,750	15,750	13,703	(2,047)	-13.0%
Micah Ecumenical Ministries	5,343	5,000	4,850	(150)	0.0%
Northern VA 4-H Educational and Conference Center	3,000	3,000	2,400	(600)	-20.0%
Rappahannock Area Agency on Aging	30,214	30,214	29,308	(906)	-3.0%
Rappahannock Area Council for Child Abuse Prevention	21,000	21,000	18,900	(2,100)	-10.0%
Rappahannock Area Court Appointed Special Advocates	0	0	7,400	7,400	100.0%
Rappahannock Big Brothers Big Sisters	15,000	15,000	12,000	(3,000)	-20.0%
Rappahannock Council Against Sexual Assault	17,357	17,357	16,836	(521)	-3.0%
Rappahannock Council on Domestic Violence	45,345	45,345	42,665	(2,680)	-5.9%
Rappahannock Emergency Medical Services Council, Inc.	33,321	33,321	7,074	(26,247)	-78.8%
Rappahannock Legal Services	37,631	37,631	34,312	(3,319)	-8.8%
Rappahannock Mediation Center	12,100	12,100	0	(12,100)	-100.0%
Rappahannock Refuge, Inc. (Hope House)	20,316	20,026	19,425	(601)	-3.0%
Rappahannock Regional Disability Services Board	960	960	768	(192)	-20.0%
Rebuilding Together (Christmas in April)	8,499	8,500	6,800	(1,700)	-20.0%
S.E.R.V.E., Inc.	57,538	57,538	48,556	(8,982)	-15.6%
The ARC of Rappahannock	7,260	7,260	6,534	(726)	-10.0%
Thurman Brisben Homeless Shelter	67,200	67,200	63,228	(3,972)	-5.9%
Volunteer & Information Services of the United Way	10,000	10,000	8,000	(2,000)	-20.0%
Watershed Property Manager (Fredericksburg Easement)	0	0	12,900		
<b>Total</b>	<b>\$1,908,585</b>	<b>\$1,906,779</b>	<b>\$1,686,815</b>	<b>(\$219,964)</b>	<b>-11.5%</b>

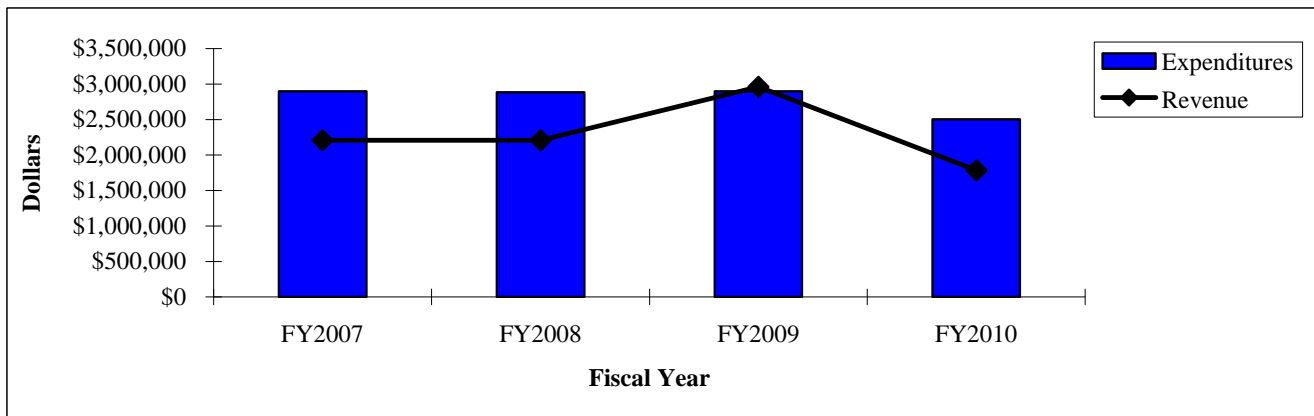




# PLANNING AND ZONING

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,953,519	\$2,448,045	\$2,657,278	\$2,333,216	(\$324,062)	-12.20%
Operating	894,421	436,116	231,860	170,035	(61,825)	-26.66%
Capital	51,663	0	7,160	1,500	(5,660)	-79.05%
<b>Total</b>	<b>2,899,603</b>	<b>2,884,161</b>	<b>2,896,298</b>	<b>2,504,751</b>	<b>(391,547)</b>	<b>-13.52%</b>
Revenue	2,209,465	2,207,017	2,962,805	1,783,100	(1,179,705)	-39.82%
<b>Local Tax Funding</b>	<b>\$690,138</b>	<b>\$677,144</b>	<b>(\$66,507)</b>	<b>\$721,651</b>	<b>\$788,158</b>	<b>-1185.08%</b>
<b>Funded Positions</b>						
Full-Time Positions	29	35	35	25	(10)	-28.57%
Part-Time Positions	4	2	2	1	(1)	-50.00%



## BUDGET VARIANCES

Personnel Variance of -12.20% is attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Transfer of one full-time Geographic Information Systems position moved to Information Technology
- Costs savings from three full-time positions included in the FY2009 Reduction in Force
- Four full-time positions unfunded FY2009
- Six full-time and one part-time positions unfunded FY2010

Operating Variance of 26.66% is attributed to the following:

- Operating cost were reduced to a minimum for FY2010 to assist with countywide budget deficits

Capital Variance of -79.05% is attributed to the following:

- Reduction in FY 2010 Capital cost is reflective of budget reductions due to countywide budget deficit

Revenue Variance of -39.82% is attributed to the following:

- Continued decline in development activity (Budgeted revenues were reduced in FY2009 after the first quarter review, but not reflected in the FY2009 Adopted Budget. The revised revenue amount for FY2009 was \$1.7 million which was carried over to FY2010 Proposed Budget revenue amount.)

# PLANNING AND ZONING

## **MISSION**

Planning and Zoning’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 and professional assistance to the general public on land use and related planning and zoning issues.

## **GOALS/OBJECTIVES**

- Update Comprehensive Plan elements to coincide with the new Comprehensive Plan document.
- Update Subdivision and Zoning ordinances to comply with the new Comprehensive Plan.
- Initiate other actions pursuant to the implementation actions of the Comprehensive Plan.
- Prepare a Design Standards Manual incorporating policies and regulations that apply to land development.
- Coordinate implementation measures for redevelopment areas with other government agencies and the private sector.
- Complete the draft Demographics Report.
- Update the Department’s web-site to maintain Planning and Zoning documents and to make more user friendly.
- Maintain current levels of plan reviews with reduced resources.
- Maintain current levels of customer service with reduced resources.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Comprehensive Plan Components/Elements Adopted	2	4	4
Text/Map Amendments to Comprehensive Plan (Manual Tracking)	7	12	18
Comprehensive Plan Documents on the Internet (Manual Tracking)	6	18	21
Development Ordinances Processed	34	35	30
Development Ordinances Adopted by Board	40	20	25
Percentage of Office Operations Covered by Development Fees	70%	72%	72%
Development Projects that Minimized Impacts to Historic Resources	6	6	6
<b>Outputs</b>			
Comprehensive Plan Compliance Reviews (Permit Tracking Sys.)	4	12	12
Wetland Permit Applications Processed (Permit Tracking Sys.)	43	76	80
Plans reviewed to minimize RPA encroachments (Permit Tracking Sys.)	834	688	700
Perennial Flow Reports	13	32	40
Addresses Issued (Permit Tracking Sys.)	1,056	750	1,000
Subdivision Application Processed (Permit Tracking Sys.)	208	210	210
Subdivision Reviews Processed (Permit Tracking Sys.)	582	480	480
Site Plan Applications Processed (Permit Tracking Sys.)	90	125	125
Site Plan Reviews Processed (Permit Tracking Sys.)	250	300	300
Rezoning Cases Processed (Permit Tracking Sys.)	9	10	10
Conditional Use Permit Cases Processed (Permit Tracking Sys.)	19	25	25
Plans Reviewed to Minimize Impacts to Historic Resources (Permit Tracking Sys.)	375	300	300
Cultural Resources Surveys Reviewed	25	12	12
Early Grading Plan Applications Processed (Permit Tracking Sys.)	16	15	15
Early Grading Plan Reviews Processed (Permit Tracking Sys.)	39	30	30
Stormwater Mang. Concept Plans Processed (Permit Tracking Sys.)	40	50	50
Stormwater Mang. Concept Plan Reviews Processed (Permit Tracking Sys.)	84	100	100
Zoning Site Development Inspections Performed (Hansen System)	281	300	300
Zoning Enforcement Inspections Performed (Hansen System)	1,037	1,050	1,050
Zoning Violations Cited (Hansen System)	519	504	500
Board of Zoning Appeals Applications Processed (Hansen System)	19	18	18

# PLANNING AND ZONING

## **SERVICE LEVELS (Continued)**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Service Quality</b>			
Comprehensive Plan Components/Elements per Planner	1	2	2
Text/Map Amendments to Comprehensive Plan per Planner	3	6	9
Comprehensive Plan Compliance Reviews per Planner	1	3	3
Wetland Permit Applications per Planner (Permit Tracking Sys.)	22	38	40
Environmental Plan Reviews per Planner (Permit Tracking Sys.)	417	344	350
Cultural Resource Plan Reviews per Planner (Permit Tracking Sys.)	375	300	300
Subdivision Applications per Planner (Permit Tracking Sys.) (5 plnrs dev. rev.)	42	42	42
Site Plan Applications per Planner (Permit Tracking Sys.) (4 plnrs dev. rev.)	23	32	32
Rezoning Applications per Planner (Permit Tracking Sys.) (3 plnrs lg. range)	4	5	5
Conditional Use Permit Applications per Planner (Permit Tracking Sys.)	7	8	10
Early Grading Plans per Planner (Permit Tracking Sys.)	8	8	10
Average Total Applications per Planner (Permit Tracking Sys.)	60	80	90
Percentage of on-time plan reviews per planner	75%	70%	70%
Percentage of on-time plan reviews per environmental planner	93%	90%	90%
Percentage of on-time plan reviews per historic planner	75%	75%	75%
Percentage of on-time plan reviews per stormwater management planner	95%	90%	90%
Zoning Violations Abated in Under 90 Days (Hansen System)	72%	72%	72%

New applications were added: perennial flow reports and infrastructure plans; Stormwater Management Reviews were brought in house beginning April, 2008; and Due to a loss of one planner in December, 2008 to a hiring freeze and vacancy savings, only four (4) planners remained to review projects.

## **ACCOMPLISHMENTS**

- Approved the Comprehensive Plan update.
- Began implementation of Purchase of Development Rights pilot program.
- Continued cross-training staff for enhanced customer service.
- Redesigned Board of Zoning Appeal applications as fillable on Department of Planning and Zoning web page.
- Redesigned Planning applications on Department of Planning and Zoning web page.
- Updated Planning and Zoning Application Fees.
- Successful transition of GIS staff and assets to the Department of Information Technology.

## **ADDITIONAL INFORMATION**

The Department of Planning and Zoning has four main divisions: Administration, Comprehensive Planning, Development Review and Zoning.

### **ADMINISTRATION**

The public regularly visits the Planning and Zoning Department and inquires about the status of projects or seeks information about site plans, subdivision plans, rezonings, permits, or other projects in various stages of development. 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 and zoning applications and permits and provide general customer services; 2) maintain the planning and zoning files and extensive records on land development; 3) prepare agendas and coordinate preparation and dissemination of reports to 8 Commission/Committees 4) prepare detailed minutes for the Planning Commission, Old Falmouth Renaissance Commission, Wetlands Board, Agricultural Commission, PDR Committee, Architectural Review Board and the Board of Zoning Appeals.

# PLANNING AND ZONING

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## **ADDITIONAL INFORMATION (Continued)**

### **COMPREHENSIVE PLANNING**

This division primarily deals with seeing that long-term plans of Stafford are developed and carried out. The division is responsible for rezoning and conditional use permit review; reviews for compliance with the Comprehensive Plan; address review; stormwater management plan 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 level of consistency with the County's long range goals and 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 conducts pre-application meetings with developers and landowners to explain the process and issues that may arise. Population statistics, street names, addresses, 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) surveying historical structures and cemeteries; 4) naming streets to improve fire and emergency response; 5) reviewing projects for stormwater management review; and/or 6) assisting the public inquiries regarding a variety of planning issues.

The division has also undertaken a documents imaging project, which involves scanning and saving 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.

### **DEVELOPMENT REVIEW**

The development review staff assists the general public regarding subdivision and site development issues. When new subdivisions are created or site plans show development, the development review division coordinates the review and approval process. This process is initiated by an application to develop residential or nonresidential projects, as well as public facilities, such as schools and infrastructure.

The development process steps are defined and the proposal evaluated for consistency with the Stafford County Land Use Plan, Comprehensive Plan, Subdivision and Zoning Ordinances as part of the process. 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 and County Codes. These reviews include applications for major and minor site plans; grading plans; infrastructure plans, preliminary site and 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 Technical Review Committee (TRC) meetings twice per month, as necessary, with the applicant/engineer and all departmental review agencies to assess preliminary subdivision plans, subdivision construction plans and major site plans. Development Review Meetings are held monthly, as necessary, with departmental, local, state and federal agencies. State and Federal agencies are invited as needed to review complex public hearing cases that may need additional review prior to the TRC meetings.

The division is also responsible for reviewing, researching and amending the Zoning and Subdivision ordinances. Staff regularly drafts and/or reviews new ordinances in response to requests from the Board of Supervisors, Planning Commission, and the County Attorney, while processing the ordinances to final adoption. Division staff also assists the Long Range Division, as needed, with public hearing applications that include conditional use permits and rezonings.

# PLANNING AND ZONING

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## **ADDITIONAL INFORMATION (Continued)**

Due to the nature of the process and applications necessary for development, staff is constantly assisting the public at the counter and in pre-application meetings. The Department of Planning and Zoning has initiated a Planner of the Day (POD) and a Zoner of the Day (ZOD) in order to expedite and enhance customer service for anyone visiting the department on any given day.

## **ZONING**

The zoning division administers, maintains, and enforces the Zoning Ordinance and related regulations to assure that property is developed and used in accordance with the Zoning requirements that have been adopted by the Stafford County Board of Supervisors.

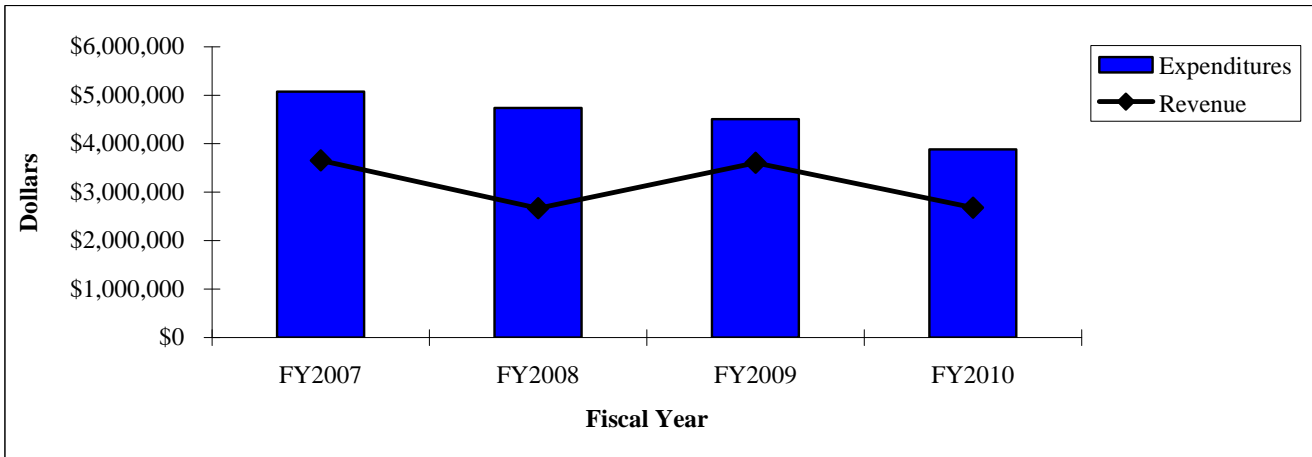
Typical complaints investigated by Zoning include: unlicensed vehicles on private property, trash, tall grass, illegal businesses, signs, junkyards and automobile graveyards. Zoning permits are reviewed and must be approved for residential and commercial building construction, commercial tenant uses, home businesses, signs and any change of commercial use ensuring the zoning requirements are met. Site compliance inspections are conducted prior to occupancy permits for new commercial development. Inspections are conducted to ensure compliance with approved site plans, proffers, conditional use permits and Highway Corridor Overlay regulations. Monetary and non-monetary proffers are tracked for compliance with reclassifications; monetary proffers are updated yearly. Zoning verifications are prepared on request for zoning history on particular parcels. The Zoning Administrator makes proffer interpretations, zoning vesting determinations and zoning determinations upon request.



# PUBLIC WORKS

## BUDGET SUMMARY

	<u>FY2007 Actual</u>	<u>FY2008 Actual</u>	<u>FY2009 Adopted Budget</u>	<u>Adopted Budget</u>	<u>FY2010 Changes '09 Adopted to '10 Adopted</u>	
<b>Costs</b>						
Personnel	\$3,265,802	\$3,259,004	\$3,259,643	\$2,929,710	(\$329,933)	-10.12%
Operating	1,637,787	1,479,566	1,233,129	952,133	(280,996)	-22.79%
Capital	172,250	0	15,000	0	(15,000)	-100.00%
<b>Total</b>	<u>5,075,839</u>	<u>4,738,570</u>	<u>4,507,772</u>	<u>3,881,843</u>	<u>(625,929)</u>	<u>-13.89%</u>
Revenue	3,654,140	2,666,039	3,604,172	2,684,000	(920,172)	-25.53%
<b>Local Tax Funding</b>	<u>\$1,421,699</u>	<u>\$2,072,531</u>	<u>\$903,600</u>	<u>\$1,197,843</u>	<u>\$294,243</u>	<u>32.56%</u>
<b>Funded Projects</b>						
Full-Time Positions	48	49	49	41	(8)	-16.33%
Part-Time Positions	1	1	1	0	(1)	-100.00%



## BUDGET VARIANCES

Personnel Variance of -10.12% is attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Three positions eliminated with FY2009 reduction in force
- Two full-time positions transferred from the Transportation Fund FY2010 Board action 11-5-2008
- Five full-time and one part-time positions unfunded FY2009
- Seven full-time and one part-time positions unfunded FY2010

Operating Variance of -22.79% is attributed to the following:

- Decrease in internal billing costs for services provided by other departments
- Decrease in building contractual services for building department accreditation, demolition/boarding of unsafe structures and document scanning
- Decrease in stormwater management consulting services to support NPDES Stormwater Permit program
- Decrease in vehicle repair and maintenance costs
- No purchase of computer software or hardware equipment in FY10
- Elimination of all training not specifically required for position
- Decrease in professional memberships paid by the County
- Rental and electrical charges for Transportation Division no longer required due to relocation to County Administration Center

# PUBLIC WORKS

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## **BUDGET VARIANCES (Continued)**

- Reduction in special events costs for opening of new County facilities
- Elimination of professional services for stormwater drainage improvement projects

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

- Decrease due to economic constraints

## **MISSION**

The Department of Public Works is a new department consisting of the former Department of Code Administration, former Office of Transportation and the public construction and stormwater management sections of the Department of Public Services.

The Department of Public Works 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 development of land. The Department also administers the design and construction of public improvements such as buildings and road construction projects, as well as transportation planning programs and activities.

The Department is divided into five divisions: Building, Environmental, Securities, Public Construction, and Transportation Programs and Policy. The Building Division is responsible for processing permit applications; monitoring and enforcing the requirements of Virginia Uniformed Statewide Building Code; and performing inspections of commercial and residential buildings. The Environmental Division is responsible for monitoring and enforcing the requirements of the Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Area Overlay Ordinances; performing erosion control, stormwater management and landscape inspections of development; investigating drainage concerns to determine the responsibility for repairs and maintenance; and administering the County's National Pollutant Discharge Elimination (NPDES) Permit program. The Securities Division manages builder and developer securities. The Public Construction Division administers the construction of building and road improvement projects. The Transportation Programs and Policy Division is responsible for review of the transportation components of development plans; maintenance of street name signs; administration of the County's Transportation Fund; provides staff support for the Fredericksburg Area Public Transit Advisory Board (PTAB); and is the liaison with the Potomac Rappahannock Transportation Commission (PRTC), Virginia Railway Express (VRE), Fredericksburg Regional Transit (FRED), and the Fredericksburg Area Metropolitan Planning Organization (FAMPO). It is also the liaison with the Virginia Department of Transportation (VDOT) in several program areas: Transportation Planning, VDOT Rural Addition Program, VDOT Residential Traffic Management Program, roadway maintenance issues, and acceptance of public infrastructure improvements into the Secondary System of State Highways.

## **GOALS/OBJECTIVES**

### Building Division

- Maintain a well trained and certified staff that is responsive to customer concerns.
- Evaluate the Fee Schedule of Department services to more specifically account for all services rendered and meet revenue targets.
- Implement programs, policies and procedures to improve the quality of service and responsiveness of the Building Division.
- Develop and implement a cross training program for residential building inspection staff to become certified to perform commercial inspections and plan review.
- Improve the turnaround times for building permit applications through better monitoring of applications.
- Work with Information Technologies Department to develop revisions of all building permit applications to collate directly with input in the Hansen System in order to assure more reliable and accurate fee applications and inspection availability.
- Develop a quality assurance program for third party inspectors.
- Implement practices and procedures consistent with those developed for the Community Development Customer Service Center (Permits Center).
- Restructure and update Department information available on the County's website.



# PUBLIC WORKS

## GOALS/OBJECTIVES (Continued)

### Environmental Division

- Provide prompt and thorough responses to citizen requests for assistance concerning erosion control, stormwater management and Chesapeake Bay Preservation Area requirements.
- Ensure compliance and continue implementation of the County’s National Pollution Discharge Elimination System (NPDES) Permit for stormwater discharges.
- Continue implementation of the post-construction stormwater management facility maintenance inspection program and work with facility owners to complete repairs and upgrades to facilities that are out of compliance.
- Continue the County’s Septic Tank Pumpout Program.
- Provide a technical resource to citizens with stormwater or drainage concerns.

### Securities Division

- Continue to improve the efficiency of the builder/securities program with better record keeping, timely notification and streamlined processes.
- Identify problem securities and coordinate plan of action for the completion of secured improvements.

### Public Construction Division

- Administer construction of Courthouse renovations.
- Administer construction of Falls Run Library.
- Assist with the planning and construction of Government Island.
- Assist with the planning, design and construction of the Courthouse Area Streetscape Improvements.
- Repair or replace damaged or missing street name signs within ten working days of notification.
- Administer construction of roads identified in the transportation bond referendum road improvement program.

### Transportation Programs and Policy Division

- Development and approval of a Transportation Plan.
- Manage the existing Transportation Impact Fee Program and develop a Countywide program.
- Maintain on-time review of transportation elements of plan and plat review.
- Maximize the County’s transportation improvement opportunities with the American Recovery and Reinvestment Act of 2009 and the proposed High Occupancy Toll (HOT) Lanes project on I-95.
- Take full advantage of all funding opportunities for transportation improvements.
- Execute a transportation bond referendum road improvement program.

## SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outputs</b>			
Permits Issued (Hansen System)*	5,173	6,000	4,600
Grading Permit Disturbed Acreage (Hansen System)	549	900	550
Building Inspections Performed (Hansen System)	35,024	47,000	31,000
E&S Control Inspections Performed (Hansen System)	12,999	17,000	12,000
Property Maintenance Cases Handled (Hansen System)	255	230	260
Number of Plans Reviewed for Transportation	434	325	325
Centerline Miles of Streets Accepted by VDOT	10	10	10
Number of Street Name Signs Replaced	222	227	232
Number of Reviewed Transportation Securities with Action	139	138	164
<b>Service Quality</b>			
Permits Issued on the Same Day of Application (Hansen System)	11%	10%	11%
Bldg Inspections Performed on the Day Requested (Hansen System)	96%	95%	95%

# PUBLIC WORKS

## **SERVICE LEVELS (Continued)**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Efficiencies</b>			
Permits Issued per Clerk (Hansen System)	862	1,000	920
Building Inspections Performed per Inspector (Hansen System)	3,336	4,100	4,400
E&S Control Inspections Performed per Inspector (Hansen System)	2,167	2,400	3,000
Expired Performance Agreements (Hansen System)			
Developers	17%	10%	8%
Builders	14%	10%	8%

\* FY2008 Actual and FY2009 Budget values adjusted to reflect more accurate permit data.

## **ACCOMPLISHMENTS**

### Building Division

- Participated on the task force preparing a development plan for the Community Development Customer Service Center (Permits Center).
- Updated the Fee Schedule of charges for Department services.
- Completed establishment of an in-house building plan review section including the re-arrangement of main Code Administration office space to accommodate residential and commercial plan reviewers.
- Prepared standard operating procedures (SOPs) of department services and process consistent with requirements for building division accreditation.
- Coordinated with the Treasurer's Office for Code Administration staff to accept payments for building permit applications to make the process more convenient for our customers.
- Set up a remote permit and information center that issued 91 permits and scheduled over 600 inspections of tornado damaged homes in England Run.
- Completed a comprehensive basement finishing guide and made it available to assist contractors and homeowners in the understanding of the building code requirements of this complex home improvement.
- Updated the deck policy to include single level multiple span decks thus reducing the need for plan reviews and expediting permit processing.
- Provide training for building inspectors and plan reviewers to retain certifications including attendance at the three day training class on the 2006 International Building Code update.

### Environmental Division

- Amended the Erosion and Sediment Control Ordinance to require construction phasing of land development projects.
- Filed the permit program plan and support documents for the NPDES Phase II Stormwater Discharge Permit to the Virginia Department of Conservation and Recreation.
- Obtained cost share funding from the U.S Army Corps of Engineers for implementation of the NPDES Stormwater Permit Program to complete mapping of stormwater discharge outfalls.
- Completed projects funded from a \$70,000 Water Quality Improvement Fund Grant in cooperation with the Friends of the Rappahannock that supported the County's NPDES Stormwater Permit program and enhanced environmental protection.
- Participated in the Northern Virginia Clean Water Partners Stormwater Education Campaign for the spring of 2009.
- Continued the Septic Tank Pumpout Program for the Aquia, Widewater and Brooke areas of the County.
- Developed and began implementation of a post-construction stormwater facility maintenance inspection program.
- Responded to and resolved 50% of 150 drainage complaints. Coordinated with Home Owner Associations', VDOT, Utilities, residential and commercial property owners.

# PUBLIC WORKS

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## **ACCOMPLISHMENTS (Continued)**

### Securities Division

- Updated the Security Policy to implement the recommendations of the Developer Securities Review study.

### Public Construction Division

- Completed construction of Public Safety Building.
- Completed construction of Patawamac Park.
- Completed construction of Berea Fire and Rescue Station.
- Nearing completion of construction of the Stafford Fire and Rescue Station.

### Transportation Programs and Policy Division

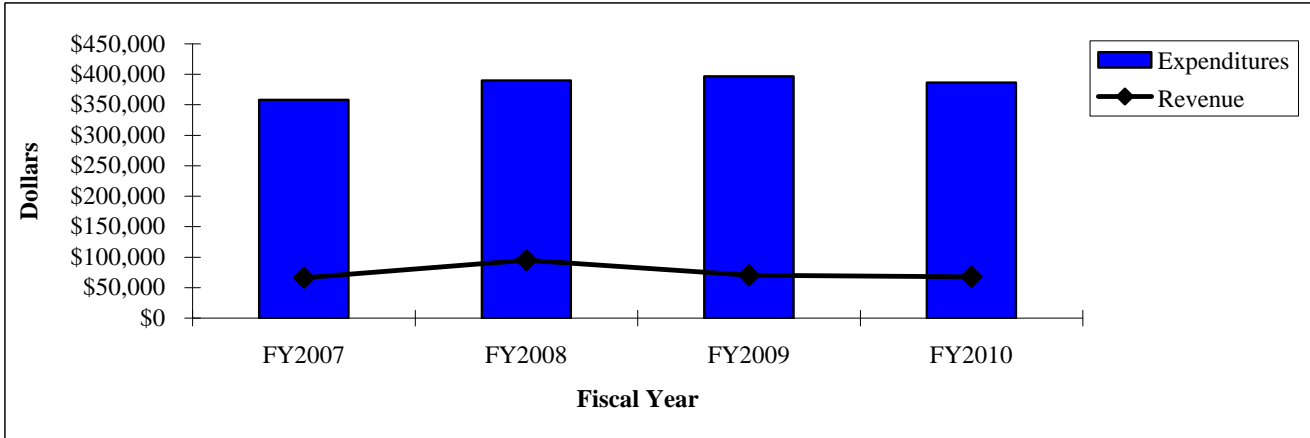
- Put in place a transportation demand model, which assists in determining current and future level of service of County roadways.
- Participation in the County's Technical Review Committee (TRC), an ongoing consortium of staff and developers meeting on a semi-monthly basis.
- Replaced and repaired approximately 225 street name signs.
- Began to develop a Countywide transportation impact fee program.
- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations.
- Reviewed and approved approximately 200 cost estimates for the posting of securities by developers.
- Together with a number of other departments, like Finance and GIS, interacted with VDOT regarding the creation of Urban Transportation Service Districts (UTSD), as authorized in Chapter 896 of the 2007 Acts of Assembly, otherwise known as House Bill 3202. Ultimately, the Board decided not to pursue the program.
- Responded to citizen inquiries regarding residential traffic management initiatives and roadway maintenance matters, and interacted regularly with various federal, state, regional and local organizations on many fronts.
- Administratively assisted Fire & Rescue with the installation of emergency traffic signal preemption devices at selected County intersections.
- Conducted final inspection with VDOT on the Garrisonville Road, Route 610, widening project between Mine Road and Onville Road.
- Completed the Public Street Repair Program begun last year.
- Coordinated with FRED to revise the bus routes in the northern part of the County.



# REGISTRAR AND ELECTORAL BOARD

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$307,243	\$315,278	\$304,941	\$306,930	\$1,989	0.65%
Operating	50,580	74,419	91,494	79,360	(12,134)	-13.26%
Capital	133	0	0	0	0	0.00%
<b>Total</b>	<b>357,956</b>	<b>389,697</b>	<b>396,435</b>	<b>386,290</b>	<b>(10,145)</b>	<b>-2.56%</b>
Revenue	66,215	94,626	69,921	67,525	(2,396)	-3.43%
<b>Local Tax Funding</b>	<b>\$291,741</b>	<b>\$295,071</b>	<b>\$326,514</b>	<b>\$318,765</b>	<b>(\$7,749)</b>	<b>-2.37%</b>
<b>Funded Positions</b>						
Full-Time Positions	3	3	3	4	1	33.33%
Part-Time Positions	1	1	1	0	(1)	-100.00%



## BUDGET VARIANCES

Personnel Variance of .65% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Reduced number of Officers of Elections for primary and general elections
- Conversion of one part-time positions to one full-time per Board Action 9-16-2008

Operating Variance of -13.26% is attributed to the following:

- Reduced postage
- Reduced funds for election equipment maintenance
- Eliminated funding for purchase of fireproof safe for securing election records, replacement computer equipment, replacement of election equipment

# 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
- Update registration records
- Recruit, train, supervise and provide assistance to election officials
- Process absentee ballot requests

## SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
% of eligible voters registered (Outside Source)	82	85	85
New registrations (Outside Source)	4,500	4,000	6,000
Absentee voters (Manual Tracking)	1,700	2,000	4,500
<b>Outputs</b>			
Voters served at polling places (Accu-Vote OS2000 & ES2000)	30,000	35,000	49,500
Changes made to records (Outside Source)	1,600	1,600	2,400
Voters transferred/deleted (Outside Source)	2,500	2,400	2,600
<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)	25	25	25
<b>Efficiencies</b>			
Cost of election per vote (Manual Tracking)	\$4.92	\$4.03	\$3.94

## ACCOMPLISHMENTS

- Insured all qualified citizens desiring to register are given the opportunity to register to vote.
- Provided citizens 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.

## 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 69,000 in 2008. 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 2009. 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 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

## REGISTRAR AND ELECTORAL BOARD

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### **ADDITIONAL INFORMATION (Continued)**

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 OS voting system, which is an optical scan system. The Accu-Vote system is easy to maintain, program, store and transport and maintain a paper trail. One DRE Touch Screen device will be used in each precinct to provide voter accessibility. 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.

Churches, schools and volunteer fire and rescue buildings provide the polling locations to the County at no cost.



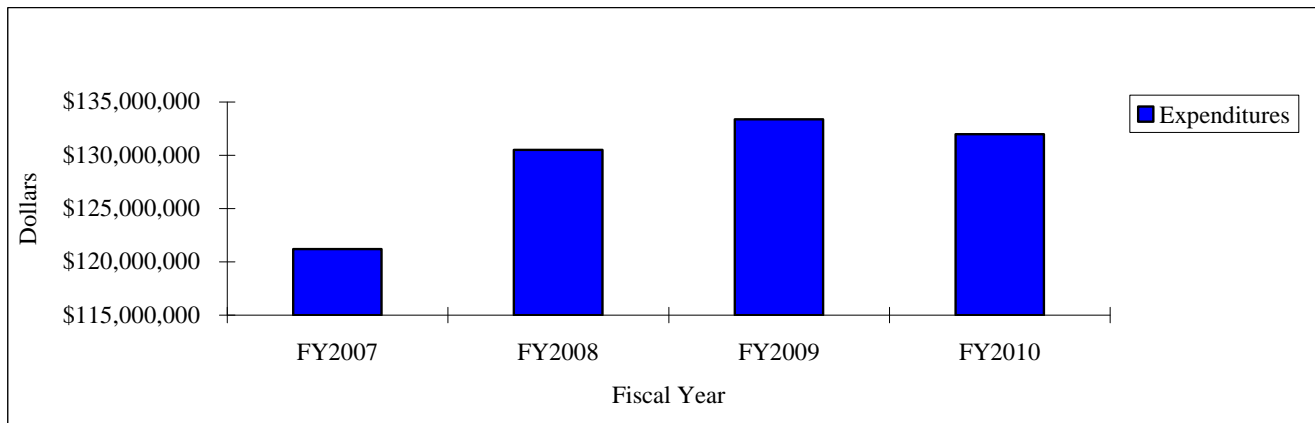


# SCHOOL OPERATIONS – LOCAL FUNDING

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Operating	\$93,600,816	\$100,817,432	\$100,767,301	\$102,736,533	\$1,969,232	1.95%
Targeted Return to General Fund	0	0	2,007,658 *	0	(2,007,658)	-100.00%
Debt	27,592,945	29,695,995	30,592,541	29,260,623	(1,331,918)	-4.35%
<b>Local Tax Funding</b>	<u>\$121,193,761</u>	<u>\$130,513,427</u>	<u>\$133,367,500</u>	<u>\$131,997,156</u>	<u>(\$1,370,344)</u>	<u>-1.03%</u>

\* These funds are targeted to be returned to the General Fund per School Board Resolution.



## BUDGET VARIANCES

Operating Variance of 1.95% is attributed to the following:

- There is a modest increase in the local school operating funds, but it should be noted that this increase would be slight decrease if the \$2.0 M in local operating funds that the School Board has targeted to be returned to the General Fund not presented separately.

Targeted Return to General Fund Variance of -100% is attributed to the following:

- These funds represent an expenditure savings

Debt Variance of -4.35% is attributed to the following:

- The school debt service decrease reflects reduced capital spending and debt issuance
- Debt refinancing by the state will result in a one time savings

## 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.

# SCHOOL OPERATIONS – LOCAL FUNDING

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## **GOALS/OBJECTIVES**

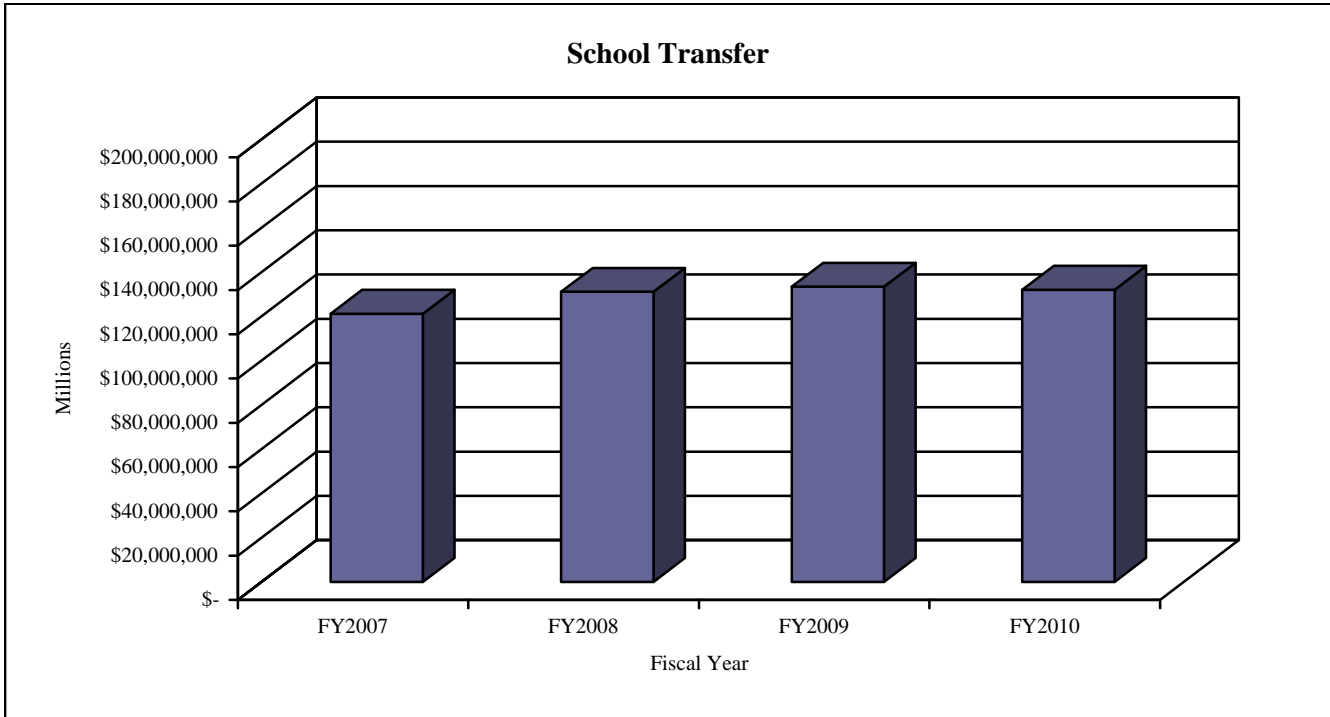
- Expand the Individual Student Alternative Educational Plan option at all four high schools
- Fully implement the objectives of the No Child Left Behind action plan and school boards objectives
- Implement revised Science curriculum

## **SERVICE LEVELS**

	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>
<b>Outcomes</b>			
Student Enrollment	26,571	26,392	26,661

## SCHOOL FUNDING LOCAL DOLLARS

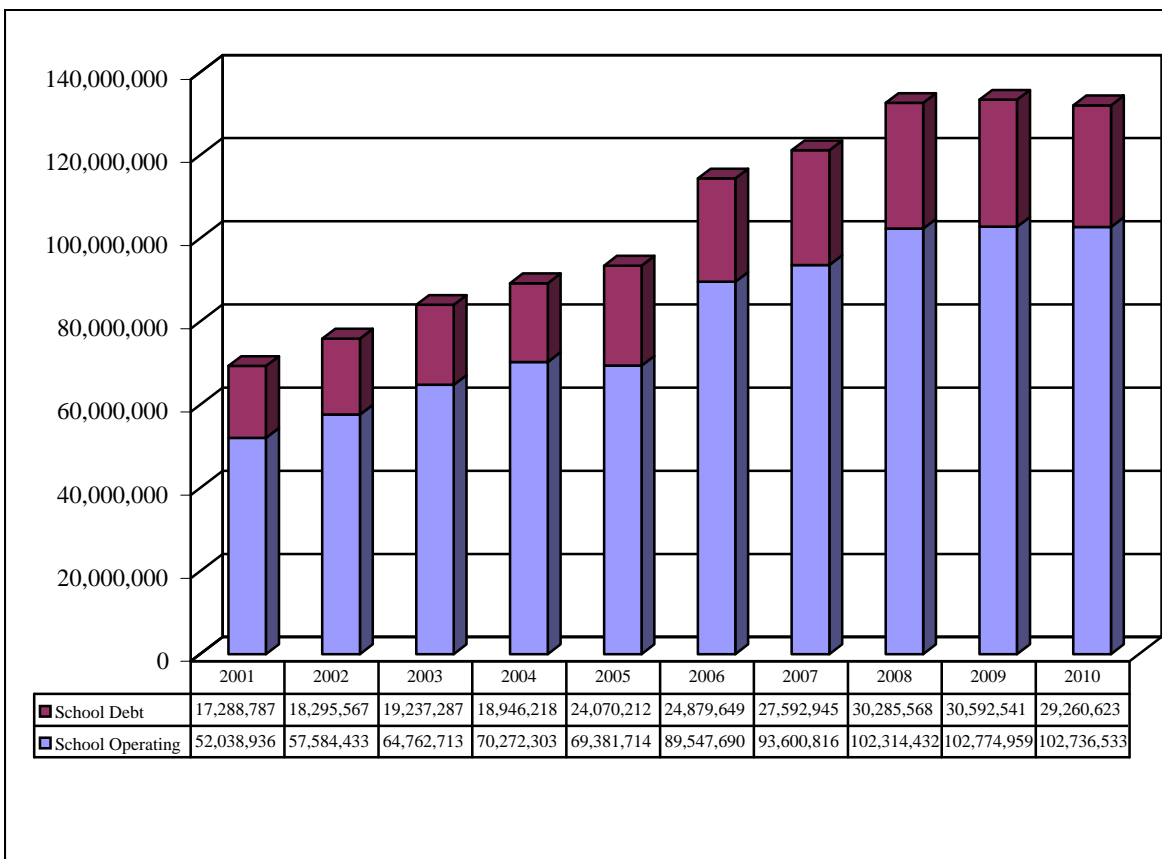
	FY2007 Actual	FY2008 Actual	FY2009 Adopted	FY2010 Adopted
Local Taxes	\$176,625,256	\$191,751,909	\$205,967,431	\$204,827,775
Schools' Share of Local Funds	\$121,193,761	\$131,100,000	\$133,367,500	\$131,997,156
Percentage of Local Funds	<u>68.6%</u>	<u>68.4%</u>	<u>64.8%</u>	<u>64.4%</u>
<b>Includes:</b>				
25% Share of Net BPOL	\$ -	\$ -	\$ -	\$ 745,188
100 % of Meals Tax	<u>\$ 4,944,214</u>	<u>\$ 5,088,892</u>	<u>\$ 5,100,000</u>	<u>\$ 5,350,000</u>
School Funding / % Change	<u>\$121,193,761</u> <u>5.9%</u>	<u>\$131,100,000</u> <u>8.2%</u>	<u>\$133,367,500</u> <u>1.7%</u>	<u>\$131,997,156</u> <u>-1.0%</u>



## 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.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	School Debt Service	Prior Year % Change Debt
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	114,427,339	89,547,690	29.07%	24,879,649	3.36%
2007	121,193,761	93,600,816	4.53%	27,592,945	10.91%
2008	132,600,000	102,314,432	9.31%	30,285,568	9.76%
2009	133,367,500	102,774,959	0.45%	30,592,541	1.01%
2010	131,997,156	102,736,533	-0.04%	29,260,623	-4.35%
<b>Average 2001 to 2010</b>			<b>9.39%</b>		<b>6.69%</b>

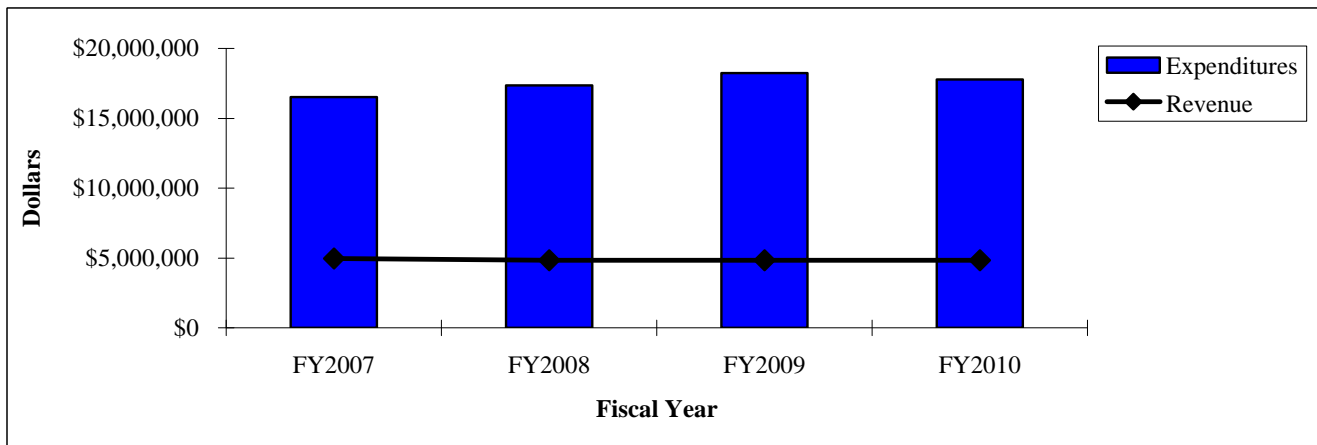


# SHERIFF

## (Summary)

### BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$13,438,921	\$14,604,098	\$15,098,068	\$15,322,684	\$224,616	1.49%
Operating	2,117,775	2,383,326	2,479,048	2,421,002	(58,046)	-2.34%
Capital	956,084	359,652	660,415	51,500	(608,915)	-92.20%
<b>Total</b>	<b>16,512,780</b>	<b>17,347,076</b>	<b>18,237,531</b>	<b>17,795,186</b>	<b>(442,345)</b>	<b>-2.43%</b>
Revenue	4,972,418	4,849,077	4,841,476	4,847,023	5,547	0.11%
<b>Local Tax Funding</b>	<b>\$11,540,362</b>	<b>\$12,497,999</b>	<b>\$13,396,055</b>	<b>\$12,948,163</b>	<b>(\$447,892)</b>	<b>-3.34%</b>
<b>Funded Positions</b>						
Full-Time Positions	180	187	187	187	0	0.00%
Part-Time Positions	17	17	17	17	0	0.00%



### BUDGET VARIANCES

Personnel Variance of 1.49% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Payroll budgeted at full staffing

Operating variance of -2.34% is attributed to the following:

- Tuition assistance eliminated
- Elimination of office rental leases and associated expenses
- Elimination of pagers
- Anticipated lower fuel prices
- No new communication equipment
- Reduction in volunteer programs

Capital Variance of -92.20% is attributed to the following:

- Elimination of all replacement vehicles, except for Animal Control
- Elimination of all purchases of vehicle replacement equipment

# SHERIFF

## (Animal Control)

### **MISSION/DESCRIPTION**

Animal Control is divided in two components, 1. Enforcement (Animal Control Officers) 2. Shelter Caretakers. Animal Control Officers conduct routine patrol and implement public safety measures to ensure a safe coexistence with animals and people. This division also conducts educational presentations and responds 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**

- Minimize overtime while providing optimum service.
- Create auxiliary officer program to assist with on call nights, holidays and weekends.
- Continue to seek and provide training for all employees to provide optimum service and care.
- Convert all Animal Control Officers to sworn law enforcement officers.
- The Animal Shelter will increase adoptions of animals and minimize euthanasia by exploring new avenues for adoption, such as rescue groups, and utilize Petfinders.com to post the animals available.
- Pursue grants to help fund the adopting and spaying and neutering of animals at the shelter.

### **SERVICE LEVELS**

	<b>CY2008 Actual</b>	<b>CY2009 Budget</b>	<b>CY2010 Plan</b>
<b>Outcomes</b>			
Summons/Warrants Issued (Manual Tracking)	167	190	230
Total Licenses Sold (Manual Tracking)	8,029	9,000	10,000
Warning Citations Issued (Manual Tracking)	38	50	70
<b>Outputs</b>			
Cruelty to Animal Complaints (Petwhere Software)	413	450	500
Number of Cats Adopted (Petwhere Software)	320	350	380
Number of Cats Euthanized (Petwhere Software)	650	680	720
Number of Cats Turned In (Petwhere Software)	900	950	1000
Number of Dogs Adopted (Petwhere Software)	429	450	500
Number of Dogs Euthanized (Petwhere Software)	400	430	460
Number of Dogs Picked Up (Petwhere Software)	745	800	850
Number of Animals Returned to Owners (Petwhere Software)	550	580	600
Number of Dogs Turned In (Petwhere Software)	630	650	680
Number of Livestock Calls (Petwhere Software)	115	150	180
Number of Wildlife Calls (Petwhere Software)	415	430	460
Total Miles Driven (Manual Tracking)	146,187	150,000	150,000
Cat and Dog Bite Reports (Petwhere Software)	200	230	250
<b>Service Quality</b>			
Complaints Responded To (Petwhere Software)	3,325	3,500	3,700
Off Duty Calls Answered (Manual Tracking)	560	590	620
<b>Efficiencies</b>			
Overtime Hours Worked (Manual Tracking)	615	645	650

# 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.

Shift changes for Animal Control Officers provided extended services to the community. 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. Through training and new practices in Shelter medicine more animals have stayed healthy, allowing for adoption. Veterinarians have been utilized on a weekly basis to assist with injured animals and disease control. This proactive approach has decreased the number of animals euthanized from the previous year and the shelters goal is to continue with the decline.

### **FUTURE YEAR ISSUES**

Operations from an undersized animal shelter, repairs to existing building competing with other localities with modernize facilities. Providing services citizens are accustomed to on a limited overtime budget. Replacing animal traps and other capture equipment with budget shortfall. Training other than mandated to ensure professionalism of the division. Vehicle replacements will be necessary.

### **ACCOMPLISHMENTS:**

- Added and extended shifts for Animal Control to provide extended service early morning and late evening.
- Graduated two officers through the Rappahannock Regional Criminal Justice academy.
- Disaster preparedness training came through in several potential crises.
- Various training has been completed throughout the year to further the professionalism of Animal Control.

# SHERIFF

## (Professional Standards)

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### **MISSION/DESCRIPTION**

Professional Standards provides services that support, develop, enhance and provide oversight for Sheriff's Office employees in their service to our community. The division of Professional Standards is comprised of four separate units, Human Resources, Training, Internal Affairs, and Finance, which are managed by a Deputy Sheriff Lieutenant.

#### HUMAN RESOURCES

The mission of the Human Resource function within the Sheriff's Office is to act as a liaison between the County Human Resource Office and the Sheriff's Office. HR is responsible for the recruitment and selection of Sheriff's office employees. The office maintains personnel records, administers the Equal Opportunity Program and assists incumbent employees with all matters related to their employment.

#### TRAINING

The Training division is responsible for the coordination, documentation and implementation of all Sheriff's Office training. In addition, this division acts as a liaison for the Sheriff's Office in matters involving the Department of Criminal Justice Services as well as the regional training academy.

#### INTERNAL AFFAIRS

Internal Affairs Is responsible for the investigation of complaints against the Sheriff's Office. Internal Affairs provides the necessary over-site to ensure the public is treated with respect and dignity and the Sheriff's Office functions with Integrity-Fairness-Compassion and Professionalism.

#### FINANCE

The Finance division ensures that the budget is administered properly. Working with Human Resources they ensure employee payroll is correct and up to date. Finance is responsible for the administration of Federal and State Grants.

### **GOALS/OBJECTIVES**

- Implement a performance based employee evaluation program.
- Develop web based programs which will allow employees access through the Internet and Intranet for personnel and financial information.
- Continue to conduct academy training programs on-site to facilitate accomplishment of DCJS training requirements. Seek new cutting edge training opportunities to host at the Humphrey Building. This on-site training will also increase training availability for our personnel and minimize costs (travel, registration fees, etc).
- Combine and organize current leadership training into a comprehensive leadership training program.
- Install, implement, and train Leadership Staff on the AIM software system.



**SHERIFF**  
(Professional Standards)

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**SERVICE LEVELS**

	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 Plan</b>
<b>Outcomes</b>			
Applications received	1,214	1,427	1,675
Backgrounds completed	45	47	48
Certification completions (DCJS requirement)	73	80	88
Number of specialized training programs within agency	137	177	194
Number of outside training programs	161	159	150
Internal investigations	59	42	50
<b>Outputs</b>			
New hires (HTE)	23	38	35
Average time (days) to complete new employee background	40	30	30
Hours of Instructional Assistance to the Regional Academy	903	1,024	1,020
Percentage of internal investigation assignments by Internal Affairs	73%	90%	90%
<b>Efficiencies</b>			
Percentage of vacant positions	7%	6.7%	5%
Percentage of new hires compared to completed backgrounds	51 %	81%	81%
Percentage of DCJS completed certifications	100%	100%	100%
Average time (days) to complete internal investigations	9.74	7.76	4.5

**SERVICE LEVELS AND PERFORMANCE**

The service levels for the Division of Professional Standards continue to indicate a high number of applications for the number of position vacancies. During this budget year the Unit has Hired more employees and completed more background investigations more efficiently. Our employees have attended more training and our staff has provided more instruction. We continue to improve the internal affairs process within the organization conducting more of the investigations as well as providing for the administration of the internal affairs function...

**FUTURE YEAR ISSUES**

The Sheriff's Office continues to expand in direct response to the increase of businesses and residents to the County. The increase of operational personnel necessitates the expansion of our support staff. Currently the Sheriff's Office uses contractors to complete the majority of background investigations. In the past this has been an efficient use of resources, however, with the increase of personnel and the expansion of responsibilities within Professional Standards, it is becoming more and more necessary to have personnel on staff to perform background investigations and to assist in internal affairs investigations.

During FY2009 the Sheriff's Office is hopeful in expanding psychological testing for applicants to include pre-offer testing as well as incumbent special units testing. Human Resources will implement a random drug-testing program for all incumbent employees. Human Resources will provide training and guidance for Staff which will assist in the implementation of the County Performance Management system.

Training will coordinate the renovations to the Sheriff's office's training classroom. We plan to expand our leadership training by creating a comprehensive plan and establish mandatory training. With the adoption of the career development plan we will administer the program and assist employees with their understanding of the program and provide guidance so they may achieve success within the program. Training will continue to equip and improve the use and function of the regional firearms training facility. We will also use our facilities to sponsor selected training events with the goal of obtaining valuable "no-cost" specialized training for our personnel.

# SHERIFF

## (Court Services)

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### **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**

	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 Plan</b>
<b>Outcomes</b>			
Circuit Court Days (Manual Tracking)	486	512	535
General District Court Days (Manual Tracking)	295	305	314
J.D.R. Court Days (Manual Tracking)	402	446	480
<b>Outputs</b>			
Civil Process Served (CAD System)	49,403	47,049	45,000
<b>Service Quality</b>			
Extraditions (CAD System)	94	65	55
Transports (CAD System)	756	682	650
Writs & Levies (CAD System)	591	591	591
Warrants Served (CAD System)	10,483	10,510	10,510

### **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 includes 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.

# SHERIFF

## (Court Services)

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

The Court Security Section of the Stafford Sheriff's Office includes the Court Security First Sergeant who oversees the daily 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 schedule 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 duties 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 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. 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.

The Transport Section of the Stafford Sheriff's Office 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**

In FY 2010 the Court Services Division expects a definite increase in Civil Process service due to the economy and the opening of the new hospital. Writs and levies were up in 2009 and with the economy in a down turn it is expected that more time will be spent by Civil Process Deputies in serving evictions.

The Courts have increased in the Fiscal Year 2009 and the Supreme Court of Virginia has stated that more judges and courts are need although there is not currently any funding available for more judges. It is expected that once funding is available and space for more courts is allocated it will be necessary to hire more Deputies to provide security for these courts.

# SHERIFF

(Field Operations Division)

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## **MISSION/DESCRIPTION**

The Field Operations Division has the primary mission to deliver service to the citizens of Stafford County through response to calls for service and proactive initiatives. Beyond the traditional mission post 911 has brought more responsibility to local law enforcement, the Field Operations Division is charged with the first responder task in any attack that might take place within the County and to assist other law enforcement agencies as the need arises.

## **ORGANIZATION**

To accomplish the mission of the Sheriff's Office the Division is organized into two primary units: Patrol and Special Operations. Each of these units has a distinct role to play in the overall operation of the Sheriff's Office. The patrol function provides a dual function of reaction to events and prevention of events. Members of the patrol division respond to calls for service from citizens and provide preventive patrol through their presence in an area.

Special Operations provides a variety of programs, the first of these is Youth Services. This unit supplies D.A.R.E. Officers to the schools as well as School Resource Officers to insure a safe environment within the schools while at the same time creating a link between the youth of the community with law enforcement representatives.

Included in the Special Operations function is the Traffic Safety Unit that is charged with the control of traffic movement, enforcement of traffic laws, and the reduction of traffic collisions through directed enforcement. To accomplish this task deputies are equipped with motorcycles, and marked and unmarked vehicles.

A newly created unit designated as the Special Problems Unit has been charged with the reaction to and solving of special problems that arise from time to time. For example a series of thefts from construction sites will initiate action by the unit as will a sudden upsurge in traffic collisions in a specific area of the County. The unit may work on very serious events, i.e. homicide-assisting investigators, as well as those more annoying incidents such as vandalism.

Finally, the unit that has total responsibility for proactive law enforcement is the Crime Prevention Unit. The individuals assigned to this task provide a wide range of services aimed at preventing crime, community involvement, and community awareness to the trends in criminal activity within the County.

In addition to the units that have organizational stature, the Field Operations Division provides several services that are collateral assignments that support field endeavors; among these are: K-9 field units, Special Weapons and Tactical support, Dive team availability, Boat Patrol and deputies that are assigned bicycles for special patrol functions, i.e. parks.

At this writing the Sheriff's Office is undergoing a complete Management Study conducted by the International Association of Chiefs of Police. That study has been designed to provide insight into the present operation as well as the future in the light of post 911 policing. It is expected that some organizational change will be necessary to accomplish this expanded mission. A broader organization is a possible consequence and the Field Operations Division will need to adjust to the needs of the future.

## **GOALS/OBJECTIVES**

- Working with Policy and Strategic Planning to adopt a method of systematic deployment based upon response times and workload, within personnel resource constraints imposed by budget limitations.
- Reevaluate and develop a short-term plan of action to adopt IACP recommendations that may be possible under budget restrictions and hiring freeze.
- Pursue and achieve recognition as a "Certified Crime Prevention Community" as defined by the Virginia Criminal Justice Services.
- Explore and seek funding alternatives for special projects such as traffic enforcement, resource allocation, and crime prevention.
- Explore additional funding sources that will support special programs and operations outside of the budget.

**SHERIFF**  
(Field Operations Division)

**SERVICE LEVELS**

	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 PLAN</b>
<b>Outcomes</b>			
DUI Rate per 100,000 population	7.0	7.0	7.0
Fatal & Injury Crashes	635	502	650
<b>Outputs</b>			
D.A.R.E students	1,934	2,003	1,908
Traffic summons	11,771	11,160	12,000
<b>Service Quality &amp; Efficiencies</b>			
Operational & Administrative Time	70%	70%	70%
Response Time In Progress & Emgr. Calls	5	5	5
Traffic Enforcement Index	*	.08	.08
Enforcement Check Points	12	12	15
Selective Enforcement Assignments	1,455	1,400	1,300
Patrol zones (beats) average	12	12	12

**SERVICE LEVELS AND PERFORMANCE**

Operational and Administrative time at 78% allows only 22% of a first responder's time to be proactive and thus reduce criminal activity. Recommendations from the IACP indicated that this time should be no more than 60%. A management plan has been developed (see Additional Information) that will bring proactive time to 30% in 07-08, 33.36% in 08-09, and 40% in 09-10 as recommended. (plan not fully funded in 07-08 budget, therefore target not met)

Response time In Progress and Emergency Calls requires redeployment and restructure of beats to insure IACP recommended response time of 5 minutes. Personnel additions as noted in the additional information section will contribute to the reduction in response time.

Traffic enforcement index derived from Fatal & Injury Crash Data and Summons issued. ENO Foundation recommends an Index of .08 to maintain effective enforcement program.

DUI rate per 100,000 population allows for evaluation of enforcement and prevention programs – as the rate moves up or down the effectiveness of programs can be evaluated.

**ADDITIONAL INFORMATION**

**ADDITIONAL PERSONNEL JUSTIFICATION PLAN:**

The Stafford County Sheriff's Office has reached a point where the level of service expected by our citizens has become multi-faceted. Citizens demand, as a fundamental service, a timely response to their calls for service, proactive policing measures, a reduction in criminal activity, and reaction to Homeland Defense issues as fundamental core services. To accomplish these requirements, more undelegated time is required of our Field First Responder Staff - Patrol deputies.

As the County's population grows, increased calls for service become inevitable. Over the past 6 years, a growth of 13% has taken place. Traffic patterns restrict deputies movements, response times to calls increase, patrol districts change in character, workloads shift, and the new positions we gain struggle to keep pace with the need for proactive law enforcement. Traffic congestion is a major factor in reducing deputies' proactive policing time and as it worsens, becomes even more of a growing concern. It is this area that has the greatest impact on slowing our response times during peak hours and over which we have the least control.

# SHERIFF

(Field Operations Division)

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## **ADDITIONAL INFORMATION (Continued)**

As the workload increases, the ability to provide crime prevention and proactive law enforcement decreases. Over the years, studies have been conducted to determine the field personnel strength required by the Sheriff's Office. In 1991, the Burracker Study found that the number of calls for service was high and substantially more than the number of deputies available could handle.

In 1995, the 2020 Committee made a strong recommendation that the Board of Supervisors adopt an industry standard to determine sworn officer personnel needs.

In 2002, a study was undertaken within the Sheriff's Office using the accepted methods employed and taught by the International Association of Chiefs of Police. That study indicated a similar increase in the number of first responder field deputies were required to meet workload.

The most recent study in 2006, conducted by the International Association of Chiefs of Police (IACP,) indicates a need for an additional 22 field first responder positions and 6 first line supervisory positions. The IACP based its recommendations upon a formula that has been accepted as an Industry Standard for approximately 50 years.

In essence, the formula states that a first responder's work period should be distributed in the following manner:

- 1) **Operational workload and Administrative time** - responding to calls for service or initiation of criminal investigations, time to meet fair labor standards, service vehicles, report documentation, case preparation, meeting, training, etc. should not exceed **60% of field responder's time.**
- 2) **Proactive time** - (used to solve potential crime problems, engage the community, patrol, traffic safety, etc.) should reflect a minimum of **40% of an officer's time.**

The IACP study revealed that our present operational and administrative workload comprises 78% of our first responders' time, leaving only 22% of their time for proactive policing. While the Administrative workload is at/or below Industry Standard, (indicating administrative efficiency) our operational workload (Service Demands) is grossly out of proportion.

Using the formula as noted above the IACP recommends that 72 field first responders be authorized. Our present authorization is for 50 field first responder deputies, thus 22 new positions are required.

The IACP provides 5 incentives for the acquisition of the 60% level in Operational/Administrative workload.

- The gold standard for response to emergency and "in-progress" calls for service is 3 minutes. A more realistic goal for Stafford County (because of traffic congestion, distances in some areas, and personnel constraints) is a 5-minute or less response time. Over the past 3 years response time to these types of calls has averaged almost 8 minutes (7 minutes and 43 seconds)
- In the same area response time for non-emergency calls for service is recommended to be under 10 minutes. Over the past 3 years our field response time for all calls for service has averaged over 11 minutes (11 minutes and 11 seconds).
- The IACP found that Sergeants serve as first responders in a sizable proportion of the calls for service, thus removing them from field supervision and oversight. The IACP remarks "that the experience level of deputy first responders is low and this demands more supervisory time and effort to insure efficient operations. Couple the involvement of field supervisors in doing the actual work with a span of control that is too large and service efficiency drops."
- Because the county is becoming increasingly difficult to navigate because of traffic volume, redeployment into more workload orientated patrol areas or neighborhoods is necessary, thus making the patrol area smaller and easier to reach.
- Homeland Security issues require more proactive time on the part of first responder deputies to check infrastructure, federal and state facilities, public gathering points, and, with the growth of federal contractors in this area - time to watch over them.
- Finally new hires to the field force increase dramatically the administrative time that is needed to train field first responders. At the same time, the hiring process must be shortened to fill positions as soon as possible so that vacancies do not impede first responder availability.
- It is recognized that a dramatic increase in personnel to this level is a tremendous budget impact and therefore a management plan has been developed to move the organization towards the recommended 60% operational workload/administrative time level over a 3-year period as follows:
- To achieve a 30% proactive patrol time, an authorized strength of 60 field first responder deputies, or 10 additional deputies, is required. This reduces the committed time to 70%, still 10% greater than recommended.

# SHERIFF

## (Field Operations Division)

### **ADDITIONAL INFORMATION (Continued)**

- To reach a 36.66% proactive patrol time level an authorized field first responder strength of 66 (16-additional deputies) is required.
- To meet field supervisory staff needs and reduce span of control an additional 6 field sergeants are required.

The following matrix provides an implementation schedule to meet the first responder needs of the County.

<b>MANAGEMENT IMPLEMENTATION PLAN FIELD OPERATIONAL NEEDS FY2007 THROUGH 2010</b>	<b>FY 2006-07 22% PROACTIVE POLICING TIME (Current)</b>	<b>FY 2007-08 30% PROACTIVE POLICING TIME</b>	<b>FY 2008-09 * 33.36 PROACTIVE POLICING TIME</b>	<b>FY 2009-10* 40% PROACTIVE POLICING TIME</b>
POSITION TITLES	AUTHORIZED POSITIONS	NEW POSITIONS	NEW POSITIONS	NEW POSITIONS
DEPUTY (FIRST RESPONDER)	50	10	6*	6*
FIELD SUPERVISOR (Sgt)	6	3	3	
TOTAL	56	13	9	6
TOTAL STAFF NEEDS	56	69	78*	82*

\*It should be noted that in phase 2 & 3 (33.36 and 40% proactive time) before finalizing personnel requirements, a workload study should be conducted and the requirements for additional personnel - if any, be based upon that study. This will insure compliance with the levels set in the plan.

### **FUTURE YEAR ISSUES**

Manpower continues to be an issue with the constant growth and new development in our County. Commercial and residential growth continues to expand in the county. The recent addition of new homes in the county to include retirement communities has increased our calls for service. In addition, our roll in homeland security issues continues to evolve and expand as we prepare for the unexpected. Crime Prevention through environmental design will continue to be important in Stafford County if we hope to have safe communities.

Our Crime Prevention efforts will continue to work with the Federal and State authorities to do our part on the war on terror. However we will also work on a local level with our businesses and homeowners associations to make our community a safe place to live, work and shop. Our community is constantly changing. Commercial developments and residential communities are now neighbors. The regional airport continues to grow and expand requiring additional law enforcement services. New developments such as Celebrate Virginia in the South end of the County and the planned new hospital in the North end of the county will only further increase the need for additional Law Enforcement resources. In addition, we will have a new middle school in the County that will generate a need for more School Resource Officers.

Our traffic Safety Unit has continued to expand its roll in an attempt to keep the motoring public safe as well as keeping the traffic flowing in a safe and efficient manner. While the numbers of homes and businesses continue to increase in the county, the major thruways have not kept pace with the growth of traffic on the roadways. For the first time in several years, Stafford County has a new interchange off of Interstate 95.

We will continue to partner with all the stakeholders in our community to improve the safety of our roads, affect and change the behavior of drivers in the community with a special emphasis on young drivers. We will continue to take a tough stance on drunk and drugged driving as well as aggressive and reckless drivers. We will continue to be innovative in our approach to traffic safety and strengthen our relationship with partners in the state and local government. We will continue to utilize our volunteer traffic safety unit to augment our patrol staff whenever possible.

The Juvenile Services Unit working together with County school officials will continue with a proactive approach to identify, address and prevent school violence. They will work together with the regional gang task force to prevent and eliminate any gang activity within our schools and our County.

# 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 and investigation of all cases and coordinating all major criminal investigations.

### **ORGANIZATION**

Seven investigative units are encompassed within the Criminal Investigations Division: (Three of which are part time)

- Major Crimes (Violent Crimes) Unit
- General Assignment Unit (Property Crimes)
- Drug Enforcement Unit
- Crime Analysis Unit
- Crime Scene Technician (Part-Time)
- Computer Forensic Analyst (Part-Time)
- Pawn Unit (Gun Permits & Federal Firearms applications) (Part-Time)

The Major (Violent) Crimes Unit is responsible for the investigation of murder, rape, and robbery. The Unit also investigates any incident resulting in death, malicious wounding, abduction, crimes against children, missing persons, and runaways.

The General Assignment (Property Crimes) Unit's responsibility involves the investigation of property related crimes such as burglaries, larcenies, frauds, embezzlement, white collar offenses, computer crimes related to thefts or frauds, and felony vandalisms.

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.

The Rappahannock Regional Gang/Terrorism/Drug Task Force is comprised of four (4) agencies/jurisdictions. This task force was formed primarily to combat the gang problem in the area and any criminal behavior associated or generated by gang activity.

The Pawn Gun Permits & Federal Firearms Unit manages all pawns conducted in the county and surrounding jurisdictions. This unit identifies any and all items pawned that may be connected to any criminal case and directs this information to the property investigative unit or outside agency. This unit is also responsible for the processing of all concealed weapons and Federal Firearms permits.

The Crime Analysis Unit tracks crime sprees and trends for additional enforcement application. They also compile related crime statistics for the Sheriff's Office as needed. This unit receives and disseminates sensitive law enforcement lookouts and wanted postings for the Sheriff's Office and coordinates like information with other area police agencies.

All Criminal Investigations Division Units are complimented by an administrative support group, who provide secretarial duties, data entry tasks, routine office inventory, and financial record keeping for the division.

### **GOALS/OBJECTIVES**

- Enhance the Computer Forensic Analysis Unit



**SHERIFF**  
(Criminal Investigations Division)

**SERVICE LEVELS**

	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 Plan</b>
<b>Outcomes</b>			
Cases assigned - General Assignment	645	564	605
Cases assigned - Crimes Against Person	289	430	360
Drug Intelligence cases	363	569	466
Pawn shop ticket review	8381	9,749	9,065
Firearm Permits and Federal License Review	972	1,128	1,050
<b>Outputs</b>			
Case investigative time GA in hours	4,438	3,881	4,163
Cases investigative time CP in hours	2,890	4,300	3,600
Drug Intelligence time in hours	1,452	2,276	1,864
Pawn shop ticket review time in hours (volunteer)	5.46	5.46	5.46
Firearm Permit & Fed. Lic review time in hours	.63	.66	.66
<b>Service Quality &amp; Efficiencies</b>			
Case Clearance rate - General Assignment	47.59%	49%	50%
Case Clearance rate - Crimes Against Person	72.66%	80%	80%
Drug Intelligence case development	22%	34%	35%
Pawn shop ticket case development	17	17	0*

\*personnel opening

**SERVICE LEVELS AND PERFORMANCE**

Case Clearance rate - General Assignment is expected to remain constant, as solvability factors in this type of crime are not high, in most cases there are no leads or workable evidence.

Case Clearance rate - Crimes Against Person is also expected to be somewhat constant in that this type of crime is seldom committed without some sort of witness even if that witness is the victim, thus the solvability of the crime increases.

Drug Intelligence case development has the potential for growth if more time is devoted to the follow-up of such information.

Pawnshop ticket case development has been shown to be very productive considering the limited time available for such investigations. The present investigator is part-time and devotes only 24 hours per week to this function. An increase by 10 hours per week to a 35-hour employee has the potential for doubling the case output. (The recommendation to increase the time of this individual was not awarded in the 2007-08 budget, therefore goals could not be met as workload increased beyond the ability to deal with them.)

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 but, of course, could be better with increased resources and manpower.

This 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.

# SHERIFF

## (Criminal Investigations Division)

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### **FUTURE YEAR ISSUES**

A major issue for the Division still 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.

Two employees recently retired, the CID lieutenant and the Pawn Detective, which have not been replaced. A large percent of the Division still qualifies for retirement in just a few years that would result in the loss of an immeasurable amount of training and expertise. The Division has already experienced this with just the loss of two positions. This would drastically interrupt the effectiveness and efficiency of C.I.D. until such time as personnel acquire the necessary investigative knowledge and skills through effective training and appropriate experience.

Recruitment of qualified experienced candidates from outside the agency for C.I.D. would require an 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 requests that require more response from law enforcement.

The part-time Pawn/Gun Permit Unit that has been instrumental in identifying and solving a number of property related thefts but has recently been put on hold due to the retirement of that Detective. Most of these duties have been reassigned and split up to the General Assignment Detectives who already have heavy caseloads and time restraints. This has somewhat hampered the Division 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.

Currently the General Assignment First Sergeant is the only certified polygraph examiner for the Sheriff's Office. He has to also split his polygraph duties between other assigned investigations and his supervisory responsibilities. This has been an asset to the Division but, of course, would be much more productive if a full time polygraph examiner could be employed. Many of the needed polygraphs, specifically pre-employment examinations, have to be contracted or out sourced. These additional duties have strained the First Sergeant position.

The Stafford Sheriff's Office employs a part-time computer forensic expert as a Detective to conduct the forensic examinations of computers seized during the course of investigations where computers were used to further various types of criminal activity. (Counterfeiting, frauds, child pornography, prostitution, etc.)

The average turn around time for a forensic computer examination by the State Police Unit assigned to do such analysis is approximately 12 months or more.

The Sheriff's Office Computer Forensic Detective has been primarily swamped with the forensic examination of computers, cell phones, and other electronic equipment seized in various investigations. The intent for this position was to become more proactive in initiating cases involving the identification of on-line predators who surf chat rooms on the internet searching for underage children to prey on. Some of these cases have been successfully initiated and completed but this is an ever increasing problem of the age and needs more law enforcement attention.

The success of proactive computer on-line investigations attempting to identify these types of offenders is largely in the hands of individual law enforcement agencies that must allocate or focus resources toward this worthwhile endeavor.

A full time Internet Crimes Against Children (ICAC) unit could be very successful in deterring and pursuing this type of criminal activity if appropriately staffed and resourced.

**SHERIFF**  
(Criminal Investigations Division)

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**FUTURE YEAR ISSUES (Continued)**

There has been a substantial increase in reported financial or “white collar” crimes in the last year. Much of this increase can be attributed to frauds and thefts by computers. This is largely due to the advancement of technology in the computer field that has been made available to the general public, which is just a sign of the changing times for our society. The public as a whole now use their home computers for many of their financial transactions as a convenience. As computer technology advances history dictates that it is only a matter of time before criminals take advantage of this environment and the results become overwhelming for law enforcement. The Stafford Sheriff’s Office has just begun to experience the “tip of the iceberg” in this field.

The Sheriff’s Office Financial/White Color Unit has also experience an increase in the use of counterfeit credit cards and checks. Many of these fraudulent items are computer generated. Teams of out of state traveling scam artist have recently been identified and often target the Stafford County area due to it’s proximity to the greater Washington, D.C. area. This has become a more frequent problem attributed to the commercial and business growth of this region that only attracts these types of criminals. The Stafford County community will only see more of such crime as it becomes recognized as an accessible region for such criminals due to law enforcement’s lack of resources and manpower.

# 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 that 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.

### **ORGANIZATIONS**

The Records Management section administers and maintains the law enforcement reports and data, citations, expungements, arrest information, accident reports, calls for service information, scanning of all reports 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). Assist the warrant section with the entry of warrants into the SIS. 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.

Civil Process Section was transferred to the Administrative Services Division this year. All documents are required to be entered into the SIS within days upon receipt for service by the Civil Process deputies. All documents received are time sensitive and complete accountability is paramount. After Documents are served, the SIS must be updated in the history and returned to the proper authorities in a timely manner. There is currently one volunteer that comes in to assist with the process.

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 endeavors 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 the 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 indirectly related 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

# SHERIFF

(Services Division)

## **ORGANIZATIONS (Continued)**

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.

## **GOALS/OBJECTIVES**

- Continue to input reports, citation and warrants, etc. in a timely manner
- Continue to evaluate the need for equipment with associated cost
- Ensure the timely return and destruction of property and evidence items
- Continue to maintain department accredited status
- Provide necessary technical oversight of Technology and Equipment for cost and effectiveness
- Maintain Standard of Workload

## **SERVICE LEVELS**

### **DATA ENTRY**

Year	Total Overall document's Processed	Average Doc per person, annually	Average Doc per Person to Process per Hour	Length of Time to Input Upon Receipt
2001	24,744	4,519	2.8	3-5 Days
2002	28,312	5,171	3.2	5-7 Days
2003	29,368	5,364	3.3	5-7 Days
2004	28,045	5,122	3.2	3-5 Days
2005	26,744	4,885	3.0	1-2 Days
2006	31,669	5,758	3.6	2-3 Days
2007	29,425	5,350	3.4	2-3 Days
2008	43,357	7,883	3.7	2-3 Days

### **CIVIL PROCESS**

Year	Total Overall document's Processed	Actual document's received	Average Doc per Person to Process per day	Length of Time to Input Upon Receipt
2001	78,852	39,426	303	2-3 Days
2002	87,566	43,783	337	2-3 Days
2003	87,200	43,600	335	2-3 Days
2004	81,006	40,503	312	2-3 Days
2005	78,646	39,323	302	2-3 Days
2006	84,756	42,378	326	2-3 Days
2007	98,454	49,227	379	2-3 Days
2008	94,554	47,277	364	2-3 Days

**SHERIFF**  
(Services Division)

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**SERVICE LEVELS AND PERFORMANCE**

The Administrative Services Division is currently staffed with eleven full-time and one part-time civilian employees, one Lieutenant and a Captain that commands the division. Eight 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.

Our goal is to have reports entered into the system within 24 hours. The basic documents listed in the above overview are for preliminary reports, supplemental reports, traffic citations, accident reports, DUI's, criminal warrants, field interviews and pawns. All of which are critical to the Sheriff Office mission.

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.

**SERVICE LEVELS AND PERFORMANCE (Continued)**

**PROPERTY – EVIDENCE**

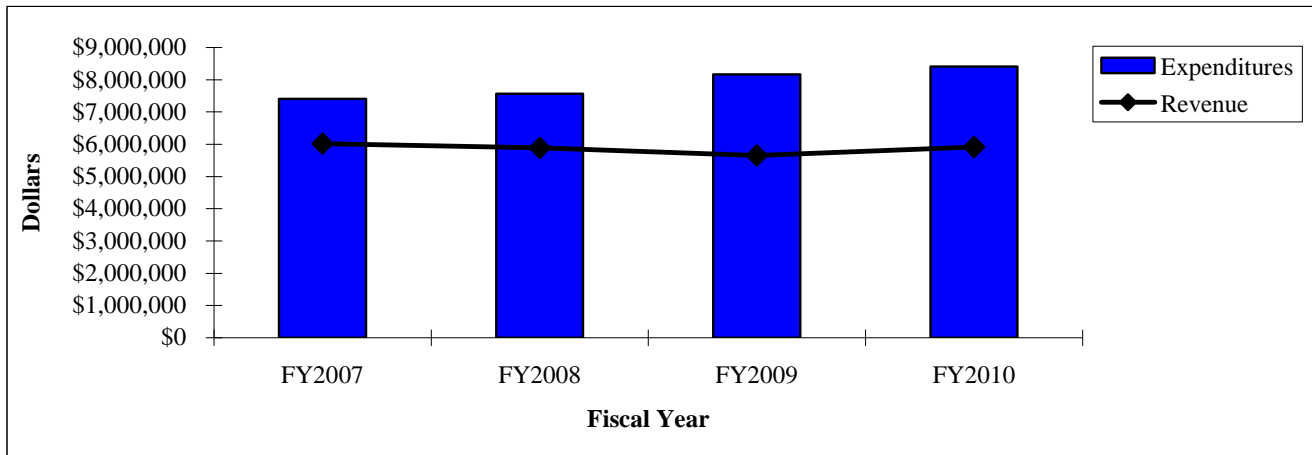
Year	Evidentiary Total Overall Item's Processed	Average Doc per Day	LAB, Court and item pickup hours
2001	1,638	8	156
2002	1,682	8	182
2003	5,832	28	221
2004	7,648	37	234
2005	8,538	41	286
2006	8,890	43	312
2007	12,351	59	372
2008	24,709	95	558

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.

# SOCIAL SERVICES

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$3,639,104	\$3,893,051	\$4,140,622	\$4,078,777	(\$61,845)	-1.49%
Operating	3,764,304	3,668,142	4,022,566	4,330,565	307,999	7.66%
<b>Total</b>	<b>7,403,408</b>	<b>7,561,193</b>	<b>8,163,188</b>	<b>8,409,342</b>	<b>246,154</b>	<b>3.02%</b>
Revenue	6,017,648	5,886,586	5,657,762	5,914,441	256,679	4.54%
<b>Local Tax Funding</b>	<b>\$1,385,760</b>	<b>\$1,674,607</b>	<b>\$2,505,426</b>	<b>\$2,494,901</b>	<b>(\$10,525)</b>	<b>-0.42%</b>
<b>Funded Positions</b>						
Full-Time Positions	58	60	60	57	(3)	-5.00%
Part-Time Positions	7	7	7	5	(2)	-28.57%



## BUDGET VARIANCES

Personnel Variance of -1.49% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Three full-time and two part-time positions unfunded FY2009 and FY2010

Operating Variance of 7.66% is attributed to the following:

- Growth in mandated programs and services
  - Title IV-E Foster Care
  - Child Day Care
  - Adoption Subsidy Payments
- Increased expenditures are offset by increases in Federal & State revenues

## 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.

# SOCIAL SERVICES

## GOALS/OBJECTIVES

- Increase formal monitoring for Benefits Cases.
- Expand the scope of the Fraud Free Program.
- Enhance our positive working relationship with the community; specifically with non-profit organizations that serve our clients.
- Strive for excellence in delivery of benefit and service programs.
- Identify opportunities for cross training throughout the department.
- 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; continue to implement the new provisions required by TANF Reauthorization.
- Maintain and increase the timeliness of processing public assistance applications and renewals, including Food Stamps, TANF and Medicaid including Children’s Medical Insurance (Family Access to Medical Insurance Security Program – FAMIS).
- Expand the use of Therapeutic Foster Homes as an alternative to Residential Placements.
- Provide Comprehensive Independent Living Services to Foster Care Teens.
- Establish interpreter services (Spanish) as a part of our ongoing operation.
- Reduce the recurrence of child abuse and/or neglect.

## SERVICE LEVELS

	FY 2008 Actual	FY 2009 Budget	FY 2010 Plan
<b>Outcomes</b>			
Food Stamp Cases in Compliance with Processing Standards (ADAPT Sys.)	98.3%	100%	100%
Foster Care Cases in Compliance with Review Standards (OASIS Sys.)	93%	100%	100%
Maintain Child Day Care Families Served (Manual Tracking)	385	280	390
Medicaid Cases Converted to Adapt System (ADAPT Sys.)	96%	100%	100%
Foster Teens active in Independent Living Program (Manual Tracking)	17	20	20
<b>Outputs</b>			
Amount of Medicaid Benefits Received (Medicaid Report)	30,208,880	30,000,000	30,350,000
Benefit Applications Received (ADAPT Sys.)	10,190	9,850	10,250
CPS Complaints Investigated (OASIS Sys.)	501	450	500
Food Stamp Households Served (ADAPT Sys.)	1,797	1,750	1,850
Foster Care Children Served (OASIS Sys.)	143	135	140
<b>Service Quality</b>			
After Hours CPS Calls (Manual Tracking)	350	335	350
Approved Foster Homes (Manual Tracking)	82	100	100
Cases Investigated & Closed – Fraud Free Program (Manual Tracking)	103	130	75
Families Served Through Holiday Programs (Manual Tracking)	3,000	1,550	3,100
Volunteers Providing Assistance (Manual Tracking)	320	300	325
<b>Efficiencies</b>			
Average Cost per Parenting Class Participant (Manual Tracking)	\$437.24	\$225.00	\$225.00
Average Hourly Earning of VIEW Participants (VIEW Report)	\$7.85	\$9.00	\$9.00
Average Monthly Cost per Companion Aide Case (Manual Tracking)	\$355.50	\$275.00	\$325.00



# SOCIAL SERVICES

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## ACCOMPLISHMENTS

- Continued low error management of the food stamp program.
- Continued timely processing of food stamp applications.
- Successfully managed 16% increase in the ongoing benefits caseload over the last 3 years; successfully managed 34% increase in benefits applications over the last 2 years.
- Continued successful implementation of Electronic Benefits Transfer (EBT) program.
- Successful implementation of Child and Family Services Program Improvement Plan.
- Provided Holiday Assistance to over 3,000 families.
- Continued to receive grant funding for 2.5 Americorps Workers for Olde Forge Junction Prevention Program.

## PROGRAMS AND SERVICES

### Benefit Programs Provided to Eligible Persons

Title IV-E/Foster Care  
Temporary Assistance for Needy Families (TANF)  
Medical Assistance (Medicaid)  
Children's Health Program (FAMIS)  
Refugee Resettlement Program  
Energy Assistance Program  
Auxiliary Grants Program  
General Relief  
State/Local Hospitalization  
Food Stamp Program

### Other Services Available by Referral

Winterization/Emergency Home Repair/Plumbing  
Homeless Shelter/Transient Housing  
Mediation  
Federal Emergency Management Agency (FEMA)  
Domestic Violence Program  
Nursing Home Placement  
Moss Free Clinic  
Home Health Care  
Energy Share Program  
Mary Washington Hospice Program  
Women, Infants & Children (WIC)  
Christmas in April  
Home Repairs

### Service Programs Provided to County Citizens

Virginia Initiative for Employment not Welfare (VIEW)  
Day Care for Children  
Early & Periodic Screening, Diagnosis, and Treatment  
Foster Care/Independent Living  
Adoption/Adoption Services  
Child Custody Investigations  
Respite Care for Foster Parents  
Parenting Education/Family Violence Prevention  
Adult and Child Protective Services  
Transportation  
Companion Aide Services  
Long Term Care Screening for Medicaid  
Holiday Assistance

### In addition, many other health and human services are provided by other public and/or private organizations and/or agencies including:

Juvenile & Domestic Relations Court Service Unit  
Health Department  
Rappahannock Area Community Services Board (RACSB)  
Rappahannock Area Agency on Aging  
Social Security Administration  
Department of Rehabilitative Services  
Disability Resource Center  
Employment Resources Incorporated (ERI)  
Rappahannock Goodwill Industries (RGI)  
Division of Child Support Enforcement  
Virginia Employment Commission  
SERVE, Salvation Army, Healthy Families

# SOCIAL SERVICES

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## **PROGRAMS AND SERVICES (Continued)**

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 ongoing tasks for FY2010 will be working with our 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 help these individuals care for their families and become self-sufficient adults in their communities. Grant opportunities will be reviewed with local community organizations. Also, as a result of changes required by Federal reauthorization of the Temporary Assistance to Needy Families (TANF) Program, the VIEW caseload will continue to increase in FY 2010.

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 continuing 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. There has been a 16% increase in the caseload over the past 3 years.

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. Food stamps are now issued electronically with use of an ATM-like card, known as an EBT card. Medicaid is our largest benefit program assisting disabled persons, elderly persons, expectant 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.

Other benefit programs include: 1) energy assistance, 2) general relief, 3) auxiliary grants, 4) state-local hospitalization and 5) children's medical insurance. 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 available during the 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 \$30,000. 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. The agency anticipates receiving applications from patients treated at the new Stafford Hospital Center. An eligibility worker at Mary Washington Hospital assists patients with their applications for Medicaid and state-local hospitalization. The FAMIS Program (Family Access to Medical Insurance Security) 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. Additional funding will be requested from the Virginia Department of Social Services to convert the Fraud Investigator position from part-time to full-time.

# SOCIAL SERVICES

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## **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. 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 \$1.4 million 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 cycle of 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.

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. New federal regulations require foster care workers to meet with foster children a minimum of one time per month in the child's place of residence.

Many families require parenting education in order to improve their functioning level with their children. On a regular basis, the parenting education coordinator conducts classes locally. 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 FY2008 has revealed the total value of all programs and services to be in excess of \$44 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 FY2008, Stafford's share of the \$44 million total expenditure was approximately \$1.9 million, which equals approximately 4.25 percent of the overall cost. Most of Stafford's cost pertains to administrative costs (i.e., salaries and other supportive expenses).

# SOCIAL SERVICES

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## **FUTURE PROJECTS**

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. In FY 2010, the department will explore the possibility of moving some of its staff into private office space which currently houses the Stafford Office of Transportation.

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. Working families will most likely need supportive services to succeed in the world of work. It is anticipated that there will be increased demands on programs such as child care assistance, food stamps, and Medicaid for children.

In an effort to strengthen customer service, the department is thoroughly evaluating all business processes and identifying opportunities for streamlining the work flow and areas for cross-training staff.

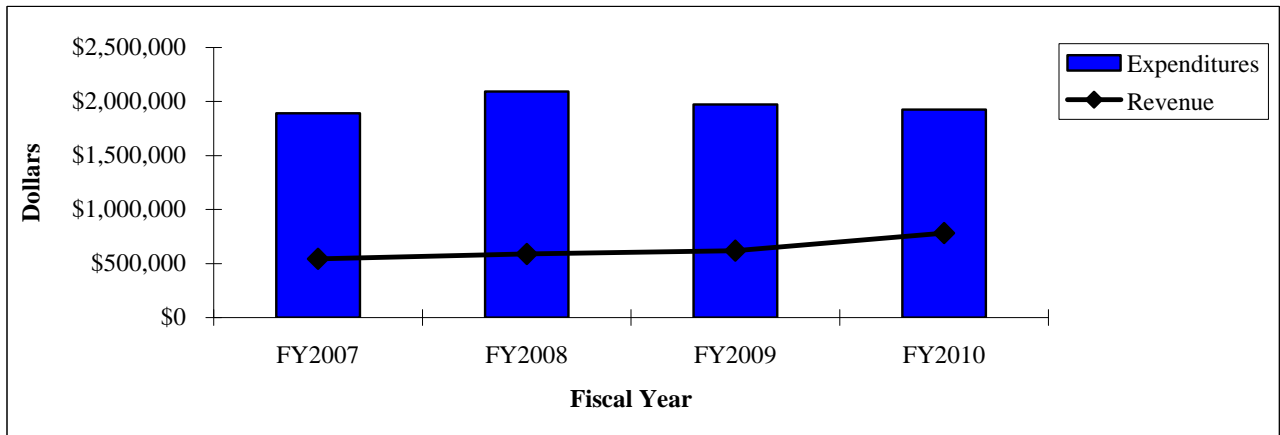
## **HOLIDAY PROGRAM**

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 three thousand families are helped in this program annually. Requests are customized according to size of the family and desires of the organization.

# TREASURER

## BUDGET SUMMARY

	FY2007	FY2008	FY2009	FY2010		
	Actual	Actual	Adopted Budget	Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,361,840	\$1,476,381	\$1,452,856	\$1,430,631	(\$22,225)	-1.53%
Operating	522,944	504,301	496,333	471,196	(25,137)	-5.06%
Capital	6,722	113,453	22,900	22,400	(500)	-2.18%
<b>Total</b>	<b>1,891,506</b>	<b>2,094,135</b>	<b>1,972,089</b>	<b>1,924,227</b>	<b>(47,862)</b>	<b>-2.43%</b>
Revenue	544,344	589,907	620,220	781,439	161,219	25.99%
<b>Local Tax Funding</b>	<b>\$1,347,162</b>	<b>\$1,504,228</b>	<b>\$1,351,869</b>	<b>\$1,142,788</b>	<b>(\$209,081)</b>	<b>-15.47%</b>
<b>Funded Positions</b>						
Full-Time Positions	18	20	20	19	(1)	-5.00%
Part-Time Positions	5	3	3	1	(2)	-66.67%



## BUDGET VARIANCES

Personnel Variance of -1.53% attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- One part-time position unfunded FY2009
- One full-time and two part-time positions unfunded FY2010

Operating Variance of -5.06% is attributed to the following:

- Reductions in contract costs, postage and office supplies

Capital Variance of -2.18% is attributed to the following:

- Elimination of equipment, software upgrades
- Includes \$22,400 for software upgrades for BPOL processing

## MISSION

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

# TREASURER

## **GOALS/OBJECTIVES**

- To continue the ongoing evaluation of investment policy and related procedures in order to manage and safeguard the County investments while monitoring financial market conditions.
- Increase emphasis on collection of delinquent personal property taxes, by pursuing the oldest years through a tax collection service.
- Improve current levels of banking, review alternative billing and tax payment methods that support payment processing efficiencies for the taxpayers and the County.
- Enhance citizen's on-line inquiry regarding their Real Estate and Personal Property taxes paid in the current tax year to be more informative and user friendly.
- Implement an upgrade to the current revenue collection system, which will provide improved response time to customer transactions, as well as the availability of additional tracking reports and performance data.

## **SERVICE LEVELS**

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Debt Set-off Program Accounts (Stars/Im)	38,000	38,250	41,000
Collection Actions (DSO Application)	3,200	34,500	42,500
Delinquent Notices (DSO Application)	40,000	50,000	53,000
<b>Outputs</b>			
DMV Select transactions (DMV reports)	2,819	4,400	4,927
Dog Tags (Manual Tracking)	5565	6,000	6800
Meals Tax Payments (COR Tracking System)	3,000	3,250	3,250
RE & PP Bills Processed (COR Tracking System)	257,140	272,500	272,500
State Income Estimates (Estimated Application)	4,153	5,000	5,500
State Income Returns (COR Tracking System)	1,698	1,850	1,700
Permit Fees collected (Code Administration)	14,500	14,500	15,000
Water Bills (HTE System)	366,941	375,000	375,000

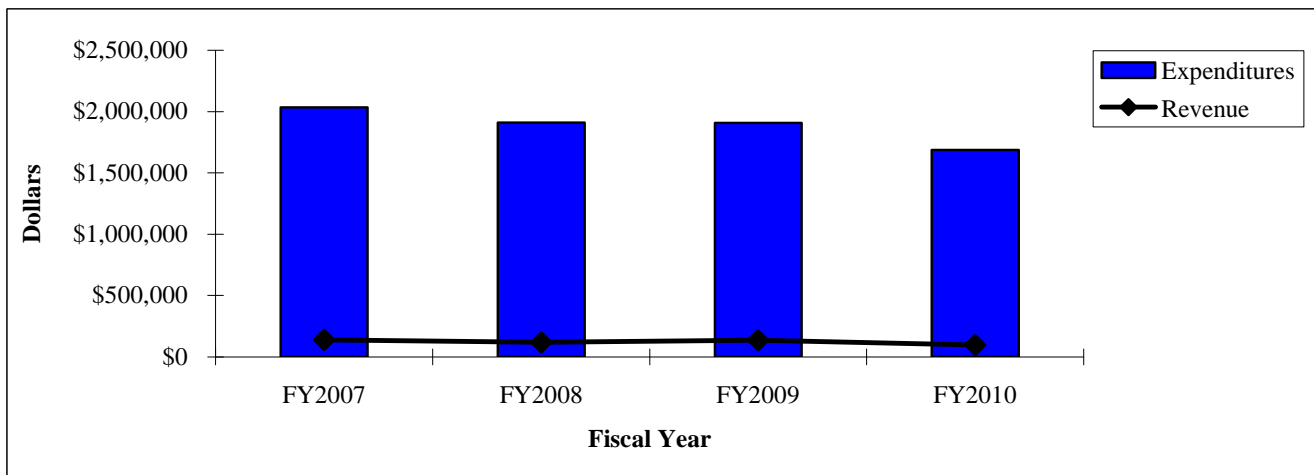
## **ACCOMPLISHMENTS**

- Implemented DMV Select, offering all DMV services except driver's license, to our citizens. During the first year of operation, we processed over 2,819 transactions, accounting for roughly \$3,000 in additional revenue for Stafford County.
- Implemented a new revenue source by charging administrative fees for any collection actions taken on delinquent accounts resulting approximately \$27,000 in FY08. Projecting \$55,000 in FY09.
- Increased emphasis on delinquent tax account collection efforts to include early submission of Debt Set Off, DMV Stops on recent delinquents and an increase in bank or wage liens all contributing to an increased tax collection rate.
- Obtained re-certification through the Treasurer's Association of Virginia of four Deputies and completed certification requirements of an additional Deputy, which allows Stafford County eligibility of the maximum reimbursements granted from the State Compensation Board.
- Continuing our Customer Service Initiative, the Treasurer's Office hosted a second training session sponsored by the University of Virginia, Weldon Cooper Center for Public Service. This session, entitled General Technology, was attended by employees of the Treasurer's Office and by Treasurer's and their employees of surrounding localities.

# PARTNER AGENCIES

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Operating	\$2,033,046	\$1,908,585	\$1,906,779	\$1,686,815	(\$219,964)	-11.54%
<b>Total</b>	2,033,046	1,908,585	1,906,779	1,686,815	(219,964)	-11.54%
Revenue	137,715	119,780	137,595	96,888	(40,707)	-29.58%
<b>Local Tax Funding</b>	<u>\$1,895,331</u>	<u>\$1,788,805</u>	<u>\$1,769,184</u>	<u>\$1,589,927</u>	<u>(\$179,257)</u>	<u>-10.13%</u>



## BUDGET VARIANCES

- Due to the difficult economic climate, funding for partner agencies was reduced by 11.54%.

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

## GOALS/OBJECTIVES

### **Chaplin Youth Center**

- Successfully return youth back to their community and instill responsibility and respect for oneself.
- Increase school attendance and improve academic performance of residents within Chaplin Program.
- Strengthen family relationships to enable successful transition home upon completion of program.

### **George Washington Regional Commission (GWRC)**

- Improve the ability of the region's governing bodies to make policy decisions in the face of the rapid change that is occurring in and around the region.
- Enhance the ability of GWRC members and FAMPO to develop recommendations on transportation issues thereby strengthening the regions' leadership in transportation planning.
- Develop a better understanding of the housing affordability issues that are impacting the region including the region's workforce.

### **Rappahannock Area Community Services Board (RACSB)**

- Meet the requirements of the Community Services Performance Contract with the Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services.
- Maintain levels of current services in FY2010.

## PARTNER AGENCIES

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### **GOALS/OBJECTIVES (Continued)**

#### **Rappahannock Area Health District**

- Provide high-quality maternity and family planning care to all who are eligible and request such services.
- Provide communicable disease control through treatment of TB disease, treatment and follow up and management of sexually transmitted disease, disease surveillance and outbreak control.

#### **Rappahannock Area Office on Youth**

- Provide comprehensive intervention services to referred clients so as to deter future court involvement (CHINS Program).
- Provide court involved participants with opportunities to complete court ordered community service hours within their own community.

#### **Rappahannock Council on Domestic Violence**

- Enhance the safety and support of victims of domestic violence and their children to decrease exposure to and effects of violence.

#### **Rappahannock Legal Services**

- Modestly increase current levels of service by 5% despite static funding and frozen staffing levels, in response to the deteriorating economy and increased demand for free civil legal services.

#### **Stafford Emergency Relief through Volunteers Efforts (S.E.R.V.E.)**

- Offer food pantry and financial assistance to help families in crisis and to assist in their financial growth so that their future will be more secure for their family.



## PARTNER 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.
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.
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.
George Washington Regional Commission	Performs regional land-use planning, transportation planning and transportation demand-management activities. Promotes intergovernmental cooperation in Planning District 16. GWRC supports a number of affiliated organizations, including the Fredericksburg Area Metropolitan Planning Organization (FAMPO), GWRide Connect (connects commuters to transportation options like vanpooling, car pooling, and transit), and the NoCommute.org Telework Center Program (manages and operates three telework centers).
Germanna Community College	Provides high quality, accessible learning opportunities and related services to the community.
Healthy Families Rappahannock Area	Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.
Hospice Support Care	Provides free support services to the seriously ill and bereaved. Services are provided by trained volunteers under the supervision of HSC staff members. Services are provided regardless of diagnosis or prognosis and without regard to income.
Lloyd F. Moss Free Clinic	Provides free medical and dental care to low-income and uninsured residents of Planning District 16.
Mental Health Association	Improves the mental health of our region through education, advocacy and service.
Micah Ecumenical Ministries	Serves vulnerable populations, with special attention to the needs of the poor and homeless.
Northern VA 4-H Educational and Conference Center	Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.
Rappahannock Area Agency on Aging	Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.

## PARTNER 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 Council for Child Abuse Prevention	Promotes positive parenting and educates the public on the prevention of child abuse and neglect.
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 Big Brothers Big Sisters	Provides a variety of mentoring programs to benefit youth ages 6 to 13, primarily from single parent homes.
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 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.
Volunteer & Information Services of the United Way	Promote and advocate active volunteer participation in the community, to enrich lives and to achieve positive and lasting change in our community.

## PARTNER AGENCIES FISCAL YEAR 2010

Agency Name	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Intergovernmental Agencies</b>					
Chaplin Youth Group Home Commission	188,039	187,648	170,674	(16,974)	-9.0%
George Washington Regional Commission	77,726	77,726	71,624	(6,102)	-7.9%
Germanna Community College	20,184	20,184	18,166	(2,018)	-10.0%
Lloyd F. Moss Free Clinic	74,786	74,000	18,000	(56,000)	-75.7%
Rappahannock Area Community Service Board (RACSB)	272,079	272,079	250,721	(21,358)	-7.8%
Rappahannock Area Health District	618,122	618,122	570,146	(47,976)	-7.8%
Rappahannock Area Office on Youth	146,498	146,498	137,840	(8,658)	-5.9%
Tri-County/City Soil and Water Conservation District	25,300	25,300	22,770	(2,530)	-10.0%
<b>Community Agencies</b>					
Community Fund (American Legion Post 290)	1,000	1,000	0	(1,000)	-100.0%
DisAbility Resource Center	34,999	35,000	31,913	(3,087)	-8.8%
Fredericksburg Area Food Bank	24,999	25,000	24,250	(750)	-3.0%
Healthy Families Rappahannock Area	13,520	13,520	11,762	(1,758)	-13.0%
Hospice Support Care	3,499	3,500	3,290	(210)	-6.0%
Mental Health Association in Fredericksburg	15,750	15,750	13,703	(2,047)	-13.0%
Micah Ecumenical Ministries	5,343	5,000	4,850	(150)	0.0%
Northern VA 4-H Educational and Conference Center	3,000	3,000	2,400	(600)	-20.0%
Rappahannock Area Agency on Aging	30,214	30,214	29,308	(906)	-3.0%
Rappahannock Area Council for Child Abuse Prevention	21,000	21,000	18,900	(2,100)	-10.0%
Rappahannock Area Court Appointed Special Advocates	0	0	7,400	7,400	100.0%
Rappahannock Big Brothers Big Sisters	15,000	15,000	12,000	(3,000)	-20.0%
Rappahannock Council Against Sexual Assault	17,357	17,357	16,836	(521)	-3.0%
Rappahannock Council on Domestic Violence	45,345	45,345	42,665	(2,680)	-5.9%
Rappahannock Emergency Medical Services Council, Inc.	33,321	33,321	7,074	(26,247)	-78.8%
Rappahannock Legal Services	37,631	37,631	34,312	(3,319)	-8.8%
Rappahannock Mediation Center	12,100	12,100	0	(12,100)	-100.0%
Rappahannock Refuge, Inc. (Hope House)	20,316	20,026	19,425	(601)	-3.0%
Rappahannock Regional Disability Services Board	960	960	768	(192)	-20.0%
Rebuilding Together (Christmas in April)	8,499	8,500	6,800	(1,700)	-20.0%
S.E.R.V.E., Inc.	57,538	57,538	48,556	(8,982)	-15.6%
The ARC of Rappahannock	7,260	7,260	6,534	(726)	-10.0%
Thurman Brisben Homeless Shelter	67,200	67,200	63,228	(3,972)	-5.9%
Volunteer & Information Services of the United Way	10,000	10,000	8,000	(2,000)	-20.0%
Watershed Property Manager (Fredericksburg Easement)	0	0	12,900		
<b>Total</b>	<b>\$1,908,585</b>	<b>\$1,906,779</b>	<b>\$1,686,815</b>	<b>(\$219,964)</b>	<b>-11.5%</b>



## SCHOOL FUND

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The School Funds consists of six major funds: School Operating Fund, School Nutrition Service Fund, School Construction Fund, Grants Fund, Worker's Compensation Fund, and the School Health Services 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. The Grants Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with outside grant funding. The Workers' Compensation Fund, a governmental component unit fund accounts for revenues and expenditures associated with the administration of the worker's compensation insurance program for employees under a self-insurance program. The Health Services Fund, a governmental component unit fund, accounts for revenue and expenses associated provision of health-related benefits to employees under a comprehensive health benefits self-insurance program.

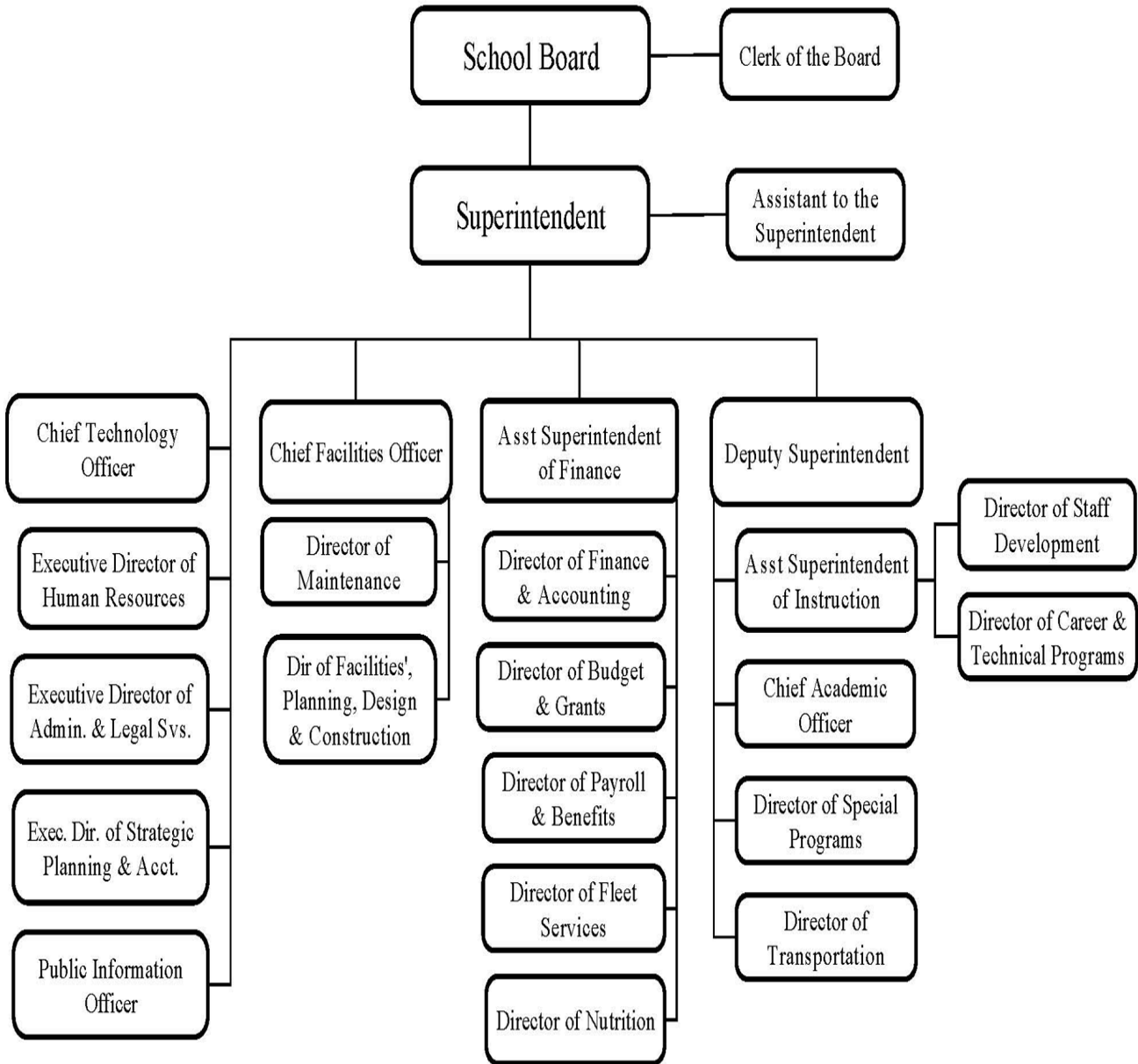
It is the duty of the Superintendent of Schools, with the advice of the School Board, to prepare the public education budget estimates. These must be approved by the School Board and submitted to the Board of Supervisors by the April 1 statutory deadline, unless the governing body has set an earlier 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 2010 Adopted local school funding is \$131,997,156 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 Superintendent's Recommended Budget.

# PUBLIC SCHOOLS ORGANIZATION STRUCTURE

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# SCHOOL BOARD MEMBERS

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**Patricia Healy, Chairman**  
ROCKHILL DISTRICT

**Nanette Kidby, Vice-Chairman**  
GARRISONVILLE DISTRICT

**Robert Belman**  
FALMOUTH DISTRICT

**John LeDoux, ED.D.**  
AQUIA DISTRICT

**Doreen Phillips**  
HARTWOOD DISTRICT

**Dana Reinboldt**  
GRIFFIS-WIDEWATER DISTRICT

**Patricia Mancini**  
GEORGE WASHINGTON DISTRICT

**Dr. David Sawyer**  
SUPERINTENDENT

**Andre Nougaret**  
DEPUTY  
SUPERINTENDENT

**Chris Quinn**  
ASSISTANT  
SUPERINTENDENT

**Andrea Bengier**  
CHIEF ACADEMICS  
OFFICER

**Wayne Carruthers, CPA**  
ASSISTANT SUPERINTENDENT  
OF FINANCIAL SERVICES

STAFFORD COUNTY SCHOOL BOARD

31 Stafford Avenue  
Stafford, Virginia 22554  
(540) 658-6000

Fax: (540) 658-5963

<http://stafford.schoolfusion.us/>

# VISION AND MISSION STATEMENTS

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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 2010 Budget Calendar)

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### August

- 12 FY2010 Proposed Budget Calendar to School Board for Information
- 26 FY2010 Budget Calendar to School Board for Approval

### September

- 10 FY2010 Budget Baselines to the Superintendent's Leadership Team
- 23 Public Budget Hearing - School Board FY2010 Budget Priorities

### October

- 14 Budget Priorities Presented to the Superintendent - School-Level and Departmental
- 15 Superintendent's SEA Budget Priority Meeting
- 21 FY2010 Joint Budget Work Session - Board of Supervisors and School Board
- 23 Superintendent's PTA/PTO Leadership Conference/Budget Priority Meeting

### November

- 3 School-Site Facility-Specific Requests and Directors' New Requests due to Assistant Superintendents
- 12 Fleet Services - Steering Committee FY2010 Budget Meeting
- 11 School Board to vote on FY2010 School Board Budget Priorities
- 17 All Requests including Revisions to FY2010 Baseline Budgets and Staffing Requests Due to Assistant Superintendent Financial Services

### December

- 9 Public Budget Hearing - Citizens' Budget Input to Superintendent's Recommended Budgets

### February

- 24 Presentation of Superintendent's FY2010 Recommended Budgets to the School Board

### March

- 3 County Administrator to Present FY2010 County Proposed Budget to the Board of Supervisors
- 24 Public Budget Hearing
- TBD School Board Consideration and Approval of the FY2010 School Budgets
- TBD Presentation of the School Board's Approved FY2010 Budgets to the Board of Supervisors

### April

- 1 \* Legal Deadline for Transmittal of School Board Budgets' Funding Approval from the Board of Supervisors

### May

- 1 Legal Deadline for School Board's FY2010 Budgets' Funding Approval from the Board of Supervisors
- 28 FY2011 School Board Budget Priorities Public Hearing

### June

- 15 FY2010 School-Site Budgets to the Schools
- 23 Presentation of Finance and Budget Advisory Committee Recommended FY2011 Budget Priorities

\*Or within 30 days after the close of the General Assembly; whichever is later.



# SCHOOL BUDGET HIGHLIGHTS

## **SCHOOL OPERATING FUND**

School Enrollment for FY2010 is estimated to be 26,661. These students will be housed in 30 schools. The 17 elementary schools include grades K-5, the eight middle schools include grades 6-8, and the five high schools include grades 9-12.

The adopted FY2010 School Operating Budget comprises local school funding of \$131.9 million and includes debt service of \$29.2 million. The composite index for FY2009-FY2010 is .3629.

## **DEBT SERVICE**

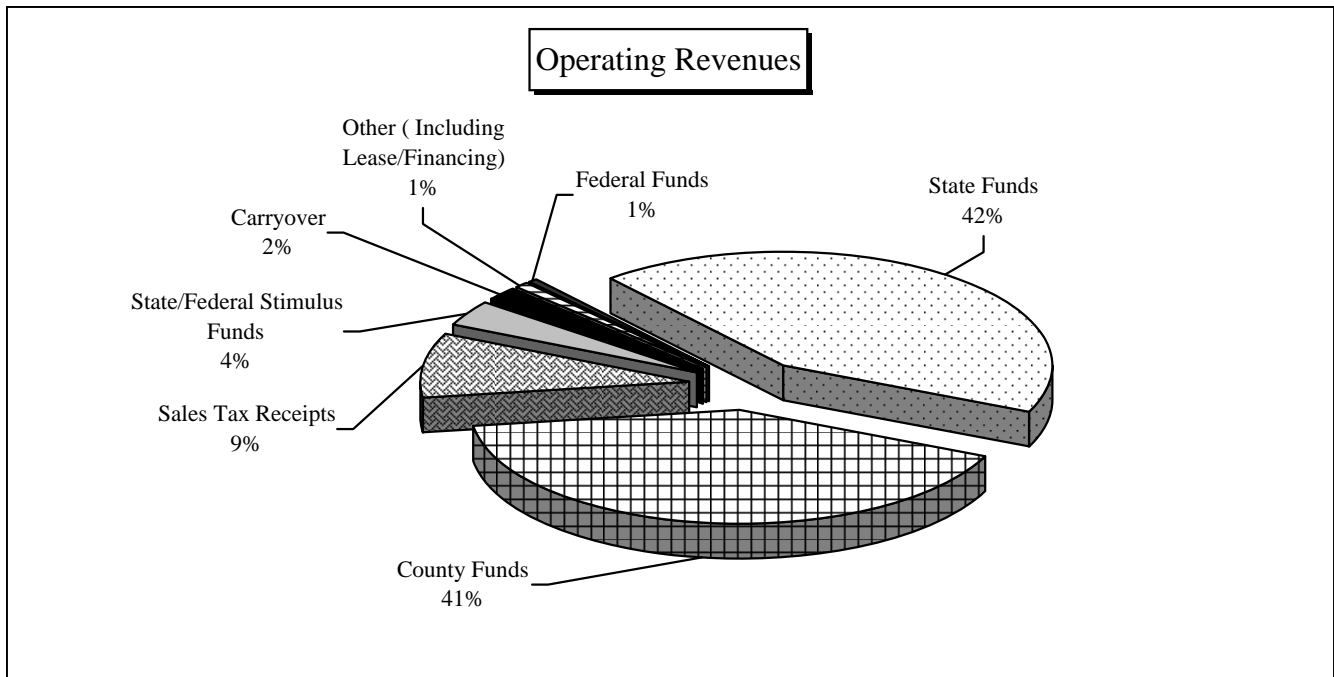
School Debt Service for FY2010 totals \$29,260,623 and is shown in the General Fund. It is used to pay the approved construction projects. The Debt Service displayed in the School Operating Fund of \$386,910 represents .2% of the total school operating budget.

## **SUMMARY OF ALL SCHOOL FUNDS**

	<b>FY2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
<b>School Operating Fund</b>	\$236,143,854	\$241,842,789	\$246,342,421	\$248,480,087	\$2,137,666	0.87%
<b>Nutrition Services Fund</b>	\$9,749,948	\$10,665,821	\$11,544,027	\$11,609,917	\$65,890	0.57%
<b>Construction Fund</b>	\$39,562,140	\$21,214,991	\$18,802,263	\$21,479,336	\$2,677,073	14.24%
<b>Grant Fund</b>	\$0	\$0	\$10,172,481	\$15,051,207	\$4,878,726	47.96%
<b>Total School Funds</b>	<u>\$285,455,942</u>	<u>\$273,723,601</u>	<u>\$286,861,192</u>	<u>\$296,620,547</u>	<u>\$9,759,355</u>	<u>3.40%</u>
<b>Internal Service Funds</b>						
	<b>FY2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
<b>Health Services Fund</b>	\$18,986,612	\$290,096,331	\$25,898,979	\$23,084,264	(\$2,814,715)	-10.87%
<b>Workers' Compensation Fund</b>	\$455,455	\$597,759	\$867,187	\$867,187	\$0	0.00%
<b>Total</b>	<u>\$19,442,067</u>	<u>\$290,694,090</u>	<u>\$26,766,166</u>	<u>\$23,951,451</u>	<u>(\$2,814,715)</u>	<u>-10.52%</u>

## SCHOOL OPERATING REVENUES

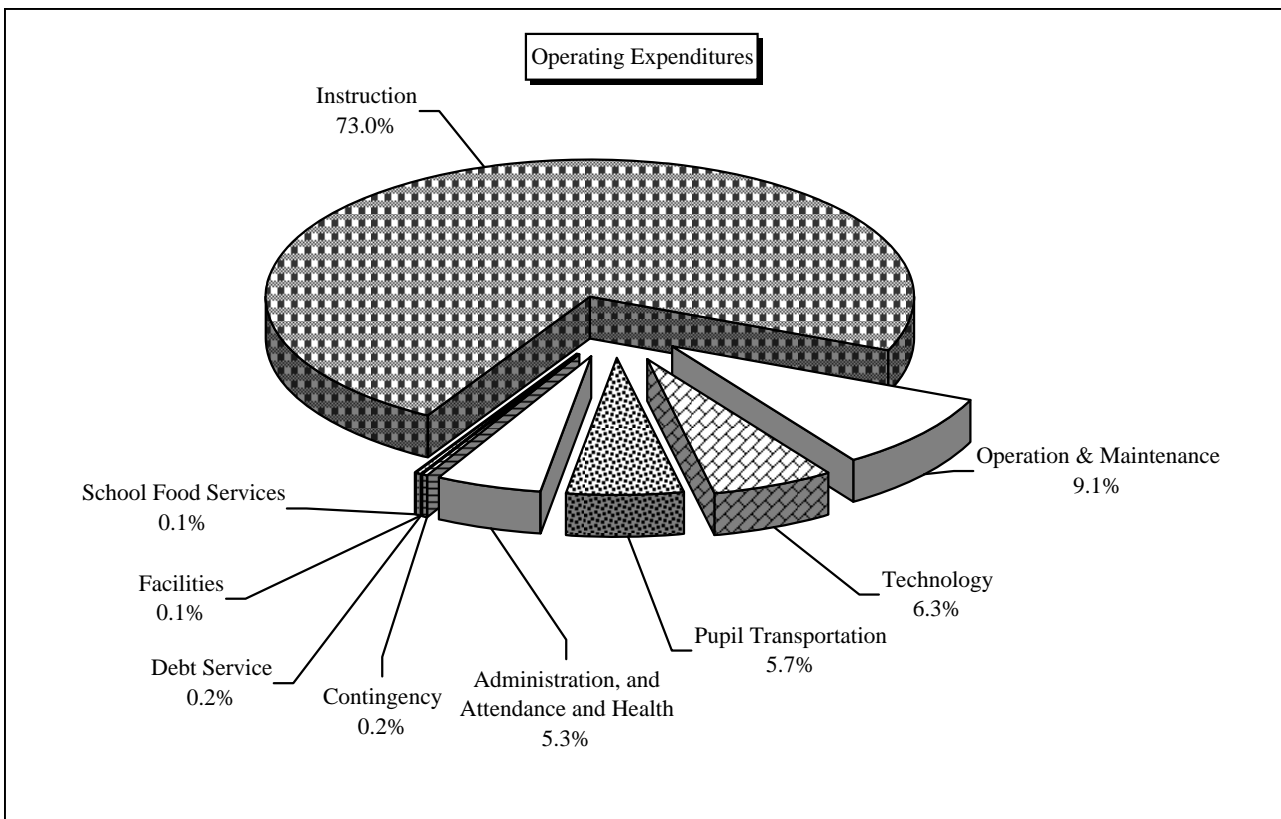
Source of Funds	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Change '09 Adopted to '10 Adopted	
State Funds	\$113,737,850	\$114,976,308	\$106,053,574	(\$8,922,734)	-7.8%
County Funds	100,817,432	102,774,959	102,736,533	(38,426)	0.0%
Sales Tax Receipts	24,468,790	25,421,979	22,653,287	(2,768,692)	-10.9%
State/Federal Stimulus Funds	0	0	8,975,043	8,975,043	100.0%
Carryover	0	0	4,700,000	4,700,000	100.0%
Other ( Including Lease/Financing)	1,871,272	1,816,175	1,911,650	95,475	5.3%
Federal Funds	4,338,729	1,353,000	1,450,000	97,000	7.2%
<b>Total</b>	<b>\$245,234,073</b>	<b>\$246,342,421</b>	<b>\$248,480,087</b>	<b>\$2,137,666</b>	<b>0.9%</b>



<b>Fund Balance, Beginning of Year</b>	\$5,797,867	\$9,189,151	\$9,189,151	\$0	0.00%
<b>Fund Balance, End of Year</b>	\$9,189,151	\$9,189,151	\$4,489,151	(\$4,700,000)	-51.15%

## SCHOOL OPERATING EXPENDITURES

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Change '09 Adopted to '10 Adopted	
Instruction	\$179,452,868	\$179,881,927	\$181,399,909	\$1,517,982	0.8%
Operation & Maintenance	21,629,144	22,537,101	22,674,826	137,725	0.6%
Technology	12,859,494	14,458,957	15,658,138	1,199,181	8.3%
Pupil Transportation	14,372,375	14,030,427	14,149,935	119,508	0.9%
Administration, and Attendance and Health	12,554,542	13,528,765	13,211,799	(316,966)	-2.3%
Contingency	0	700,000	500,000	(200,000)	-28.6%
Debt Service	392,900	394,898	386,910	(7,988)	-2.0%
Facilities	365,012	592,210	300,000	(292,210)	-49.3%
School Food Services	216,454	218,136	198,570	(19,566)	-9.0%
<b>Total</b>	<b>\$241,842,789</b>	<b>\$246,342,421</b>	<b>\$248,480,087</b>	<b>\$2,137,666</b>	<b>0.9%</b>

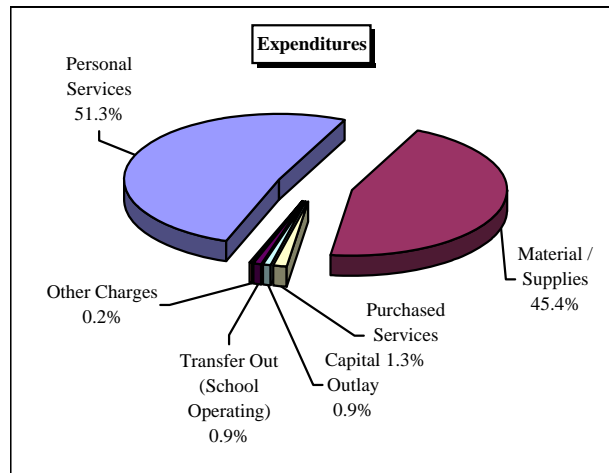
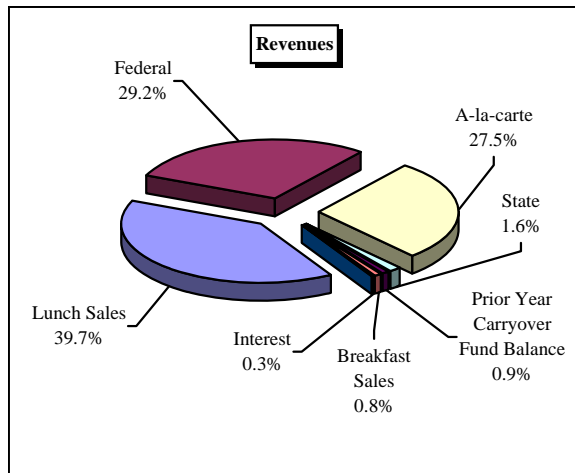


## SCHOOL NUTRITION SERVICE FUND

Revenues	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Change '09 Adopted to '10 Adopted	
Lunch Sales	\$4,042,358	\$5,054,317	\$4,604,231	(\$450,086)	-8.90%
Federal	2,611,674	2,806,051	3,395,176	589,125	20.99%
A-la-carte	2,831,723	3,213,003	3,210,000	(3,003)	-0.09%
State	162,564	175,493	183,697	8,204	4.67%
Prior Year Carryover Fund Balance	0	185,163	100,013	(85,150)	-45.99%
Breakfast Sales	74,408	82,000	87,300	5,300	6.46%
Interest	14,009	28,000	29,500	1,500	5.36%
USDA Commodities Received	747,585	0	0	0	0.00%
Miscellaneous	19,247	0	0	0	0.00%
<b>Total</b>	<b>\$10,503,568</b>	<b>\$11,544,027</b>	<b>\$11,609,917</b>	<b>\$65,890</b>	<b>0.57%</b>

Expenditures					
Personal Services	\$5,073,032	\$5,623,067	\$5,951,447	\$328,380	5.84%
Material / Supplies	5,221,114	5,526,510	5,279,470	(247,040)	-4.47%
Purchased Services	116,892	164,825	152,700	(12,125)	-7.36%
Capital Outlay	115,369	106,500	101,000	(5,500)	-5.16%
Transfer Out (School Operating)	100,000	100,000	100,000	0	0.00%
Other Charges	20,687	23,125	25,300	2,175	9.41%
Transfer Out (Health Benefits)	18,727	0	0	0	0.00%
<b>Total</b>	<b>\$10,665,821</b>	<b>\$11,544,027</b>	<b>\$11,609,917</b>	<b>\$65,890</b>	<b>0.57%</b>

<b>Fund Balance, Beginning of Year</b>	<b>\$1,743,010</b>	<b>\$1,580,757</b>	<b>\$1,395,594</b>	<b>(\$185,163)</b>	<b>-11.71%</b>
<b>Fund Balance, End of Year</b>	<b>\$1,580,757</b>	<b>\$1,395,594</b>	<b>\$1,295,581</b>	<b>(\$100,013)</b>	<b>-7.17%</b>



# CONSTRUCTION FUND

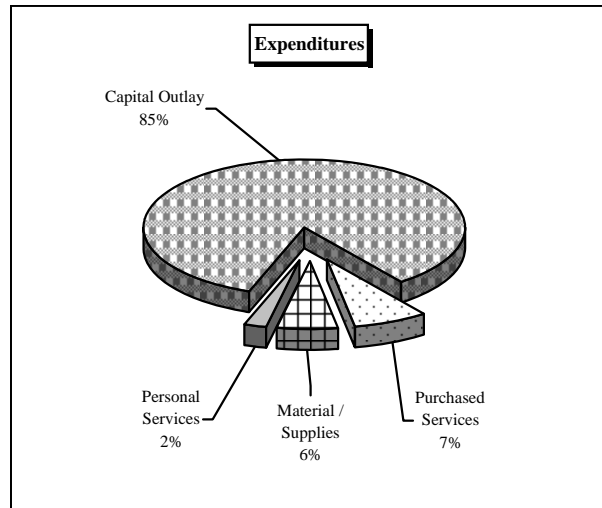
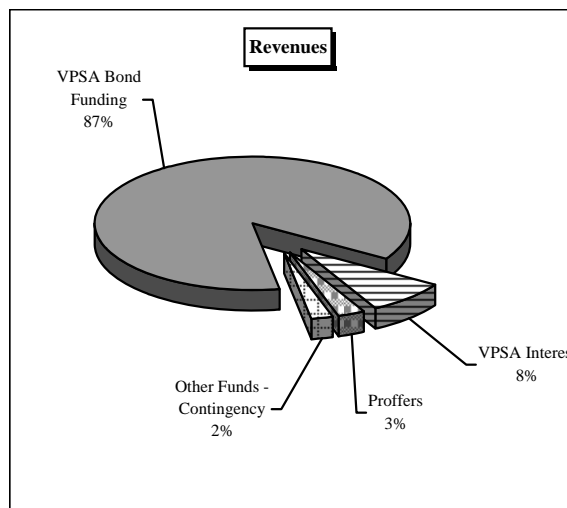
Revenues	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Change '09 Adopted to '10 Adopted	
VPSA Bond Funding	\$22,861,950	\$16,443,332	\$18,620,405	\$2,177,073	13.24%
VPSA Interest	728,733	1,777,243	1,777,243	0	0.00%
Proffers	328,948	581,688	581,688	0	0.00%
Other Funds - Contingency	0	0	500,000	500,000	100.00%
<b>Total</b>	<b>\$23,919,631</b>	<b>\$18,802,263</b>	<b>\$21,479,336</b>	<b>\$2,677,073</b>	<b>14.24%</b>

## Expenditures

Capital Outlay	\$18,220,906	\$15,974,238	\$18,080,700	\$2,106,462	13.19%
Purchased Services	1,063,840	1,537,836	1,587,000	49,164	3.20%
Material / Supplies	1,666,754	947,500	1,332,300	384,800	40.61%
Personal Services	263,491	342,689	479,336	136,647	39.87%
<b>Total</b>	<b>\$21,214,991</b>	<b>\$18,802,263</b>	<b>\$21,479,336</b>	<b>\$2,677,073</b>	<b>14.24%</b>

<b>Fund Balance, Beginning of Year</b>	<b>\$15,866,687</b>	<b>\$18,571,327</b>	<b>\$18,571,327</b>	<b>\$0</b>	<b>0.00%</b>
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<b>Fund Balance, End of Year</b>	<b>\$18,571,327</b>	<b>\$18,571,327</b>	<b>\$18,571,327</b>	<b>\$0</b>	<b>0.00%</b>
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## GRANT FUND

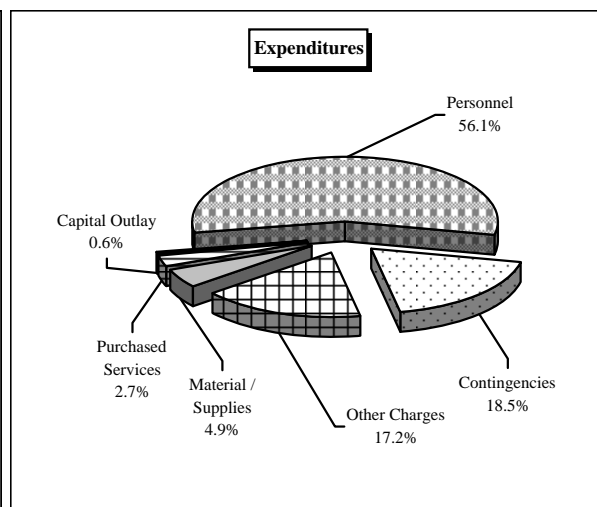
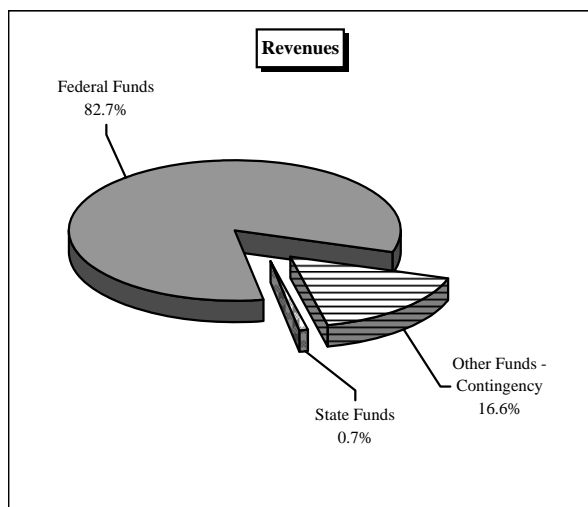
Revenues	FY2008 Actual	FY2009 Adopted Budget	FY2010 Adopted Budget	FY2010 Change '09 Adopted to '10 Adopted	%
Federal Funds	\$0	\$7,558,332	\$12,446,058	\$4,887,726	100.00%
Other Funds - Contingency	0	2,500,000	2,500,000	0	100.00%
State Funds	0	105,149	105,149	0	100.00%
Other Funds	0	9,000	0	(9,000)	100.00%
<b>Total</b>	<b>\$0</b>	<b>\$10,172,481</b>	<b>\$15,051,207</b>	<b>\$4,878,726</b>	<b>100.00%</b>

### Expenditures

Personnel	\$0	\$6,881,320	\$8,442,852	\$0	0.00%
Contingencies	0	0	2,788,634	2,788,634	100.00%
Other Charges	0	2,595,100	2,589,772	(5,328)	-0.21%
Material / Supplies	0	376,824	732,246	355,422	94.32%
Purchased Services	0	232,237	410,703	178,466	76.85%
Capital Outlay	0	87,000	87,000	0	0.00%
<b>Total</b>	<b>\$0</b>	<b>\$10,172,481</b>	<b>\$15,051,207</b>	<b>\$4,878,726</b>	<b>47.96%</b>

<b>Fund Balance, Beginning of Year</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
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<b>Fund Balance, End of Year</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
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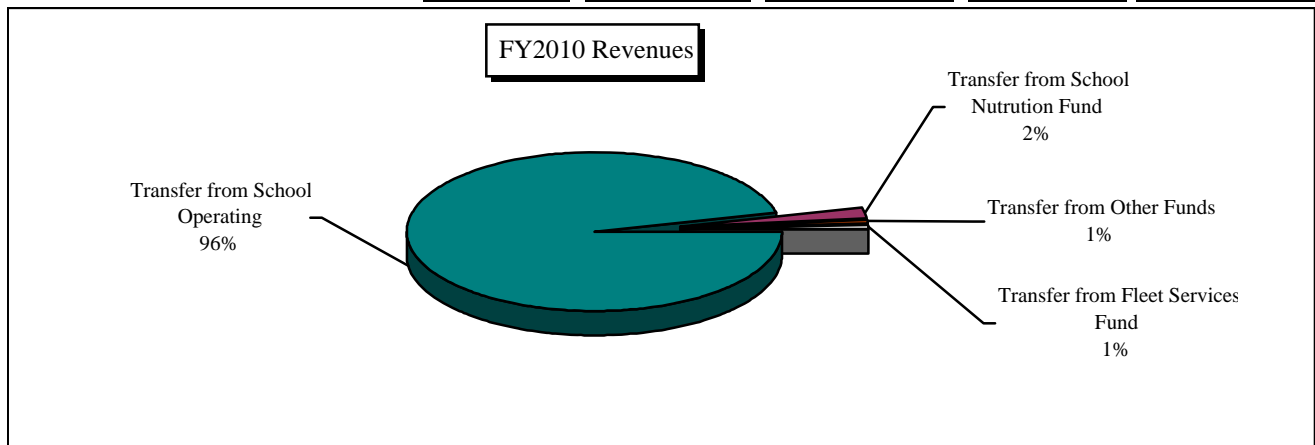


# SCHOOL WORKERS COMPENSATION FUND

<b>Revenues</b>	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
Transfer from School Operating	\$1,673,984	\$769,200	\$832,689	\$63,489	8%
Transfer from School Nutrition Fund	18,727	22,750	18,877	(3,873)	-17%
Transfer from Other Funds	0	10,072	9,049	(1,023)	-10%
Transfer from Fleet Services Fund	24,712	7,710	6,572	(1,138)	-15%
Prior Year Fund Balance	0	57,455	0	(57,455)	-100%
<b>Total</b>	<b>\$1,717,423</b>	<b>\$867,187</b>	<b>\$867,187</b>	<b>\$0</b>	<b>0%</b>

<b>Expenditures</b>					
Personnel	71,169	0	\$0	0	0%
Workers Compensation	627,113	867,187	867,187	0	0%
<b>Total</b>	<b>\$698,282</b>	<b>\$867,187</b>	<b>\$867,187</b>	<b>\$0</b>	<b>0%</b>



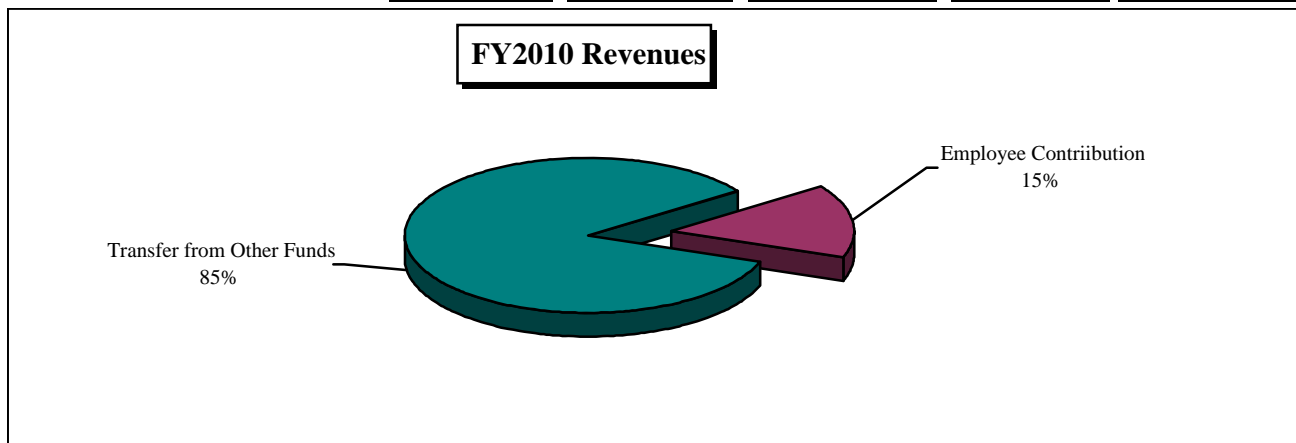
## FUND BALANCE

	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
<b>Fund Balance, Beginning of Year</b>	\$439,631	\$1,458,772	\$1,401,317	(\$57,455)	-4%
Revenues	1,717,423	809,732	867,187	57,455	7%
Expenditures	(698,282)	(867,187)	(867,187)	0	0%
<b>Fund Balance, End of Year</b>	<b>\$1,458,772</b>	<b>\$1,401,317</b>	<b>\$1,401,317</b>	<b>\$0</b>	<b>0%</b>

# SCHOOL HEALTH INSURANCE FUND

Revenues	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Transfer from Other Funds	\$16,194,992	\$16,807,352	\$19,584,264	\$2,776,912	17%
Employee Contribution	3,310,766	4,596,620	3,500,000	(1,096,620)	-24%
Prior Year Fund Balance	0	1,434,722	0	(1,434,722)	-100%
Interest	211,868	79,578	0	(79,578)	-100%
Miscellaneous	4,397,089	2,980,707	0	(2,980,707)	-100%
<b>Total</b>	<u>\$24,114,715</u>	<u>\$25,898,979</u>	<u>\$23,084,264</u>	<u>(\$2,814,715)</u>	<u>-11%</u>

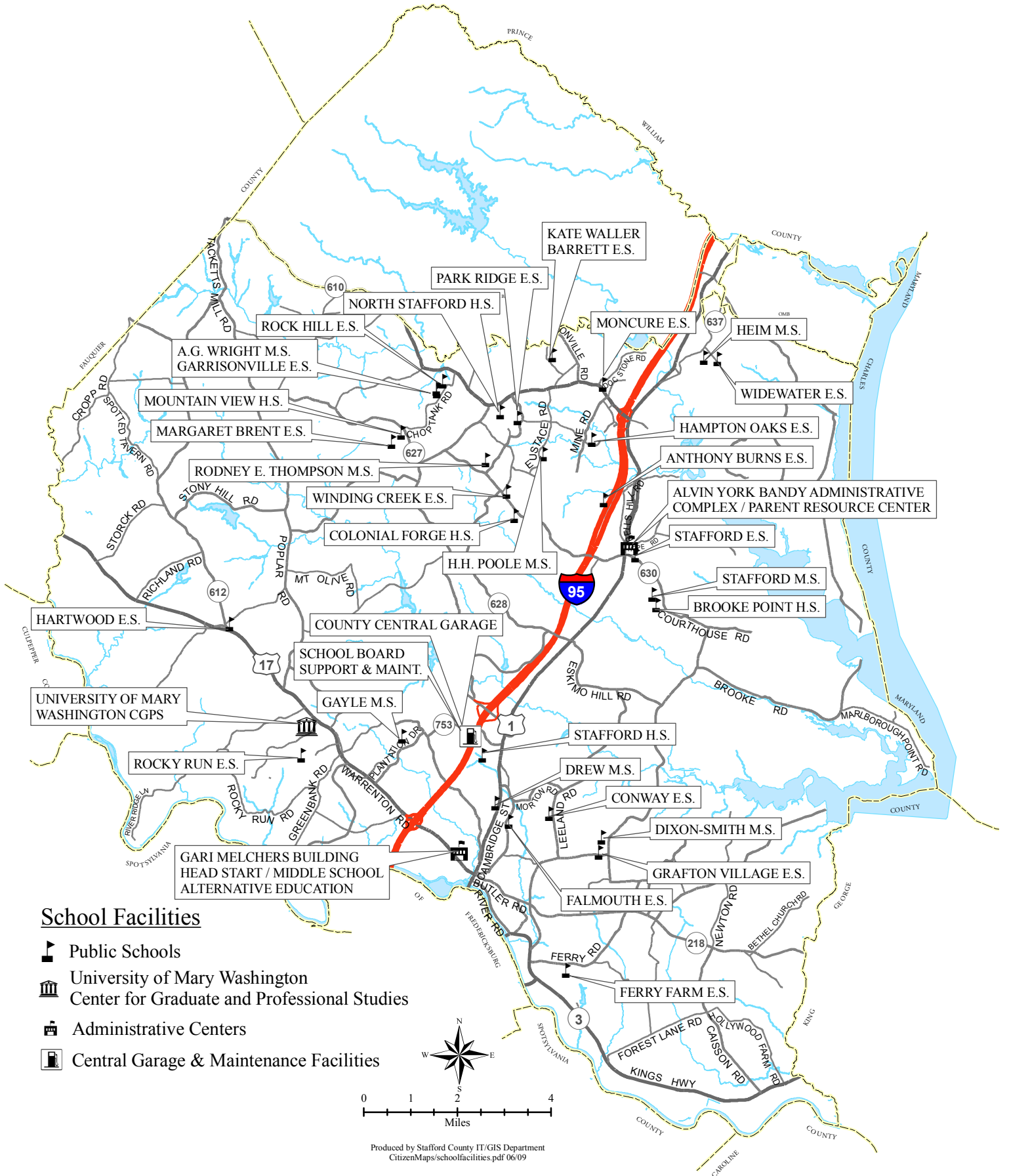
Expenditures					
Health Insurance	\$20,608,865	\$25,898,979	\$23,084,264	(\$2,814,715)	-11%
Personnel	229,466	0	0	0	0%
Other Post Employment Benefits	8,258,000	0	0	0	0%
<b>Total</b>	<u>\$29,096,331</u>	<u>\$25,898,979</u>	<u>\$23,084,264</u>	<u>(\$2,814,715)</u>	<u>-11%</u>



## FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
<b>Fund Balance, Beginning of Year</b>	\$6,422,112	\$1,440,496	\$5,774	(\$1,434,722)	-100%
Revenues	24,114,715	24,464,257	23,084,264	(1,379,993)	-6%
Expenditures	(29,096,331)	(25,898,979)	(23,084,264)	2,814,715	-11%
<b>Fund Balance, End of Year</b>	\$1,440,496	\$5,774	\$5,774	\$0	0%

# STAFFORD COUNTY SCHOOL 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, recordation tax, and a portion of BPOL revenues. The Board of Supervisors enacted a Business and Professional License Tax beginning in calendar year 2010. Twenty-five percent of the revenues generated from this tax will be used for transportation projects. The fund is also the repository for monies received from other sources for specific transportation projects.

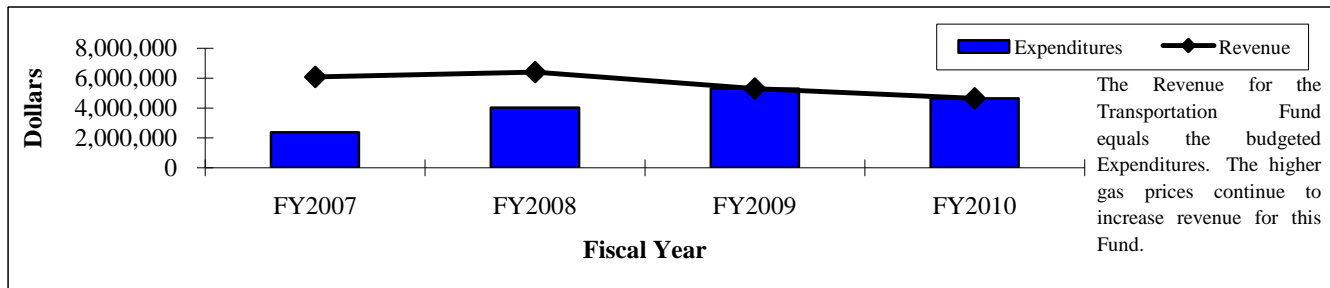
Transportation Fund revenue pays the subsidy for FRED, VRE, Stafford Regional Airport Authority, and is available for a variety of transportation projects in the county.

# TRANSPORTATION FUND

## BUDGET SUMMARY

	<u>FY2007 Actual</u>	<u>FY2008 Actual</u>	<u>FY2009 Adopted Budget</u>	<u>Adopted Budget</u>	<u>FY2010 Changes</u>	
					<u>'09 Adopted to '10 Adopted</u>	
<b>Costs</b>						
Personnel	\$111,501	\$246,991	\$349,482	\$0	(\$349,482)	-100.00%
Operating	1,407,038	3,148,017	3,658,649	3,940,869	282,220	7.71%
Capital	847,519	635,689	1,298,280	704,401	(593,879)	-45.74%
<b>Total</b>	<u>2,366,058</u>	<u>4,030,697</u>	<u>5,306,411</u>	<u>4,645,270</u>	<u>(661,141)</u>	<u>-12.46%</u>
Revenue	6,067,828	6,411,262	5,306,411	4,645,270	(661,141)	-12.46%
<b>Difference</b>	<u>(\$3,701,770)</u>	<u>(\$2,380,565)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Full-Time Positions	1	2	2	0 *	(2)	-100.00%

\*Two full-time positions transferred to Public Works in the General Fund per Board action 11-5-2008



## BUDGET VARIANCES

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

- All personnel costs are paid out of the Public Works department in the General Fund per board action 11-5-2008

Operating Variance of 7.71% is attributed to the following:

- Increase in Virginia Railway Express contribution
- Increase in PRTC subsidy.
- Funding included for financial management and engineering.
- Airport subsidy increased due to moral obligation loan. This funding is under review.

Capital Variance of -45.74% is attributed to the following:

- Decrease in funds available for local road projects

## MISSION

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

# TRANSPORTATION FUND

## GOALS/OBJECTIVES

- Provide additional bike and pedestrian trails in the County
- Provide supplemental funding for selected road construction projects and other transportation initiatives
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)

## SERVICE LEVELS

	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outputs</b>			
# of daily riders on VRE	15,200	15,200	15,600
<b>Efficiencies</b>			
County subsidy for VRE	\$2,315,147	\$2,974,507	\$2,971,727

## ACCOMPLISHMENTS

- Replaced and repaired approximately 225 street name signs.
- Completed final inspection with VDOT on the Garrisonville Road, Route 610, widening project between Mine road and Onville Road.
- Completed the Public Street Repair Program begun last year.
- Coordinated with FRED to revise the bus routes in the northern part of the County.

# TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

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<b>Agency Name</b>	<b>Mission</b>
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 15,600 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.

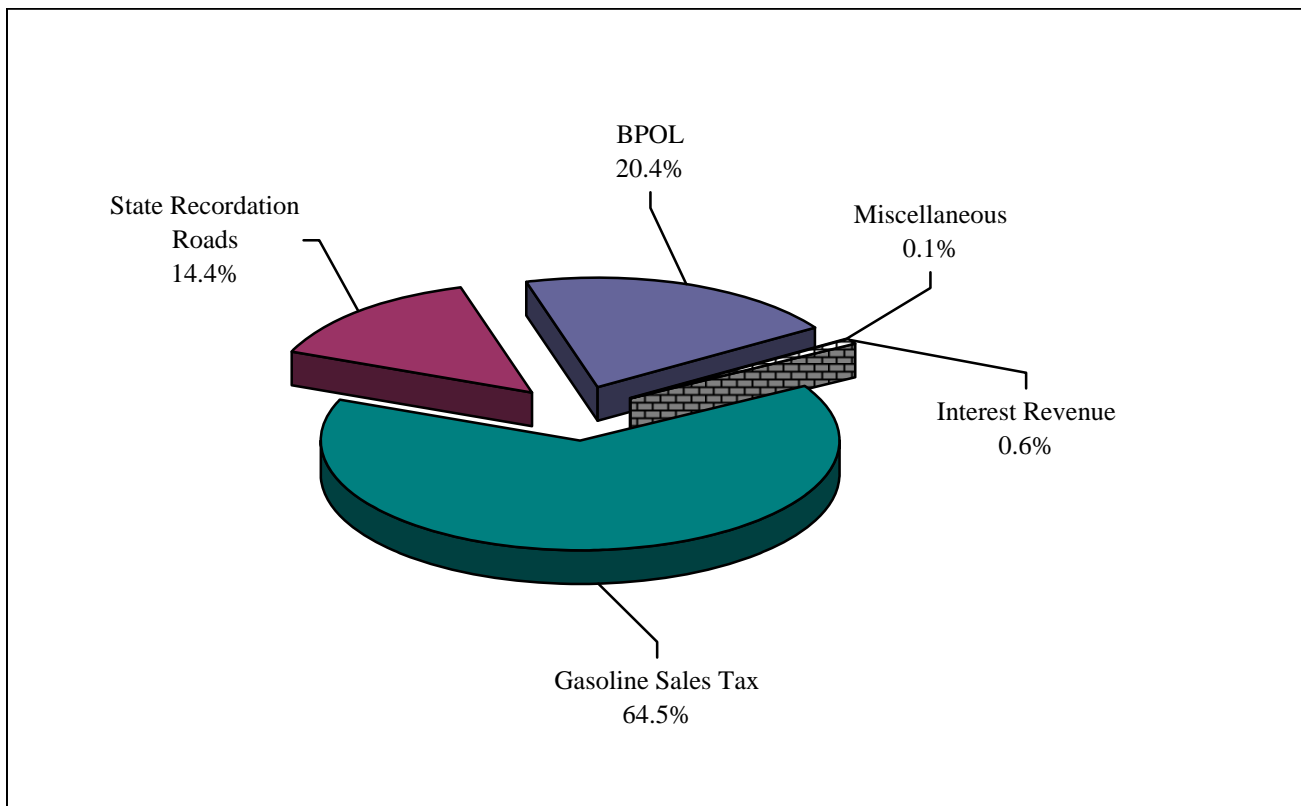
More information on the Stafford Regional Airport "RMN" can be obtained from the Regional Airport Authority located within the airport at 75 Aviation Way, Stafford, Virginia, or by calling (540) 658-1212, or by visiting their website at [www.staffordairport.com](http://www.staffordairport.com).

### **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.

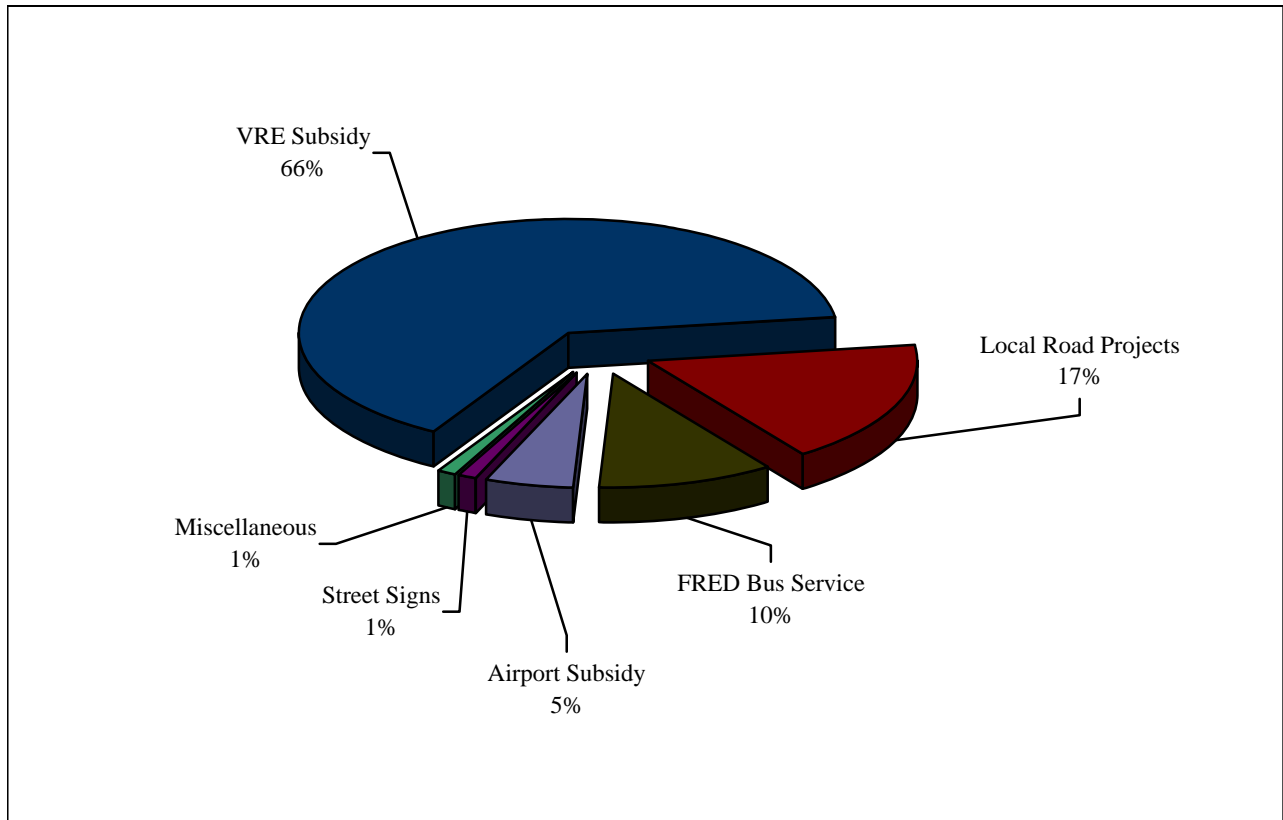
## TRANSPORTATION FUND REVENUES

	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted	Changes '09 Adopted to '10 Adopted	
Gasoline Sales Tax	\$4,600,260	\$4,556,411	\$2,995,020	(\$1,561,391)	-34.27%
State Recordation Roads	763,678	750,000	668,000	(82,000)	-10.93%
BPOL	0	0	947,250	947,250	100.00%
Miscellaneous	943,336	0	0	0	0.00%
Interest Revenue	103,988	0	35,000	35,000	100.00%
<b>Total</b>	<b>\$6,411,262</b>	<b>\$5,306,411</b>	<b>\$4,645,270</b>	<b>(\$661,141)</b>	<b>-12.46%</b>



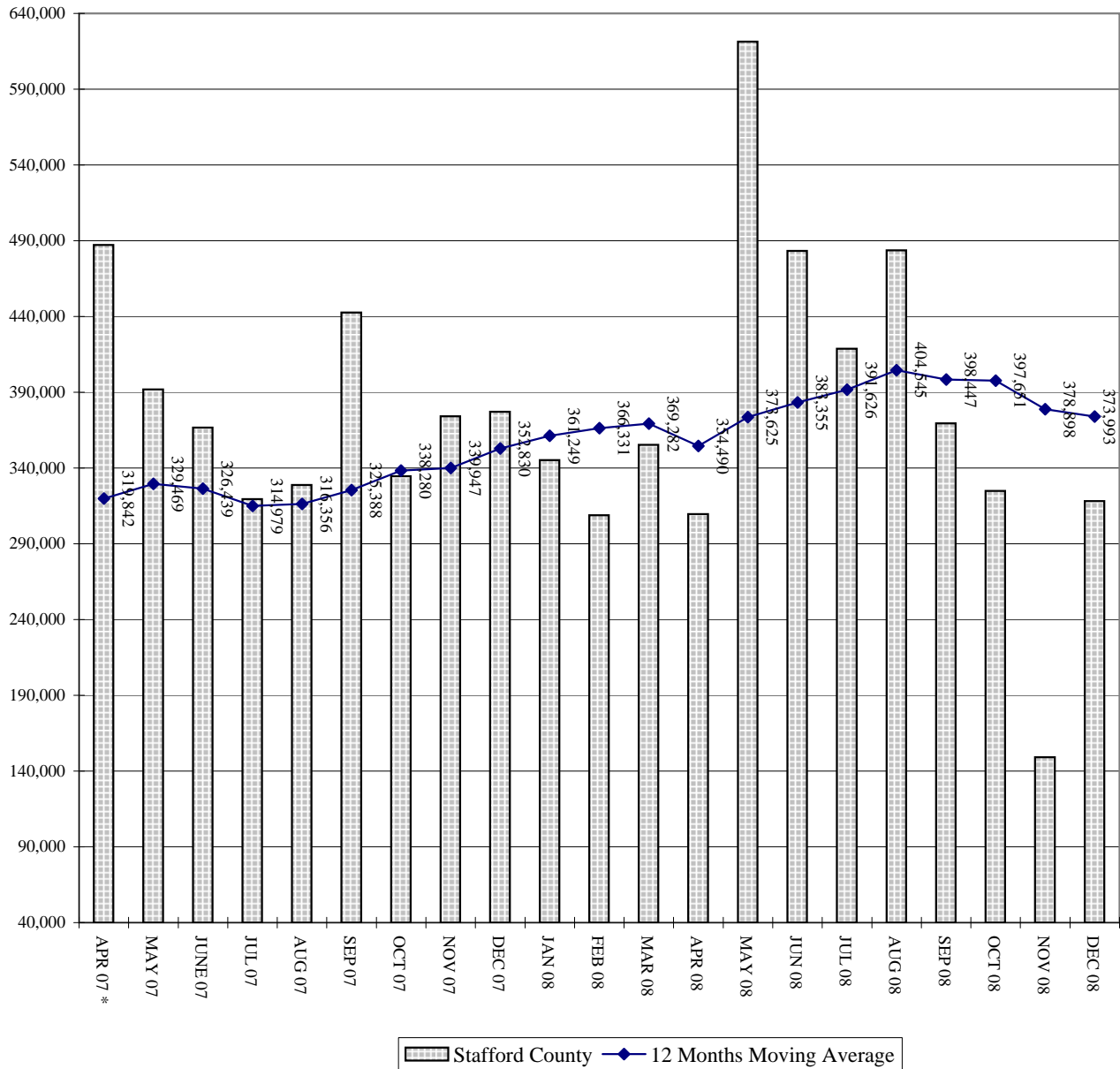
## TRANSPORTATION FUND EXPENDITURES

	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted	Changes '09 Adopted to '10 Adopted	
VRE Subsidy	\$2,429,735	\$2,974,507	\$2,971,727	(\$2,780)	-0.09%
Local Road Projects	512,423	808,280	805,451	(2,829)	-0.35%
FRED Bus Service	477,656	477,656	477,656	0	0.00%
Airport Subsidy	114,286	114,286	248,236	133,950	117.21%
Street Signs	30,072	50,000	50,000	0	0.00%
Miscellaneous	152,615	90,400	52,200	(38,200)	-42.26%
Bike Trails	34,197	450,000	0	(450,000)	100.00%
Social Services	32,114	40,000	40,000	0	0.00%
Route 610	610	0	0	0	0.00%
Personnel	246,991	349,482	0	(349,482)	-100.00%
<b>Total</b>	<b>\$4,030,699</b>	<b>\$5,354,611</b>	<b>\$4,645,270</b>	<b>(\$709,341)</b>	<b>-13.25%</b>



# PRTC NET FUEL TAX COLLECTION

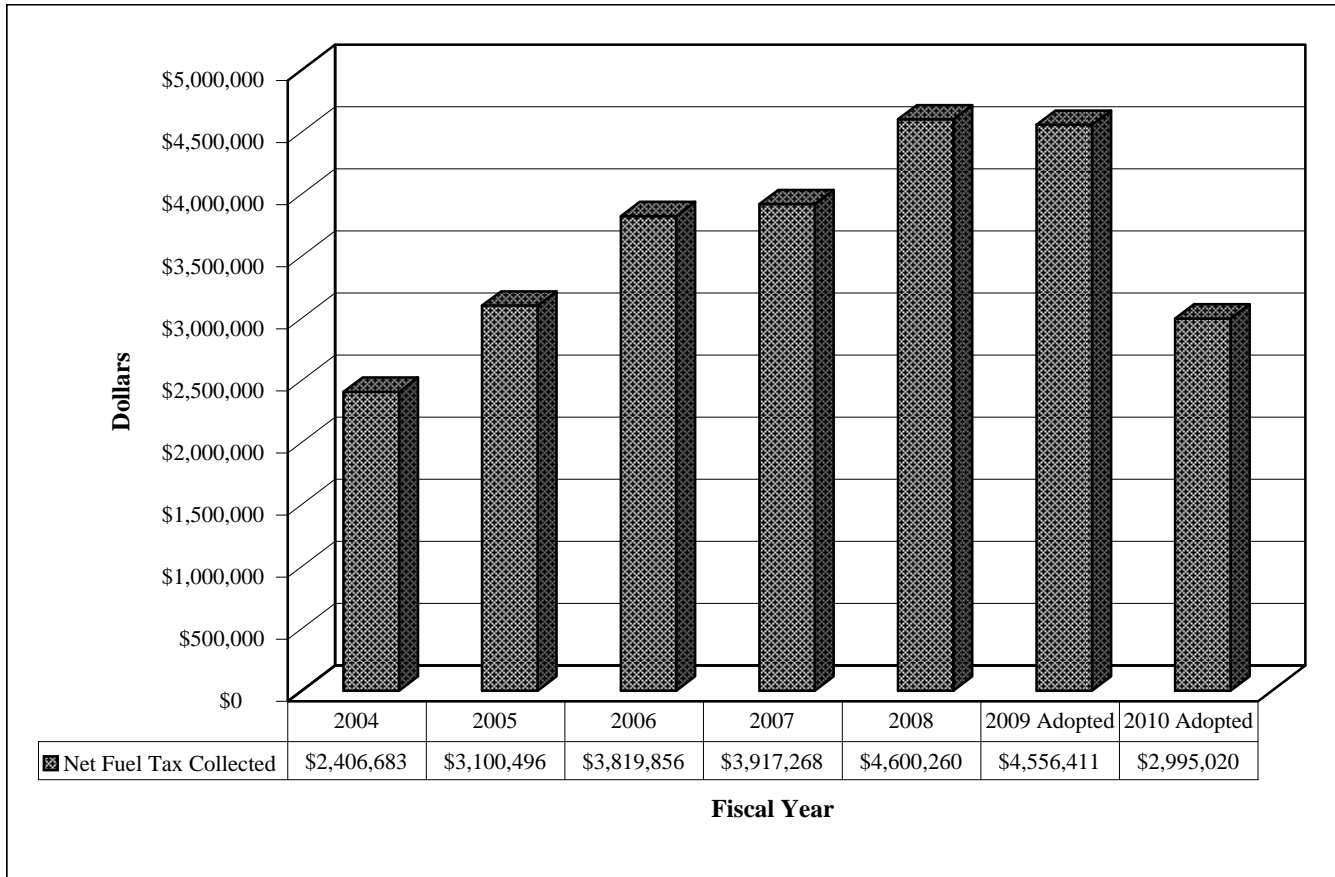
This graph shows the 2% Fuel Tax collected, per gallon on a monthly bases, for Fiscal Year 2008 and Fiscal Year 2009 (through December). This tax is 2% of the price of Fuel and fluctuates based on the price.



\* Includes \$88,664.95 in back payments from a fuel vendor for the period September 2004 - April 2005.

## FUEL TAX COLLECTION

This graph shows the past five fiscal year actuals, the Budget for FY2009 and the Budget for FY2010 Net Fuel Tax revenue for Stafford County. The 2% motor fuel tax revenue is affected by the fluctuating cost of fuel.





## UTILITIES FUND

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The Utilities Fund is a proprietary enterprise fund used to account for funds needed to operate, maintain and expand Stafford County's Water and Wastewater system. The Utilities Fund is financed and managed in a manner similar to private business industry.

### Provision of Water Services:

Two reservoirs, Smith Lake and Abel Lake, supply water to Stafford County's treatment facilities. The Smith Lake treatment facility, rated at 12 million gallons per day (mgd) with a peak capacity of 15 mgd, provides water to the northern region of Stafford and to the Camp Barrett area of Marine Corps Base Quantico. Abel Lake, rated at 6 mgd, provides water to the southern region. Combined, these reservoirs hold over 3.4 billion gallons of water. If needed, interconnecting piping allows the transfer of water from one service area to the other. A third reservoir, Rocky Pen Run, is currently in the early construction stage and is expected to be available during 2012. It will provide an additional 5.1 billion gallons of water storage.

The water distribution system is comprised of more than 569 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

### Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities 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 411 miles of gravity sewers, 51 miles of sewer force mains and 86 pump stations.

### Utilities Department Personnel:

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

### Projected Demand for Service:

The number of customer accounts served by the Utilities Department is expected to reach 32,560 by the end of Fiscal Year 2010. For the remainder of the 5-year planning period (FY11-FY14), demand is projected to grow at a rate of 2.5% per year.

**ADOPTED FY2010 UTILITIES FUND BUDGET**

<b>Revenues/Sources</b>			
	<b>User Fees</b>	<b>Expansion Fees</b>	<b>Total</b>
Water/Sewer Fees	\$ 21,819,900	\$ -	\$ 21,819,900
Other Charges and Fees	1,587,000		1,587,000
Availabilities/ProRata Fees		6,945,900	6,945,900
Use of Money/Property	551,320	1,023,880	1,575,200
Grants			-
Bond Proceeds	-	110,000,000	110,000,000
Subtotal	\$ 23,958,220	\$ 117,969,780	\$ 141,928,000
Prior Year Fund Balance	8,115,991	18,453,855	26,569,846
<b>Total Revenues</b>	<b>\$ 32,074,211</b>	<b>\$ 136,423,635</b>	<b>\$ 168,497,846</b>
<b>Expenditures</b>			
	<b>Operating</b>	<b>Expansion</b>	<b>Total</b>
<b>Personnel &amp; Operating</b>			
Admin/Cust Service/ Engineering	\$ 6,826,413	\$	\$ 6,826,413
Smith Lake	2,319,004		2,319,004
Abel Lake	2,260,507		2,260,507
Field Operations	4,404,403		4,404,403
Aquia WWTF	2,512,179		2,512,179
Little Falls Run WWTF	1,889,269		1,889,269
Maintenance	3,141,513		3,141,513
Total Personnel & Operating:	\$ 23,353,288		\$ 23,353,288
Debt Service	1,204,323	4,305,335	5,509,658
<b>Total Personnel, Operating &amp; Debt Service</b>	<b>\$ 24,557,611</b>	<b>\$ 4,305,335</b>	<b>\$ 28,862,946</b>
<b>Capital Expenditures</b>			
Rocky Pen Run		\$ 80,000,000	\$ 80,000,000
Water Extension Projects		500,000	500,000
370N Water Booster Pump Station	1,540	9,460	11,000
342 Zone Water Sys Improv	540,680	3,321,320	3,862,000
England Run Water Storage Tank	272,580	1,674,420	1,947,000
Courthouse Area Water Tank	300,580	1,846,420	2,147,000
480 Zone Water System Improvements	349,300	2,145,700	2,495,000
370 Zone Water System Improvements	183,120	1,124,880	1,308,000
Courthouse Road Waterline	214,760	1,319,240	1,534,000
Ramoth Church Rd Waterline	159,460	979,540	1,139,000
Upgrade Moncure BPS	21,000	129,000	150,000
Water System Rehabilitation Program	600,000		600,000
Nutrient Removal Upgrades - Expand Aquia WWTF		21,513,000	21,513,000
Nutrient Removal Upgrades - LF Run WWTF		4,490,000	4,490,000
WWTF Odor Control Upgrades		1,200,000	1,200,000
Little Falls Run Expansion		1,000,000	1,000,000
Claiborne Run Gravity Sewer Replacement	21,000	129,000	150,000
Falls Run Sewer Interceptor Replacement	276,080	1,695,920	1,972,000
Wayside Sewer Interceptor	140,000	860,000	1,000,000
Austin Run PS & Force Main Upgrades	476,000	2,924,000	3,400,000
Potomac Creek PS/FM Upgrades	18,200	111,800	130,000
Gravity Sewer along Austin Run	669,060	4,109,940	4,779,000
Hickory Ridge Wastewater PS Replacement	9,800	60,200	70,000
Pump Station Rehab	1,700,000		1,700,000
Sewer Rehab Program	250,000		250,000
Contingency	500,000	500,000	1,000,000
			\$ 138,347,000
Below Threshold:			
310 Zone Water System Improvements	23,240	142,760	166,000
Water Facilities Maintenance	181,000		181,000
Equipment Replacement - Abel Lake	169,000		169,000
Washington Gardens Waterline	7,000	43,000	50,000
Debruen Lane Waterline	6,300	38,700	45,000
Water BOS Rehabilitation	11,000		11,000
Sewer Extension Projects		250,000	250,000
Equipment Replacement - LFR	5,900		5,900
Equipment Replacement	410,000		410,000
<b>Total Capital Expenditures</b>	<b>\$ 7,516,600</b>	<b>\$ 132,118,300</b>	<b>\$ 139,634,900</b>
<b>Total Expenditures</b>	<b>\$ 32,074,211</b>	<b>\$ 136,423,635</b>	<b>\$ 168,497,846</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 is 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

- Provide quality water and uninterrupted service by effectively managing and operating water and wastewater facilities, including water production and transmission, wastewater treatment and conveyance, and residuals disposal to meet customer demands and regulatory requirements.
- Prioritize and implement a capital improvement program to meet expansion, regulatory and other performance goals, while keeping within the constraints of the Utilities Funding sources and policies.
- Effectively manage capital projects, external consultants/contractors, schedules and quality of deliverables to ensure Stafford County citizens are getting the BEST value for every dollar invested in the water and wastewater system.
- Fund maintenance and repair of water and wastewater infrastructure at a level that will provide for continued sustainability of the system infrastructure.
- Develop and support professional and forward-thinking staff to fulfill the technical, administrative, operating and maintenance requirements of the water and wastewater system.

## SERVICE LEVELS

	FY2008 Actual	FY2009 Budget	FY2010 Budget
<b>Outcomes</b>			
Billion Gallons of Water Treated (Manual Tracking)	4.175	4.447	4.081
Billion Gallons of Wastewater Treated (Manual Tracking)	2.850	3.172	3.106
<b>Outputs</b>			
# of Water and Sewer Accounts Served (HTE System)	31,849	31,930	32,560
# of Miss Utility Locate Requests Processed (Manual Tracking)	20,000	20,000	20,000
# of Work Orders Generated – Field Crew (Hansen System)	5,000	6,000	6,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	385	500	500
# of Water Meters Read (HTE System)	335,283	341,011	341,879
# of Customer Service Turn-Ons (HTE System)	5,807	5,906	5,921
# of Delinquency Notices (HTE System)	20,660	21,013	21,066
# of Delinquent Water Turn-Offs (HTE System)	4,596	4,675	4,686
# of Plan Reviews (Hansen System)	95	95	95
<b>Service Quality</b>			
Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking)	100%	100%	100%
Drinking Water Compliance Rate - % of days (Manual Tracking)	100%	100%	100%
<b>Efficiencies</b>			
Operating Cost to Produce Water (per thousand gallons) (Manual Tracking)	\$1.12	\$1.06	\$1.22
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.48	\$1.32	\$1.34

# UTILITIES

## ACCOMPLISHMENTS

- For calendar year 2008, the Little Falls Run WWTF again operated the entire year without any discharge permit exceptions and qualified for a Platinum Peak Performance Award from the National Association of Clean Water Agencies (NACWA).
- Abel Lake won the Bronze Award presented by the Virginia Department of Health for filter performance. Abel Lake and Smith Lake treatment facilities operated the entire year without any water quality or discharge permit violations.
- Completed construction of Rappahannock River Raw Water Intake and the Foundation Construction Project for Rocky Pen Run Reservoir. Completed design for the Rocky Pen Run Water Treatment Facility to be constructed adjacent to the new reservoir.
- Began design for earthen dam for Rocky Pen Run Reservoir and design for new transmission line from Rocky Pen Run Reservoir to Old Forge Area.
- Completed the design and bid for construction of Enhanced Nutrient Removal upgrades at Little Falls Run Wastewater Treatment Facility.
- Completed sewage pump station at new Stafford Hospital. Began construction on Upper Accokeek sewage pump station upgrades and the Sherwood Farms sewage pump station. Completed design for Aquia at Dewey replacement pump station.
- Completed design for new England Run Storage Tank and associated transmission line.
- Continued 2-year program to monitor both drinking water reservoirs for *Cryptosporidium* and *Giardia* – parasites that can cause gastrointestinal problems if ingested. The data will be used to determine if additional treatment processes are needed to ensure that these parasites are not present in the treated water.

## BUDGET SUMMARY

### UTILITIES FUND

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Revenue/Sources</b>						
Water/Sewer Fees	\$19,115,925	\$19,988,123	\$19,980,000	\$21,819,900	\$1,839,900	9.21%
Other Charges and Fees	1,948,080	1,266,696	1,509,200	1,587,000	77,800	5.16%
Availability/Prorata Fees	9,049,947	6,016,234	7,989,000	6,945,900	(1,043,100)	-13.06%
Use of Money	3,887,388	3,344,436	2,637,000	1,575,200	(1,061,800)	-40.27%
Grants	-	1,857,407	5,461,000	0	(5,461,000)	-100.00%
Revenue Bond Proceeds	-	0	70,600,000	110,000,000	39,400,000	55.81%
Donated Assets	9,726,024	8,446,184	0	0	0	0.00%
Prior Year Fund Balance	0	0	29,324,952	26,569,846	(2,755,106)	-9.40%
<b>Total Revenue/Sources</b>	<b>\$43,727,363</b>	<b>\$40,919,080</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.54%</b>
<b>Expenditures</b>						
Personnel	\$9,347,506	\$10,992,288	\$11,699,507	\$11,516,505	(183,002)	-1.56%
Operating	7,975,608	8,988,054	11,452,822	11,836,783	383,961	3.35%
Operating -Capital Projects	2,435,833	1,114,471	6,663,000	8,016,600	1,353,600	20.32%
Expansion-Capital Projects	13,900,184	19,009,236	103,106,000	131,618,300	28,512,300	27.65%
Debt Service	4,341,111	4,159,086	4,579,823	5,509,658	929,835	20.30%
<b>Total Expenditures</b>	<b>\$38,000,242</b>	<b>\$44,263,135</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.54%</b>
<b>Difference</b>	<b>\$5,727,121</b>	<b>(\$3,344,055)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Funded Positions</b>						
Full-Time Positions	139	141	141	141	0	0.00%
Part-Time Positions	8	10	10	7	(3)	-30.00%

# UTILITIES

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## **BUDGET VARIANCES**

### **REVENUE /SOURCE VARIANCES:**

Water/Sewer Fees variance of 9.21% attributable to:

- FY10 proposed budget includes 8% rate increase from FY09 projected actual levels and an assumption of 2.5% growth in customer accounts.

Availability Fees variance of -13.06% attributable to:

- Projected 460 connections in FY10 Budget vs. 670 connections projected within the FY09 Budget. (FY10 projected connections level calculated based on continuing trend of FY09 Actual level). FY10 budget numbers include a proposed rate increase to offset the lower level of connections experienced as a result of the economic downturn.

Use of Money and Property variance of -40.27%:

- It is expected that Interest Income will decrease due to an expected decline in the Utilities fund balance related to planned capital expenditures throughout FY10.

Grants variance of -100.00%:

- It is assumed that the grant money related to Nutrient Removal Upgrade projects will not be received until FY11.

Revenue Bond Proceeds variance of 55.81% attributable to:

- Partial Funding for construction of Rocky Pen Run reservoir  
(Note: The FY09 Budget assumed \$70M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and it was not necessary to issue Revenue Bonds during FY09.)
- Partial Funding of Nutrient Removal Upgrade projects for the Wastewater Treatment Facilities.

Prior Year Fund Balance of -9.40%:

- Anticipating the need to partially fund Capital Improvement Projects from prior year fund balance.

### **EXPENDITURE VARIANCES:**

Personnel variance of -1.56% attributable to:

- Extensive efforts to control costs through vacancy savings.
- Three full-time and four part-time positions unfunded FY2010
- Transfer of three full-time and one part-time Utilities Billing positions from the General Fund

Operating variances of 3.35% primarily attributable to:

- Additional costs associated with annual payment in lieu of taxes.

Operating-Capital Projects variance of 20.32% attributable to:

- Expected pump station repairs and a proportional cost of the following projects allocated to the existing system: Austin Run gravity sewer, pump station and force main, Falls Run sewer interceptor, Wayside sewer interceptor and various capital improvements in the 342, 370 and 480 water zones.

Expansion-Capital Projects variance of 27.65% attributable to:

- Construction of Rocky Pen Run Reservoir, Nutrient Removal Upgrade projects at the wastewater treatment facilities and other anticipated capital improvements as detailed in the Capital Improvement Plan (CIP) section of the budget book.

Debt Service variance of 20.30% attributable to:

- An increase in level of debt service due to financing the Nutrient Removal Upgrade projects and a portion of the overall Rocky Pen Run construction project.

## UTILITIES FUND REVENUE

	FY 2008 Actual	FY 2009 Adopted Budget	Adopted Budget	FY 2010 Changes '09 Adopted to '10 Adopted	
<b>Revenues</b>					
Water & Sewer Fees	\$19,988,123	\$19,980,000	\$21,819,900	\$1,839,900	9.21%
Other Charges & Fees	1,266,696	1,509,200	1,587,000	77,800	5.16%
Availability Fees	4,972,255	6,089,000	5,533,500	(555,500)	-9.12%
ProRata Fees	1,043,979	1,900,000	1,412,400	(487,600)	-25.66%
Use of Money & Property	3,344,436	2,637,000	1,575,200	(1,061,800)	-40.27%
	\$30,615,489	\$32,115,200	\$31,928,000	(\$187,200)	-0.58%
<b>Other Sources</b>					
Revenue Bonds	-	70,600,000	110,000,000	39,400,000	55.81%
Grants	1,857,407	5,461,000	-	(5,461,000)	-100.00%
Donated Assets	8,446,184	-	-	0	0.00%
Prior Year Fund Balance	-	29,324,952	26,569,846	(2,755,106)	-9.40%
	\$10,303,591	\$105,385,952	\$136,569,846	\$31,183,894	29.59%
<b>Total</b>	<b>\$40,919,080</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.54%</b>

### Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 32,560 customer accounts by June 2010. The average residential customer's monthly bill is \$47.39 based on usage of 6,000 gallons. An 8% rate increase, relative to projected FY09 year-end actuals, is proposed to more adequately fund the projected level of maintenance required for the existing system.

### Other Charges & Fees

This category includes all other fees that are not included in the categories listed above.

### Availability Fees

Customers desiring to use the Stafford water or wastewater system pay a one-time fee, per equivalent dwelling unit (edu). The availability fees are \$5,600 for water and \$3,500 for wastewater (per edu). These fees are designated for capital expansion and are used as a source to pay debt service for expansion projects. As the Utilities Department expects to finance a portion of the Rocky Pen Reservoir and Nutrient Removal Upgrade projects, it is proposed that the Availabilities rates be increased to ensure coverage of future debt payments.

### Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford's water or wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure or wastewater zone. The FY10 budget includes a proposed rate increase as a step towards meeting funding needs for ProRata projects planned over the next 5+ years.

### Use of Money & Property

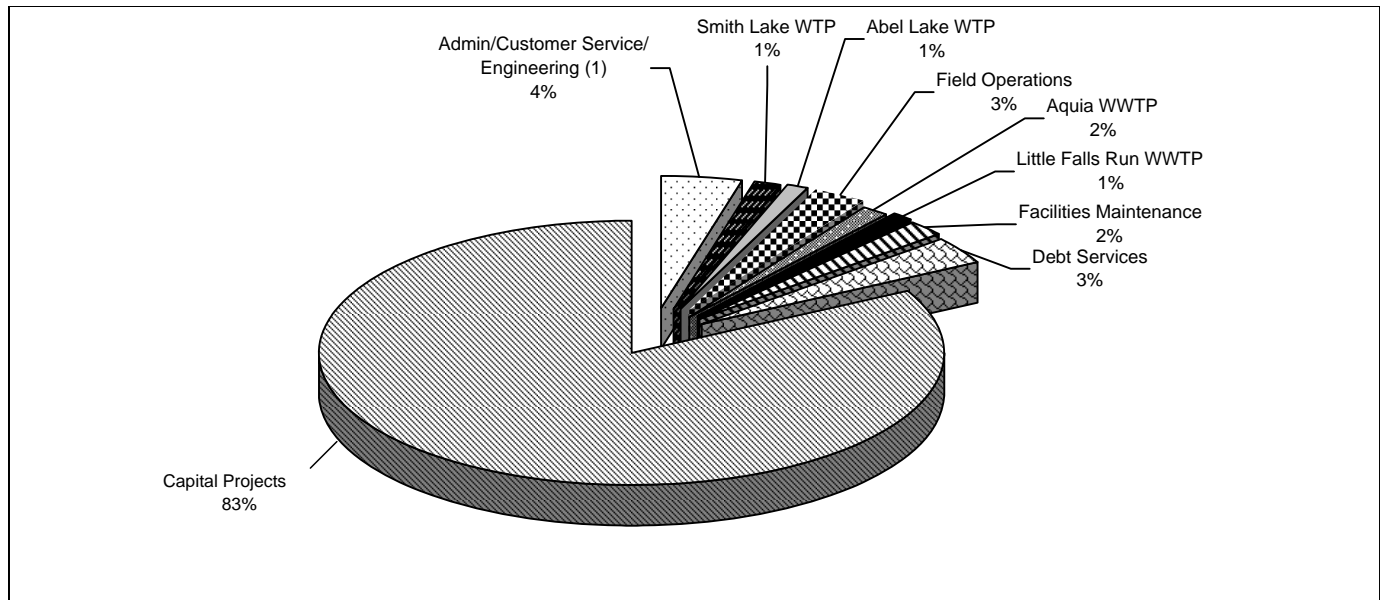
Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest Revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway.

### Revenue Bonds

Revenue Bonds will be used as a source of funding for the construction of Rocky Pen Run reservoir and for Nutrient Removal Upgrade projects associated with the wastewater treatment facilities. (Note: The FY09 Budget assumed \$70M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and it was not necessary to issue Revenue Bonds during FY09.)

## UTILITIES FUND EXPENDITURES

Expenditures	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Admin/Customer Service/ Engineering (1)	\$5,396,927	\$6,303,756	\$6,826,413	\$522,657	8.29%
Smith Lake WTP	1,907,635	2,323,150	2,319,004	(\$4,146)	-0.18%
Abel Lake WTP	2,017,514	2,389,992	2,260,507	(\$129,485)	-5.42%
Field Operations	4,063,578	4,518,706	4,404,403	(\$114,303)	-2.53%
Aquia WWTP	2,220,660	2,378,760	2,512,179	\$133,419	5.61%
Little Falls Run WWTP	1,743,903	1,835,328	1,889,269	\$53,941	2.94%
Facilities Maintenance	2,630,125	3,402,637	3,141,513	(\$261,124)	-7.67%
<b>Total Personnel &amp; Operating</b>	<b>\$19,980,342</b>	<b>\$23,152,329</b>	<b>\$23,353,288</b>	<b>\$200,959</b>	<b>0.87%</b>
Debt Services	4,159,086	4,579,823	5,509,658	\$929,835	20.30%
Capital Projects (2)	20,123,707	109,769,000	139,634,900	\$29,865,900	27.21%
<b>Total Expenditures</b>	<b>\$44,263,135</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.54%</b>



**Notes:**

- (1) FY09 Adopted and FY10 Proposed Budget each include \$1.05M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45. Additionally, FY10 includes an increase of \$600,000 for Payment in Lieu of Taxes (PILOT).
- (2) FY10 Proposed Budget includes \$80M associated with the construction of Rocky Pen Reservoir which is scheduled to open in 2012. The FY09 Budget included \$70.6M for Rocky Pen Run, however, a large portion went unspent because of construction delays and thus, was re-budgeted in FY10. Also included in the FY10 capital projects is \$26M for Nutrient Removal Upgrade projects planned for the Wastewater Treatment Facilities.

**Department of Utilities**  
**Estimated Unallocated Cash Balance**  
**Projected 6/30/2009**

	<b>Operating</b>	<b>Expansion</b>	
6/30/2008 Cash Balance	\$ 32,242,735	\$ 38,189,695	\$ 70,432,430
FY09 Projections:			
Revenues			
Water & Sewer Fees	20,422,000		
Availability & Pro Rata Fees		4,600,000	
Other Charges & Fees	1,235,000		
Interest	635,500	1,906,500	
Grants		-	
	<u>22,292,500</u>	<u>6,506,500</u>	
Expenses			
Personnel	(10,981,000)		
Operating	(11,281,000)		
Capital Projects	(1,240,000)	(13,460,000)	
Debt Service	(362,000)	(3,977,000)	
	<u>(23,864,000)</u>	<u>(17,437,000)</u>	
Change in cash balance	(1,571,500)	(10,930,500)	(12,502,000)
<b>Projected 6/30/09 Cash Balance</b>	<b>\$ 30,671,000</b>	<b>\$ 27,259,000</b>	<b>\$ 57,930,000</b>
Less:			
Debt Set asides	(363,000)	(2,845,000)	
Advance Payments	(1,705,000)		
Operating Reserve	(5,489,000)		
3R Reserve	(6,396,000)	-	
Extension Line Reserve	-	(5,000,000)	
Total Reserved Funds	<u>(13,953,000)</u>	<u>(7,845,000)</u>	
<b>Projected Unallocated Cash Balance</b>	<b>\$ 16,718,000</b>	<b>\$ 19,414,000</b>	<b>\$ 36,132,000</b>

# UTILITIES FUND APPENDIX

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## **UTILITIES FUND APPENDIX: LIST OF CONTENTS**

- I. FINANCIAL AND RATE STRUCTURE
- II. BILLING AND COLLECTION PROCEDURES
- III. UTILITIES FISCAL POLICY
- IV. WATER TREATMENT CHARTS
- V. WASTEWATER TREATMENT CHARTS

### **I. 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 County 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.

### **II. 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 APPENDIX

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## **III. 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.



## UTILITIES FUND APPENDIX

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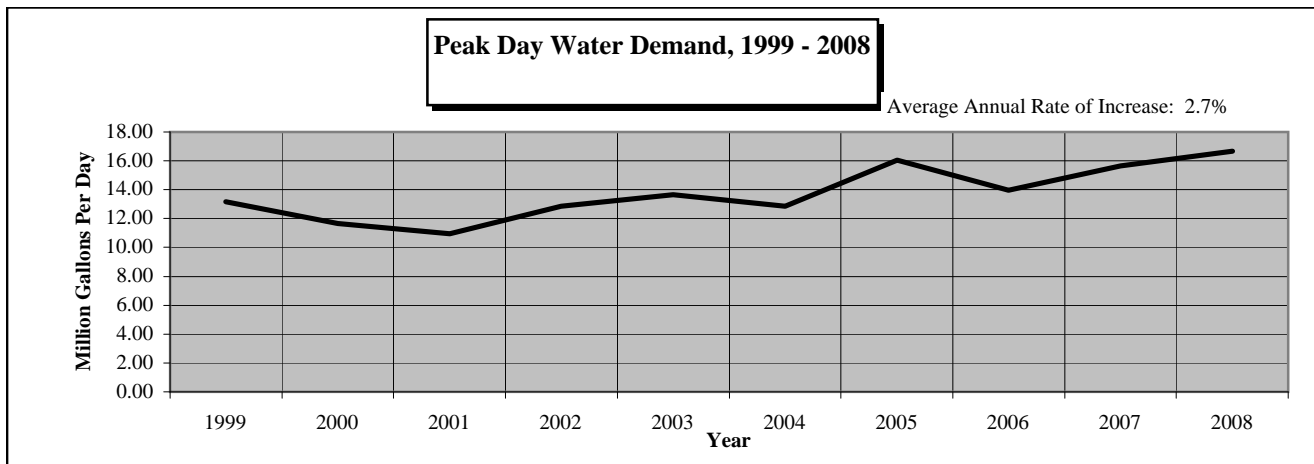
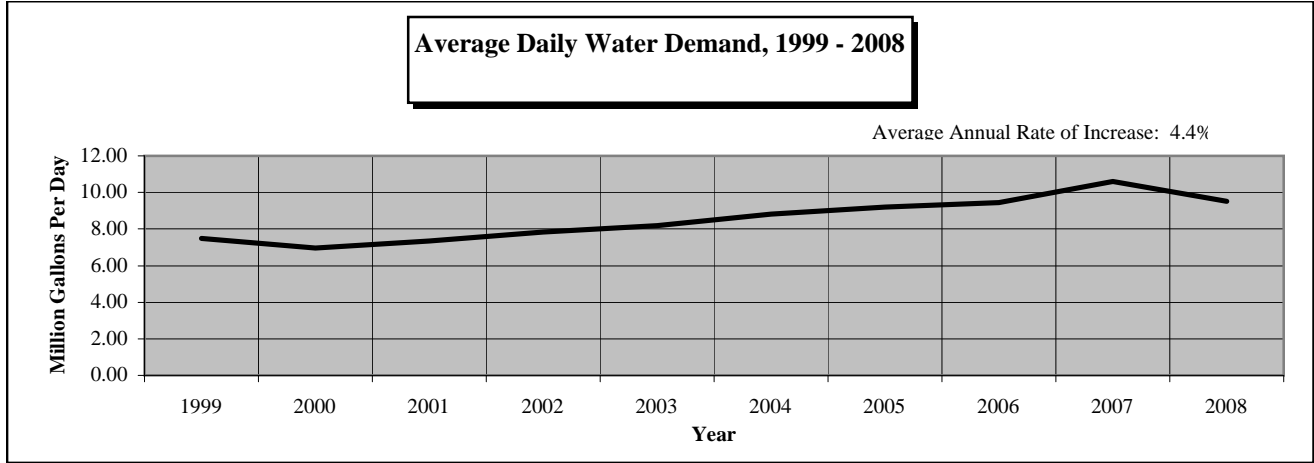
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### **III. UTILITIES FISCAL POLICY (Continued)**

- 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 be \$5,000,000 in accordance with the Water and Sewer Line Extension Policy, which requires that a 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:
  - b. 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.

## IV. UTILITIES FUND WATER TREATMENT

Excluding demand in FY08, which reflects mandatory water restrictions that were in place, daily water demand has increased at an average annual rate of 4.4% since 1999 and the average cost per 1,000 gallons to treat the water has increased at a rate of 4.8% over the same period.



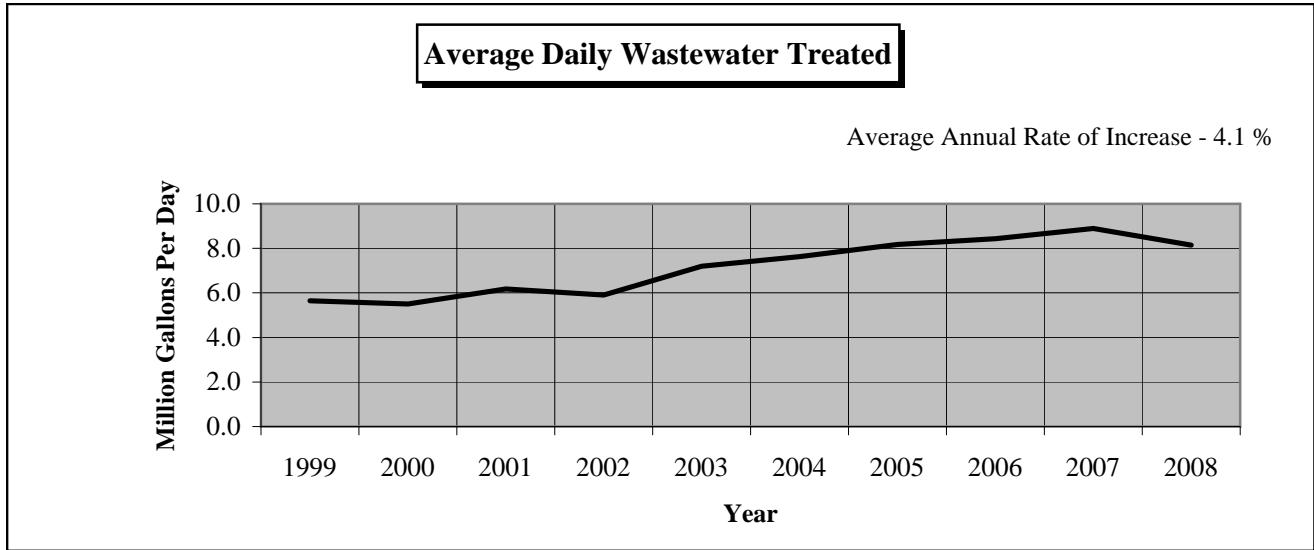
## V. UTILITIES FUND WASTEWATER TREATMENT

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The average daily wastewater treated has increased at an average annual rate of 4.1% since 1999, and the average unit cost to treat the wastewater has increased at an average annual rate of 4.6% over the same time period.

Increasingly stringent discharge limits as well as the need to place additional treatment equipment in service as flows increased have contributed toward the increase in operating costs. Efforts to further reduce nitrogen in the wastewater discharged are expected to increase operating costs in the future.





## ASSET FORFEITURE FUND

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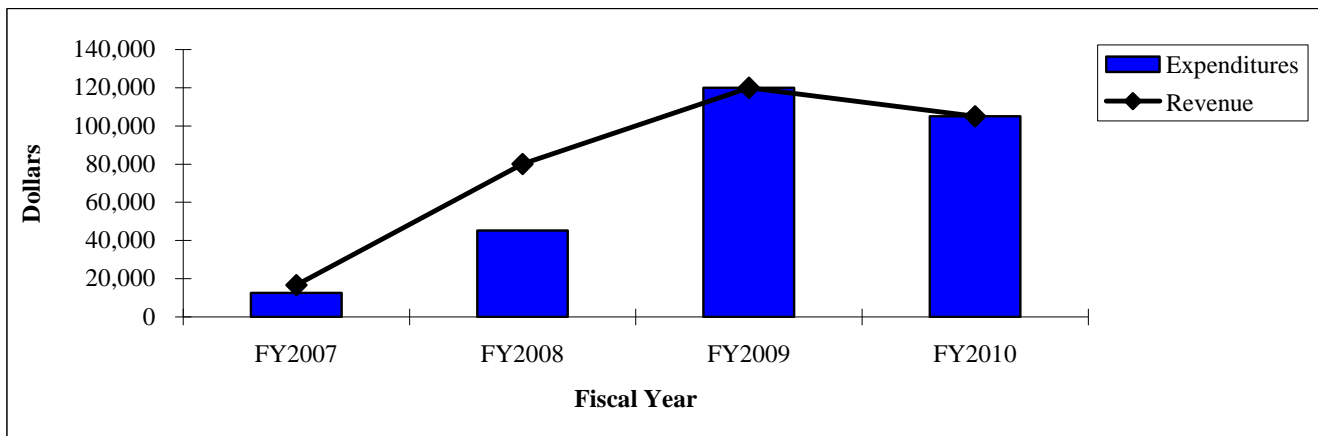
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The Asset Forfeiture Fund, established in June of 2000, is a Governmental special revenue fund. This fund is used to account for the receipt and disbursement of funds received from the forfeiture of assets from drug enforcement activities. Any property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

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Operating	\$12,551	\$45,303	\$120,000	\$105,000	(\$15,000)	-12.50%
Capital	0	0	0	0	0	0.00%
<b>Total</b>	12,551	45,303	120,000	105,000	(15,000)	-12.50%
Revenue	16,659	80,141	0	0	0	0.00%
Prior Year Fund Balance	0	0	120,000	105,000	(15,000)	-12.50%
<b>Difference</b>	<u>(\$4,108)</u>	<u>(\$34,838)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



## MISSION

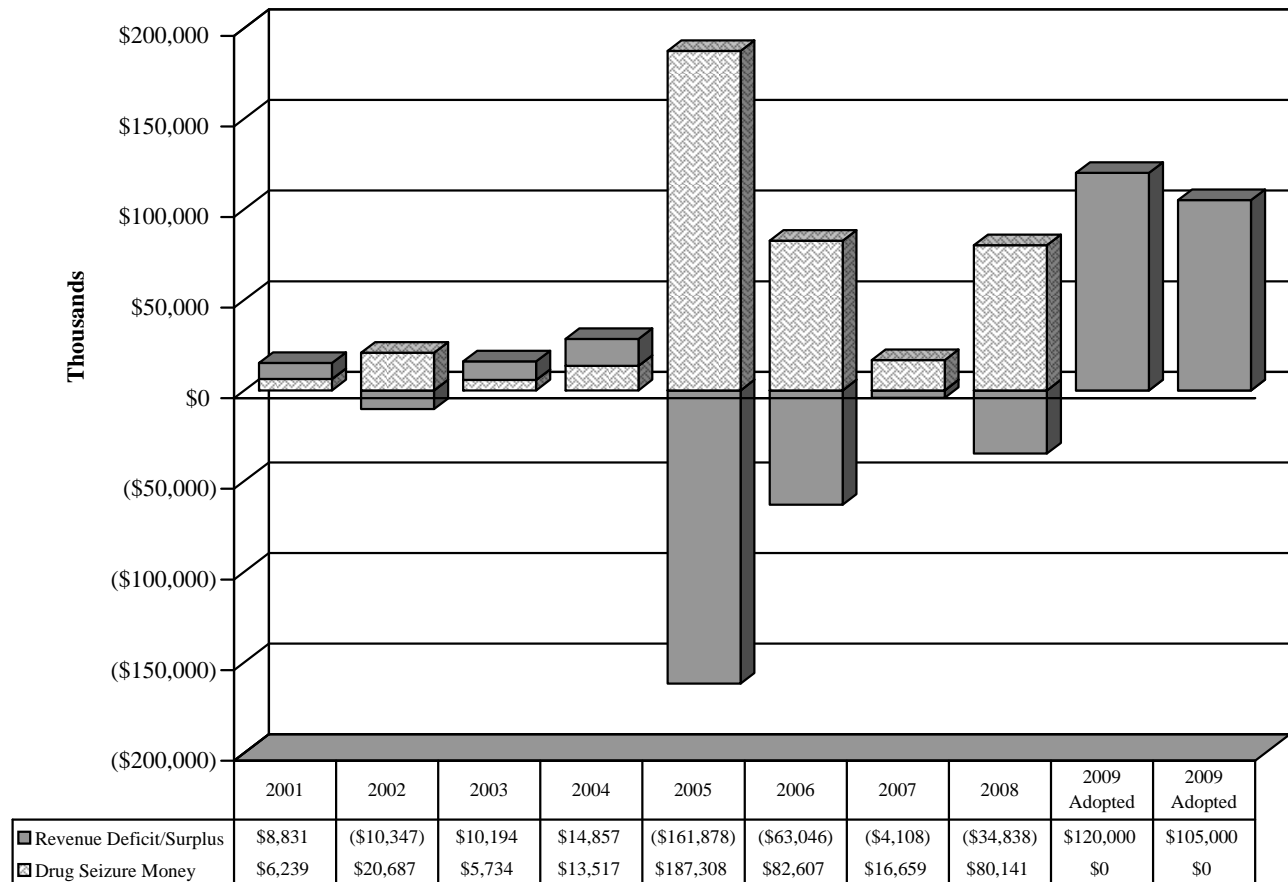
Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services. Federal and state law authorizes the civil seizure and forfeiture of assets derived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

## 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.

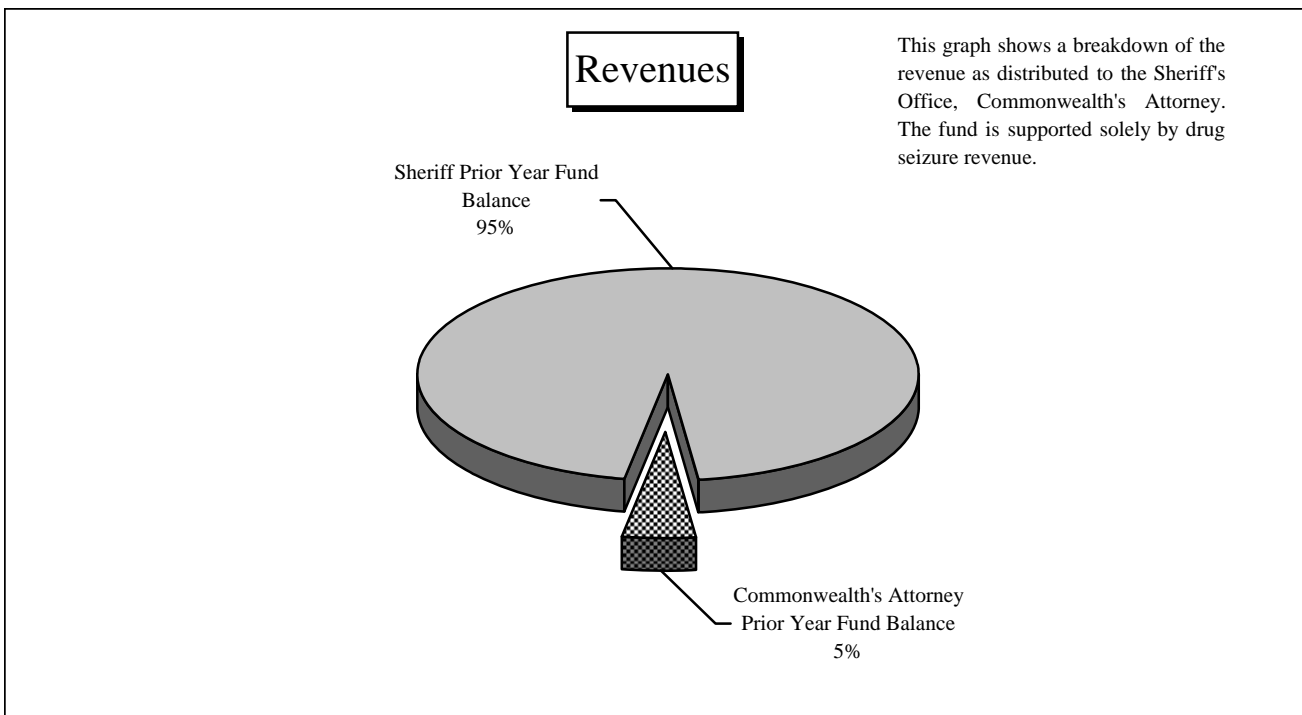


	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
Revenue Deficit/Surplus	59%	-100%	64%	52%	-637%	-322%	-33%	-77%	100%	100%
Drug Seizure Money	41%	200%	36%	48%	737%	422%	133%	177%	0%	0%

The Fiscal Year '00, '02, '05, '06, '07 and '08 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

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Sheriff Prior Year Fund Balance	\$0	\$100,000	\$100,000	\$0	0.00%
Commonwealth's Attorney Prior Year Fund Balance	0	20,000	5,000	(15,000)	-75.00%
Sheriff	57,167	0	0	0	0.00%
Commonwealth's Attorney	22,974	0	0	0	0.00%
<b>Total</b>	\$80,141	\$120,000	\$105,000	(\$15,000)	-12.50%



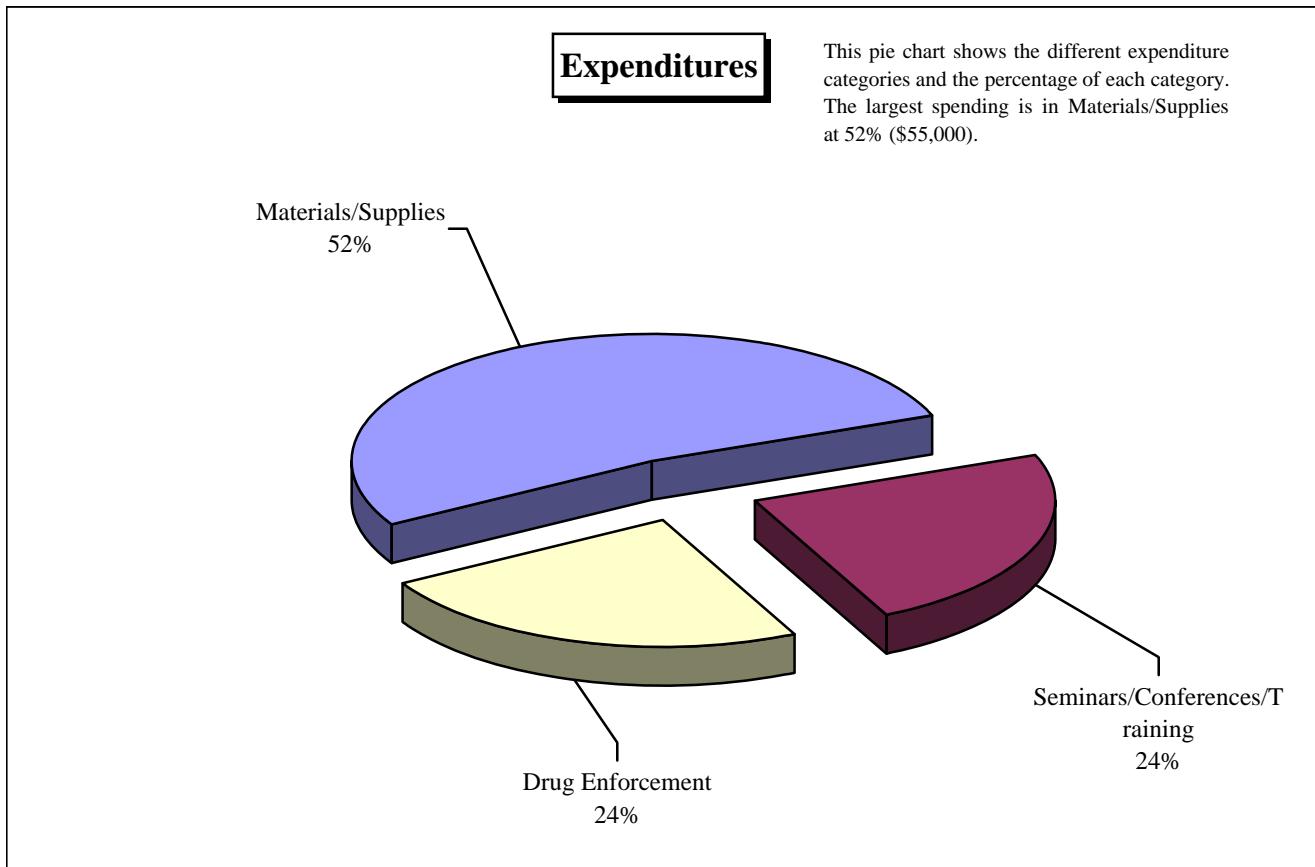
## FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Fund Balance, Beginning of Year	\$261,147	\$295,985	\$175,985	(\$120,000)	-41%
Revenues minus Use of Fund Balance	80,141	0	0	0	0%
Expenditures	(45,303)	(120,000)	(105,000)	(15,000)	-13%
Fund Balance, End of Year	\$295,985	\$175,985	\$70,985	(\$105,000)	-60%



## ASSET FORFEITURE FUND EXPENDITURES

	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
Materials/Supplies	\$17,342	\$50,000	\$55,000	\$5,000	10.00%
Seminars/Conferences/Training	11,961	45,000	25,000	(20,000)	-44.44%
Drug Enforcement	16,000	25,000	25,000	0	0.00%
<b>Total</b>	<b>\$45,303</b>	<b>\$120,000</b>	<b>\$105,000</b>	<b>(\$15,000)</b>	<b>-12.50%</b>





## E-911 FUND

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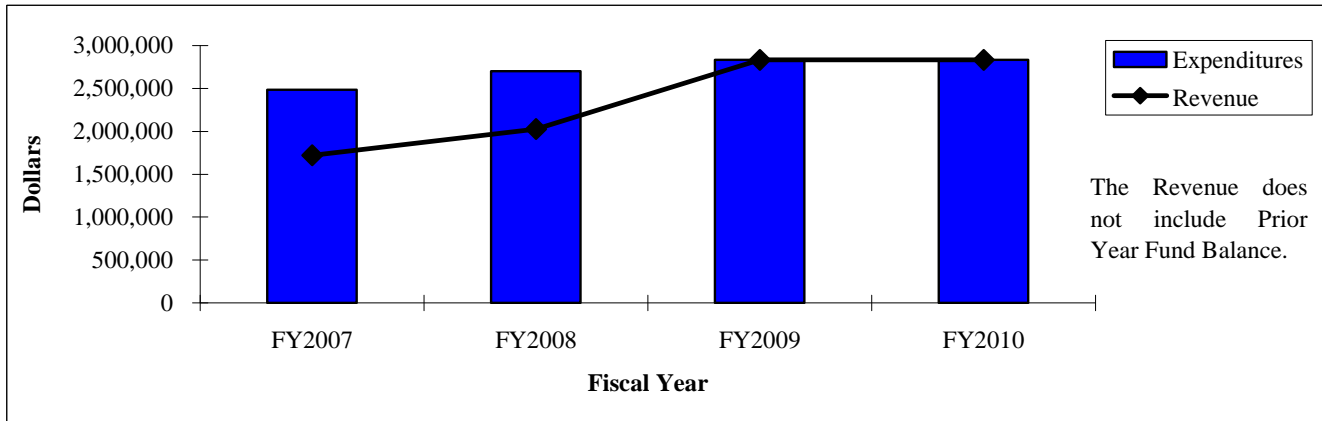
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The E-911 Fund, established as of July 2000, is a governmental special revenue fund. This fund is used to account for the receipt of a fee paid by telephone company customers per access line to cover costs of the 911 Emergency System. The fund accounts for the disbursement of funds received, which are used to cover costs of the public safety communications operation.

# E-911 FUND

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$2,132,300	\$2,403,192	\$2,554,579	\$2,436,834	(\$117,745)	-4.61%
Operating	326,243	296,198	278,813	395,547	116,734	41.87%
Capital	27,128	0	0	0	0	0.00%
<b>Total</b>	<b>\$2,485,671</b>	<b>\$2,699,390</b>	<b>\$2,833,392</b>	<b>\$2,832,381</b>	<b>(\$1,011)</b>	<b>-0.04%</b>
Revenue	1,720,408	2,028,253	2,833,392	2,832,381	(1,011)	-0.04%
Transfer From General Fund	765,261	671,651	0	0	0	0.00%
Prior Year Fund Balance	0	0	0	0	0	0.00%
<b>Difference</b>	<b>\$2</b>	<b>(\$514)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Full-Time Positions	37	37	37	37	0	0.00%



## BUDGET VARIANCES

Personnel Variance of -4.61% is attributed to the following:

- 1.2% Cost of living Increase - January 1, 2009
- Position supporting Communications project will be paid for out of Capital Projects Funds for this project.

Operating Variance of 41.87% is attributed to the following:

- Increase in rental for site of wildcat tower.
- Increase in maintenance service contracts.

## MISSION

The Emergency Communications Center (ECC) serves as the initial point of contact for services needed from all public safety entities in Stafford County. Communications Officers receive and process emergency (9-1-1) and non-emergency calls for service, interrogating callers and obtaining sufficient information to then appropriately dispatch law enforcement, fire, or rescue responders. Staff then monitors via the public safety radio system all communications traffic of public safety responders and facilitates support for their activities (i.e. contacting Virginia Power, Child Protective Services, Wreckers, etc.) In conjunction with its other duties and responsibilities, staff manage the input and documentation of all teletype work for the Sheriff's Office, responding to teletypes from other agencies nationwide, entering stolen items, wanted persons, missing persons, etc. To assist in the facilitation of criminal warrants, the warrants section of the Emergency Communications Center provides support services to Sheriff's Office staff and other law enforcement agencies in the processing and execution of criminal warrants. The ECC staff also process non-emergency calls for Stafford Government agencies on holidays and after regular business hours. The Warrants Section of the Emergency Communications Center provides support services to the Sheriff's Office staff

# E-911 FUND

## **ORGANIZATION**

The Emergency Communications Center (ECC) is organized as its own Division within the Stafford County Sheriff's Office and is staffed 24 hours a day, 365 days a year supporting operations through an ever-changing comprehensive communications infrastructure.

## **GOALS/OBJECTIVES**

- Maintain and improve levels of service
- Increase number of personnel to meet increasing demands for services
- Evenly distribute responsibilities, reducing overtime
- Develop effective 1<sup>st</sup> line supervisors
- Utilize DCJS training standards
- Develop training program and in-service training to ensure updated staff knowledge of changes in technology and operational needs
- Stay informed and current on technologies
- Restructure VCIN/NCIC operations
  - Provide training to Warrant Clerks
- Improve recruitment and retention of personnel through Career Development Plan
- Oversee and coordinate implementation of new public safety radio communication systems
- Develop a quality assurance program
  - Dispatch processes
  - Warrant process
- Ensure Emergency Medical Dispatch certification system-wide with a quality assurance program

## **SERVICE LEVELS**

	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 Projected</b>
<b>Outputs</b>			
911 Calls Hardwire (911 Reporting System)	15,216	14,890	16,145*
911 Calls Wireless (911 Reporting System)	30,930	31,704	31,800
Non-Emergency Administrative Lines (911 Reporting System)	211,395	196,760	222,336
Sheriff's CAD Incidents Processed (CAD System)	150,618	149,862	155,934
Animal Control Calls (Sheriff Information System)	1,739	1,822	1,887
Control Burns Calls (CAD System)	5,216	6,353	4,597
Fire/Rescue Calls (CAD System)	21,950	22,866	22,724
Wanted Persons/Cleared Entered (NCIC/VCIN)	3,154	3,838	3,633
Utility Calls (CAD System)	2,142	2,266	2,325
VCIN/NCIC Entries, including Criminal History	22,772	24,965	25,194

<b>Efficiencies</b>	<b>CY2007 Actual</b>	<b>CY2008 Actual</b>	<b>CY2009 Projected</b>
Teletype (VCIN/NCIC Entries – increase from CY05)	+9%	+9.2%	+9.5%
CAD Systems (increase from CY05)	+8.3%	+8.3%	+8.7%
Dispatch Hold Times (Priority One calls – considered urgent to be dispatched immediately; standard recommends 45-60 seconds to dispatch)	00:58	1:10	1:12
Call Processing Times (target goal 00:45)	00:51	00:59	00:59
Outgoing Call Durations (88.4% completed in under 1:02 min. in '06)	1:02	1:08	1:08

\*Wireline 911 calls decreasing while increasing demands will be placed on 911 wireless calls that increase call-processing times.

## E-911 FUND

### SERVICE LEVELS & PERFORMANCES

<u>Service Level</u>	<u>Performance Measure</u>
Improve effectiveness & efficiency of 911 business processes	<b>Answer time:</b> 90% of 911 calls will be answered in less than 10 seconds; 100% in less than 40 seconds (the first standard is required in 10 states) <b>Abandoned calls:</b> less than 10% <b>Outgoing calls:</b> Improve from 2006 level of 9.6% of calls taking greater than 02:35 to complete
Improve resident satisfaction	99.99+% calls will be <b>complaint-free</b>
Ensure high priority calls are rapidly assigned to emergency responders	<b>Pending time</b> is at 2006 levels or better <b>Dispatch time:</b> 90% of all emergency (Priority 1) police/fire/EMS calls are processed/dispatched within 60 seconds
Ensure critical systems are reliable (and/or backed up)	<b>Up-time</b> percentages for E-911, CAD, and radio systems maintained at 2006 levels or better (systems are in process of being upgraded and maintenance will be difficult as parts and services issues continue to impact the systems)
Ensure a highly qualified, trained and diverse workforce	<b>Retention:</b> less than 25% turnover; <b>Evaluations:</b> 100% of employees are evaluated as fully competent
Ensure sufficient staff to accommodate increased 9-1-1 caller and fire, police and EMS activity levels	Insure justification measures in place to request additional staff; monitor activity levels
Ensure proficiency in VCIN/NCIC entries and internal audit processes	<b>Institute</b> planned staff to function solely as teletype operators; <b>Training</b> to be provided to reassigned warrant clerks to be utilize resource to aid in accomplishing service level
Improve effectiveness and efficiency of staff through cross-training	Insure 50% of staff <b>cross-trained</b> in all facets of 911 operations. This growth will ensure that 9-1-1 callers are answered expeditiously, that "Shot-Spotter" will be continually monitored, and that police responders have sufficient radio channels (current and future systems) and dispatchers to maintain safe operations.
Tape (recordings) evidence is provided within an average of 3 days.	<b>Response time:</b> 95% of all emergency requests completed within 6 hours; 100% of all non-emergency requests to be completed within 3 days.

### ADDITIONAL INFORMATION

The Public Safety Radio Communications system has been an on-going project since the signing of a contract with Motorola in December 2007. The schedule for the project calls for the system to be implemented in late 2009 or early 2010. The establishment of tower leases is projected to be completed by the end of CY08. Upon its completion the radio communications system which will vastly improve communications providing for responder safety and interoperability with other agencies both within Stafford and surrounding localities.

Equipment upgrades to be seen and/or recommended in FY2009 would include the Computer Aided Dispatch system (CAD).

### FUTURE YEAR ISSUES

Turn over rate in communications remains a major concern. 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 and continue to be the job responsibility of the dispatcher. The overwhelming task of maintaining the VCIN system and demand of the work associated with that system has and continues to place a heavy burden upon dispatcher personnel. As such, it has been recognized that there must be dedicated personnel per shift to be independently responsible for maintaining these records.

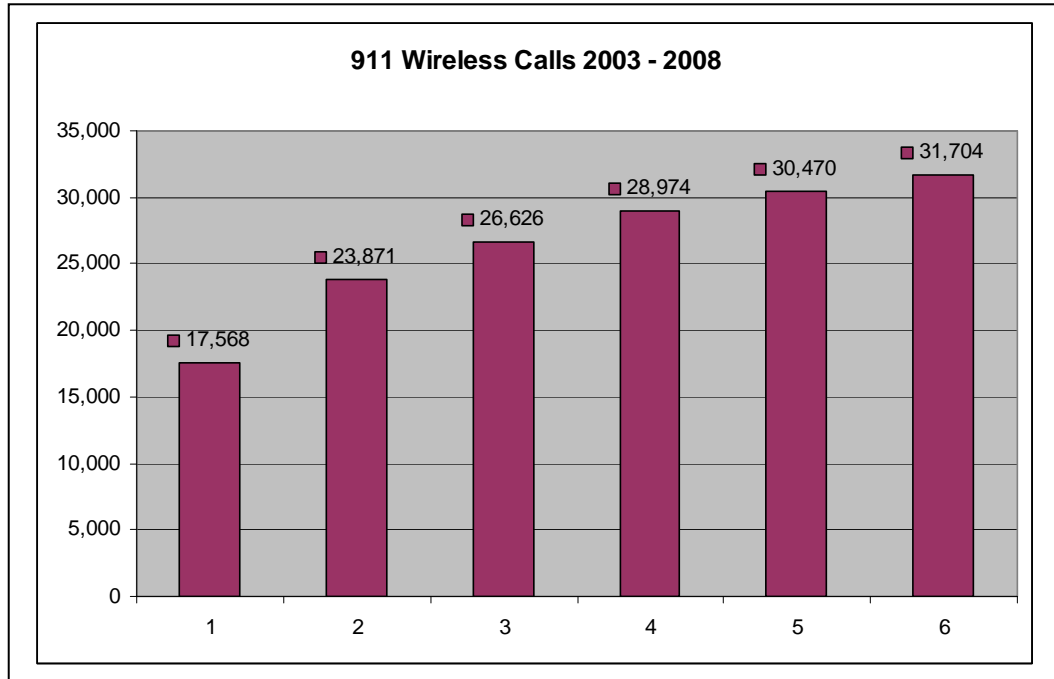
As the potential for liability grows, so does the need for dedicated day-to-day supervision. Often supervisors are unable to remain attentive to their primary responsibilities because their focus is drawn elsewhere. They are often tasked with the responsibility of training new employees, working and committed to a position, and are routinely assigned to work overtime for personnel shortages. To enable to the Supervisor to serve in the capacity in which they have been promoted (overall shift supervision and accessibility at any time), our vision is to hire sufficient staff, removing the supervisor and training coordinator from the dispatch floor, and promote a career development program.

# E-911 FUND

## CALL STATISTICAL INFORMATION

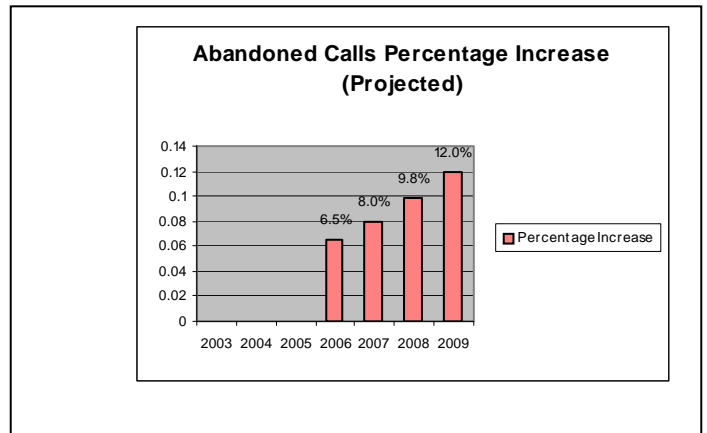
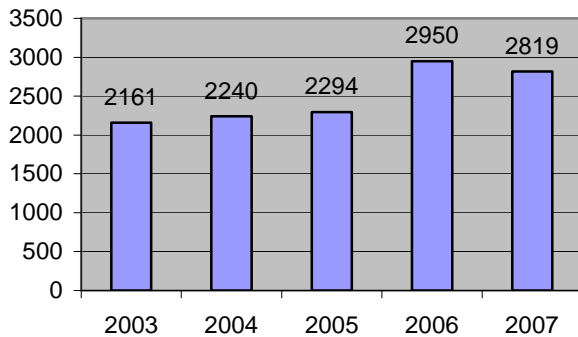
The following represents those call volume statistics which are having an impact on Stafford County's Emergency Communications Center. All statistical information covers the period from January 1, 2003 through December 31, 2008.

### Wireless 9-1-1 Calls



Abandoned Calls - An abandoned call is one in which the caller disconnects before the call can be answered by the PSAP. The call is terminated before any conversation can take place. There can be many reasons for this; however, the increase in abandoned calls should be of concern if calls coming in cannot be answered. Some are hang-ups by the caller; however, consideration must be given to the increasing number and the impact of the call volumes and increased processing times enabling staff to answer the calls in a timely manner. The Dispatchers must attempt to contact each of these abandoned callers to determine the nature of their emergency.

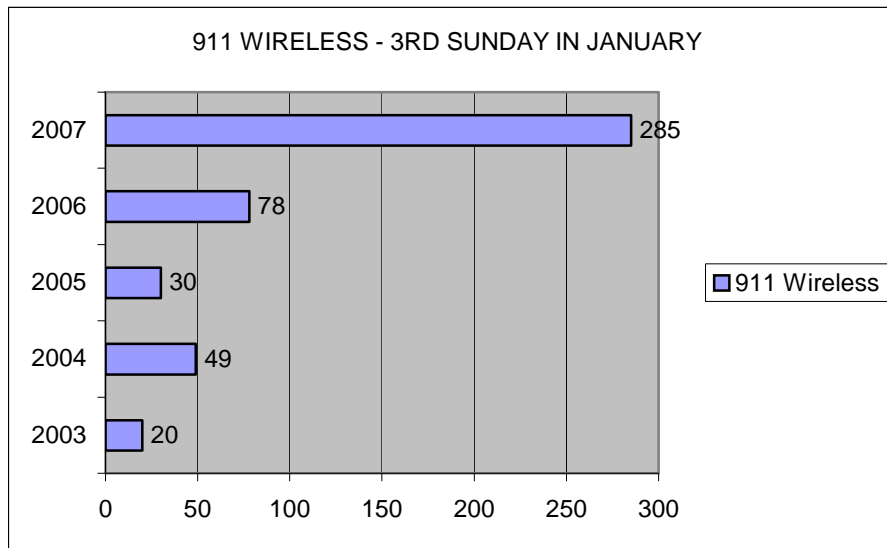
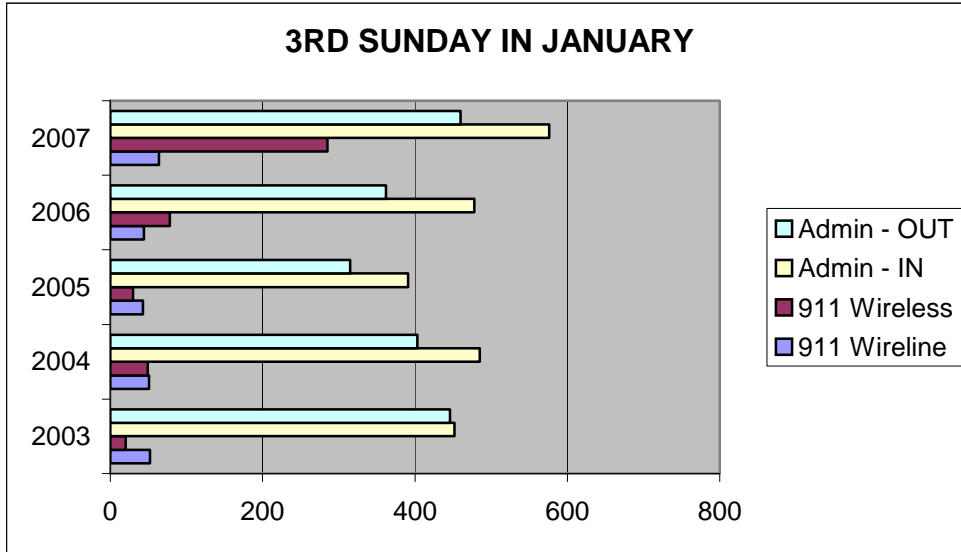
Actual Abandoned Call Rates



# E-911 FUND

## CALL STATISTICAL INFORMATION (Continued)

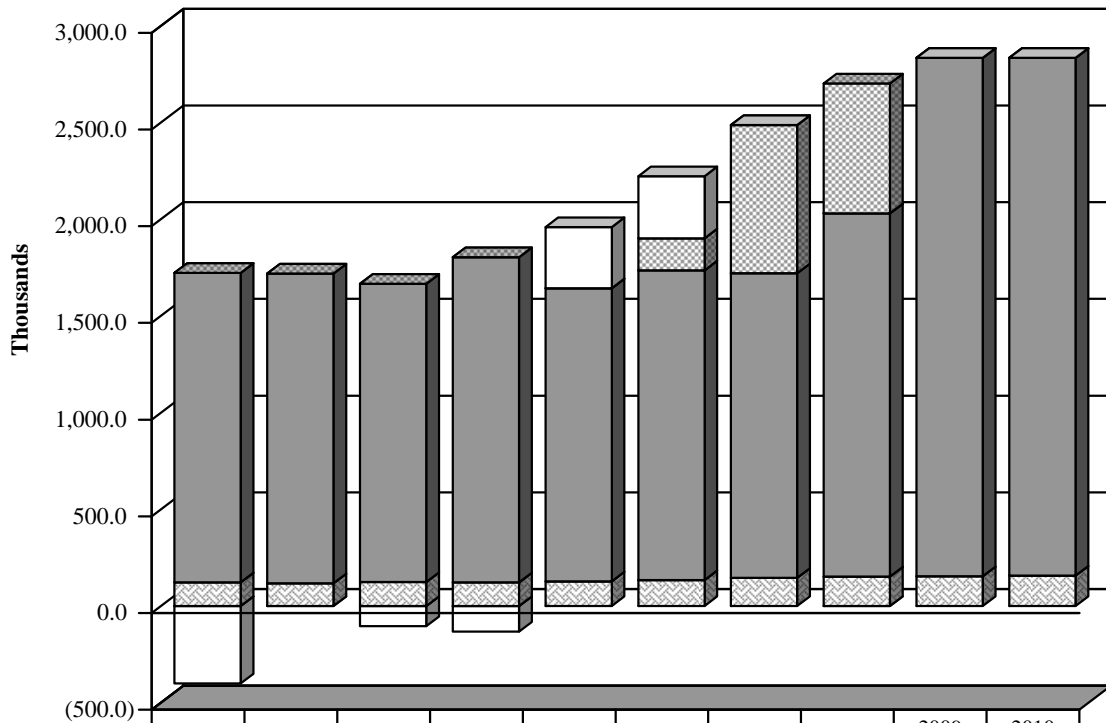
Impact of a minor weather event (minor – 3<sup>rd</sup> Sunday in January 2003 – 2007)





## 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. Funding provides for upgrading of systems and the proper hiring levels for E-911 service.



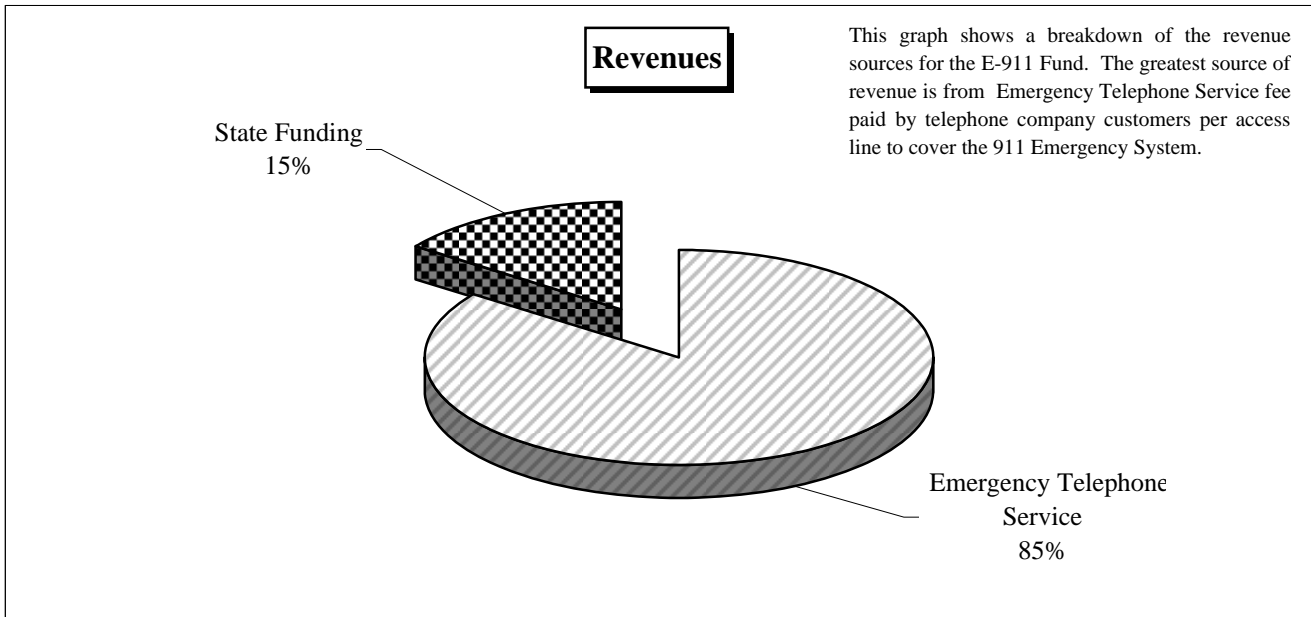
	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
□ Fund Bal. Use/(Surplus)	(400.9)	(.1)	(104.2)	(132.0)	316.3	320.9	.0	(.5)	.0	.0
▣ General Fund Transfer	.0	.0	.0	.0	.0	166.4	765.3	671.7	.0	.0
■ E-911 Service Charge	1,599.6	1,599.7	1,541.6	1,680.6	1,514.4	1,600.8	1,575.1	1,876.6	2,679.3	2,676.5
▤ State Reimbursement	121.1	117.8	123.0	121.1	127.5	133.2	145.3	151.6	154.1	155.9

	2001	2002	2003	2004	2005	2006	2007	2008	2009 Adopted	2010 Adopted
Fund Bal. Use/(Surplus)	-30%	0%	-7%	-8%	16%	14%	0%	0%	0%	0%
General Fund Transfer	0%	0%	0%	0%	0%	8%	31%	25%	0%	0%
E-911 Service Charge	121%	93%	99%	101%	77%	72%	63%	69%	95%	94%
State Reimbursement	9%	7%	8%	7%	7%	6%	6%	6%	5%	6%

The Fiscal Years 2000, 2001, 2002, 2003 and 2004 had a negative number in Fund Balance Use/(Surplus) that represent revenues exceeding actual expenditures.

## E-911 FUND REVENUES

	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
Emergency Telephone Service	\$1,613,961	\$2,404,651	\$2,411,241	\$6,590	0.27%
State Funding	414,292	428,741	421,140	(7,601)	-1.77%
Transfer from the General Fund	671,651	0	0	0	0.00%
Wireless Telephone Service	0	0	0	0	0.00%
<b>Total</b>	<b>\$2,699,904</b>	<b>\$2,833,392</b>	<b>\$2,832,381</b>	<b>(\$1,011)</b>	<b>-0.04%</b>



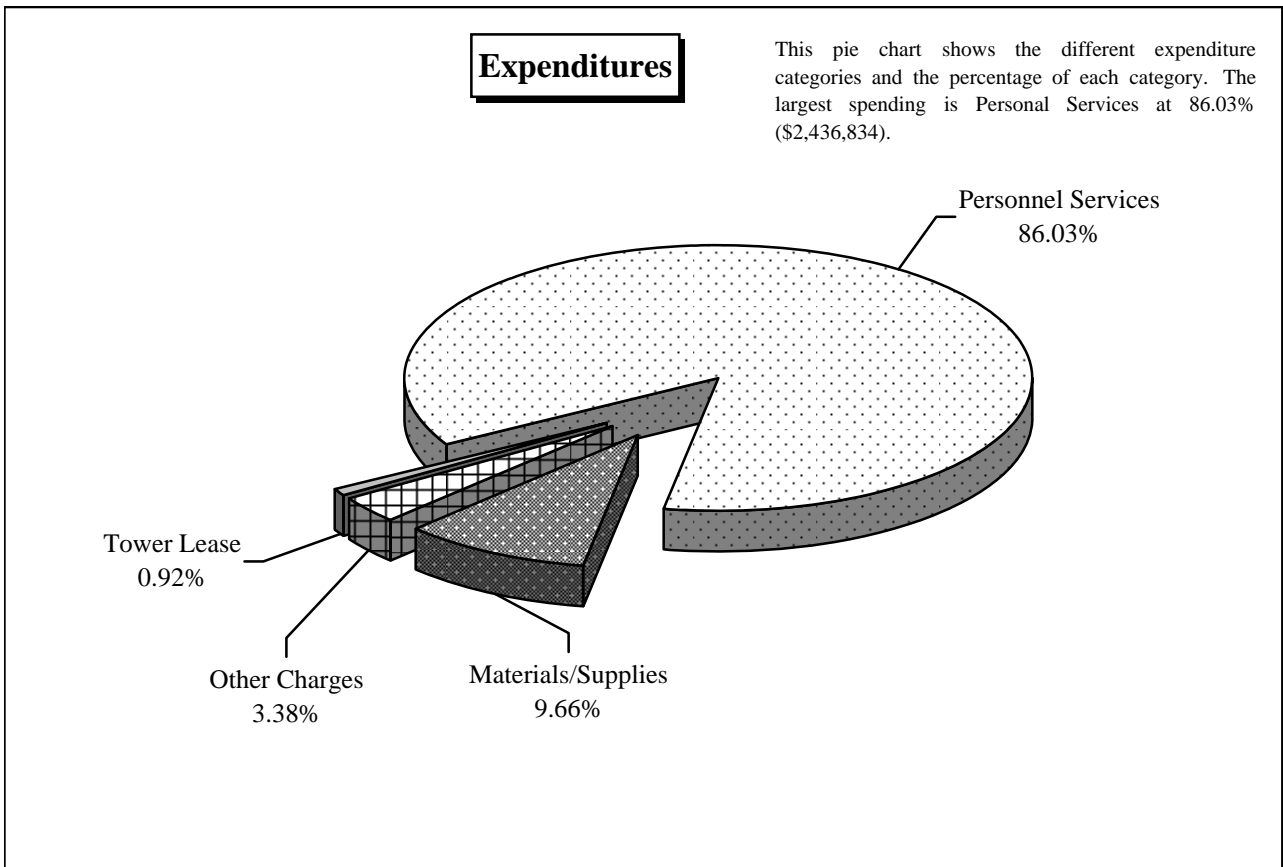
## FUND BALANCE

	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Fund Balance, Beginning of Year</b>	\$3	\$517	\$517	\$0	0%
Revenues	2,699,904	2,833,392	2,832,381	(1,011)	0%
Expenditures	(2,699,390)	(2,833,392)	(2,832,381)	(1,011)	0%
<b>Fund Balance, End of Year</b>	\$517	\$517	\$517	\$0	0%
<b>Fund Balance Allocation</b>					
<u>Reserved</u>					
Encumbrances	\$0	\$0	\$0	\$0	0%
<u>Unreserved</u>	\$517	\$517	\$517	\$0	0%
<b>Fund Balance, End of Year</b>	\$517	\$517	\$517	\$0	0%

# E-911 FUND EXPENDITURES

This schedule presents a breakdown of the fiscal year 2008 Actuals, fiscal year 2009 Adopted and the Adopted Budget for fiscal year 2010.

	FY2008 Actual	FY2009 Adopted	FY2010		
			Adopted Budget	Changes '09 Adopted to '10 Adopted	
Personnel Services	\$2,403,192	\$2,554,579	\$2,436,834	(\$117,745)	-4.61%
Materials/Supplies	177,948	172,763	273,737	100,974	58.45%
Other Charges	95,621	92,050	95,620	3,570	3.88%
Tower Lease	22,629	14,000	26,190	12,190	87.07%
Capital Outlay	0	0	0	0	0.00%
<b>Total</b>	<b>\$2,699,390</b>	<b>\$2,833,392</b>	<b>\$2,832,381</b>	<b>(\$1,011)</b>	<b>-0.04%</b>





## FLEET SERVICES FUND

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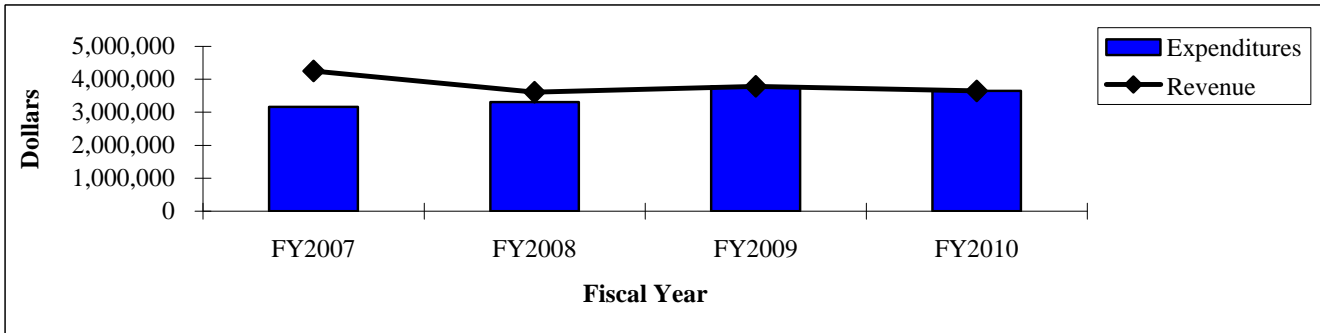
The Fleet Services Fund, a proprietary Internal Service Fund, accounts for the financing of transportation services, provided by the Fleet Services, to other departments of the County on a cost recovery basis.

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

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	FY2010		
				Adopted Budget	Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$1,699,217	\$1,840,074	\$2,069,322	\$1,942,791	(\$126,531)	-6.11%
Operating	1,463,473	1,474,680	1,587,556	1,682,630	95,074	5.99%
Capital	0	0	127,000	19,000	(108,000)	-85.04%
<b>Total</b>	<b>3,162,690</b>	<b>3,314,754</b>	<b>3,783,878</b>	<b>3,644,421</b>	<b>(139,457)</b>	<b>-3.69%</b>
Revenue	4,258,197	3,612,471	3,783,878	3,644,421	(139,457)	-3.69%
<b>Inc/(Dec) to Fund Balance</b>	<b>\$1,095,507</b>	<b>\$297,717</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



## 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

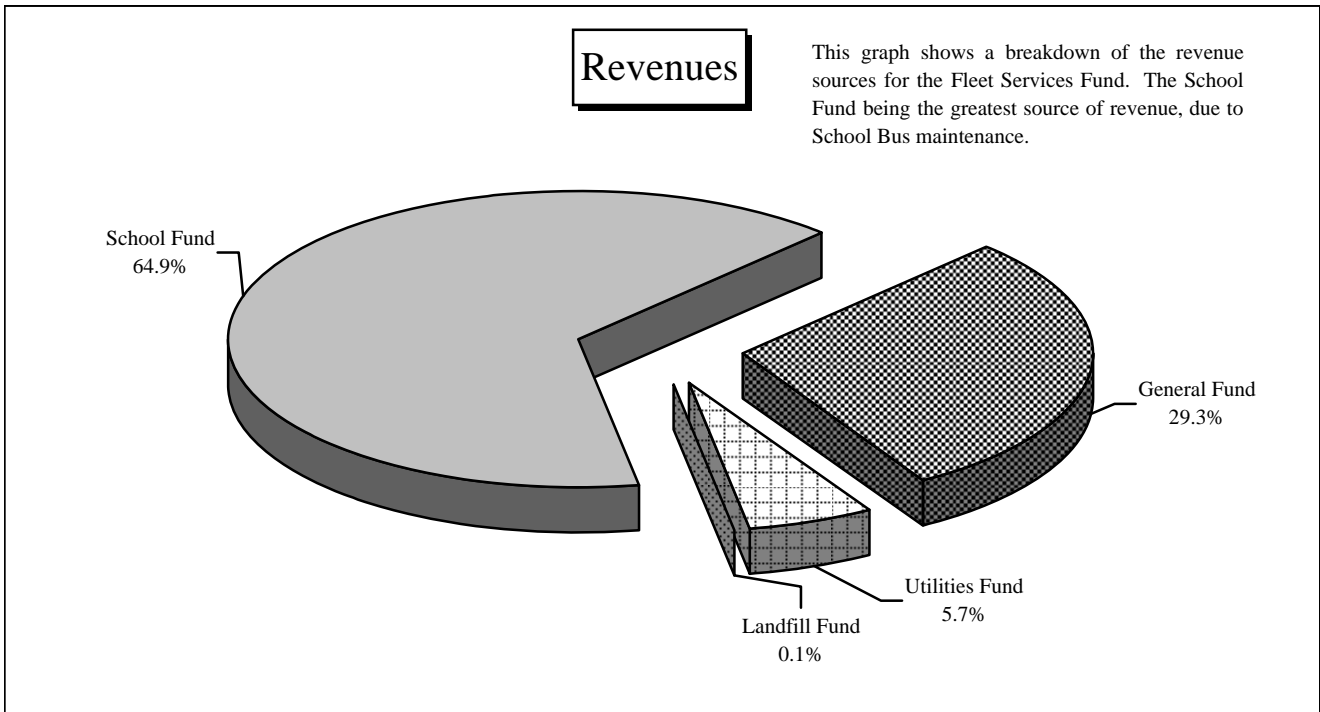
- Revive evening shift for bus team
- Develop a supplement pay plan for ASE certified employees
- Continue to enhance our new fleet management system for a growing fleet and the needs of our customer
- Create standard reports that will be vital in the establishment of vehicle replacement criteria
- Develop and maintain a cost-effective plan for auction vehicles to enhance their salvage value
- Integrate all County owned vehicles into the Fleet fuel management system

## ACCOMPLISHMENTS

- Established criteria for fleet management to include a 5 year vehicle replacement plan.
- Implemented new fleet maintenance program.
- Developed 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 school bus billing and fuel analysis.
- Investigated use of synthetic engine oil to reduce maintenance costs and increase engine cycle life.
- Explored the feasibility of on site car wash equipment.

## FLEET SERVICES FUND REVENUES

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
	School Fund	\$2,316,024	\$2,403,247	\$2,363,990	(\$39,257)
General Fund	831,688	1,206,631	1,067,431	(139,200)	-11.54%
Utilities Fund	162,910	169,000	208,000	39,000	23.08%
Landfill Fund	1,908	5,000	5,000	0	0.00%
Other Funds	118,097	0	0	0	0.00%
Miscellaneous	32,508	0	0	0	0.00%
School Construction Fund	149,336	0	0	0	0.00%
<b>Total</b>	<b>\$3,612,471</b>	<b>\$3,783,878</b>	<b>\$3,644,421</b>	<b>(\$139,457)</b>	<b>-3.69%</b>

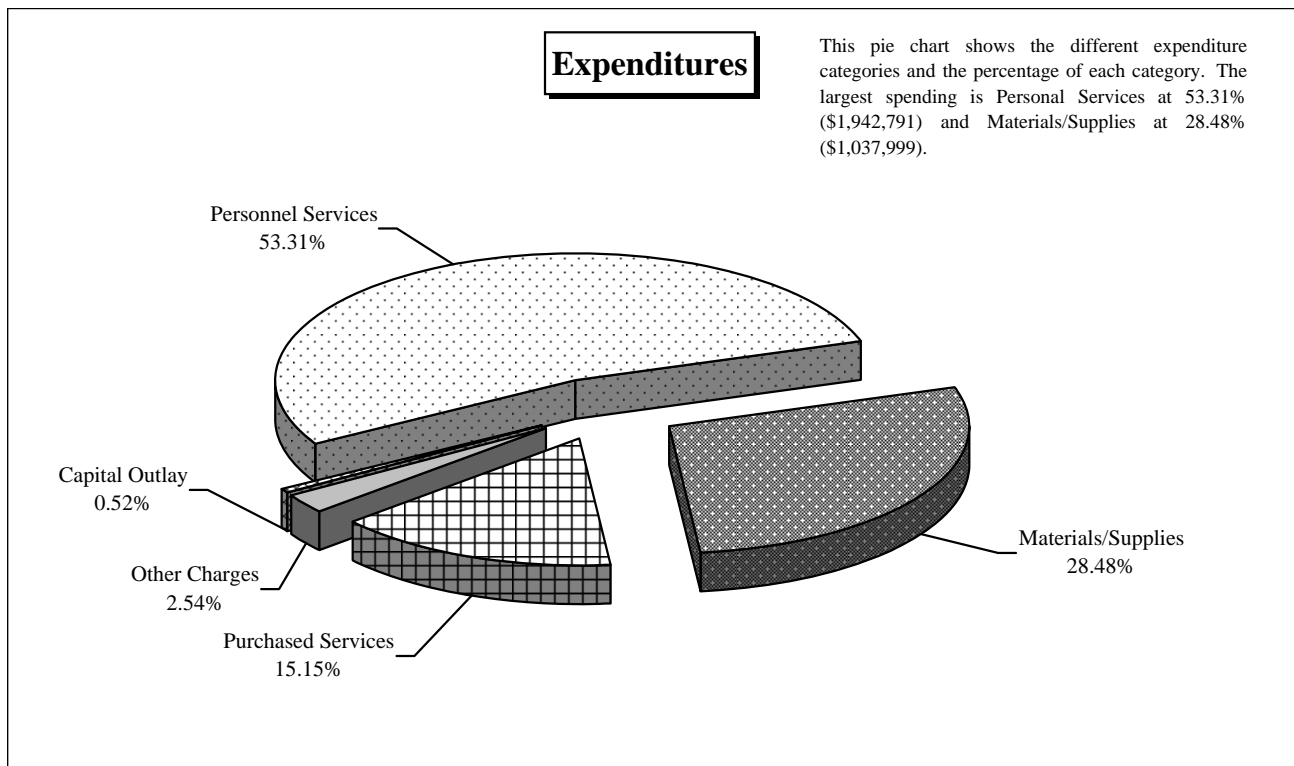


## FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
	Beginning of Year Fund Balance	\$1,943,750	\$2,241,467	\$2,241,467	\$0
End of Year Fund Balance	\$2,241,467	\$2,241,467	\$2,241,467	\$0	0%

## FLEET SERVICES FUND EXPENDITURES

	FY2008 Actual	FY2009 Adopted Budget	FY2010		Changes '09 Adopted to '10 Adopted		
			School Fund Allocation	General Fund & Other Funds Allocation			
Personnel Services	\$1,840,074	\$2,069,322	\$1,280,830	\$661,961	\$1,942,791	(\$126,531)	-6.11%
Materials/Supplies	970,698	1,016,499	604,998	433,001	1,037,999	21,500	2.12%
Purchased Services	377,515	515,306	402,895	149,185	552,080	36,774	7.14%
Other Charges	126,467	55,751	62,537	30,014	92,551	36,800	66.01%
Capital Outlay	0	127,000	12,730	6,270	19,000	(108,000)	-85.04%
<b>Total</b>	<b>\$3,314,754</b>	<b>\$3,783,878</b>	<b>\$2,363,990</b>	<b>\$1,280,431</b>	<b>\$3,644,421</b>	<b>(\$139,457)</b>	<b>-3.69%</b>

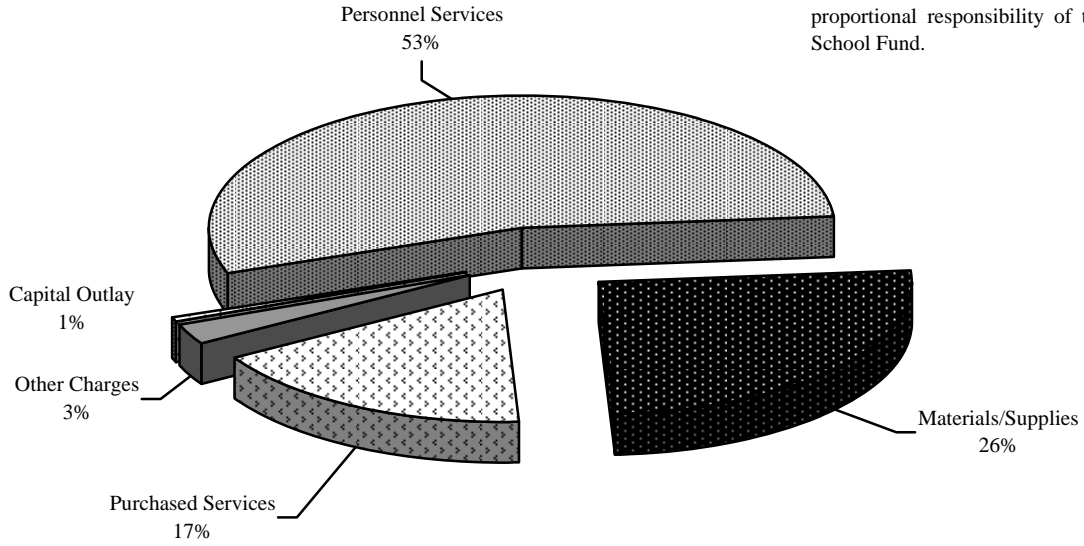




# FLEET SERVICES FUND

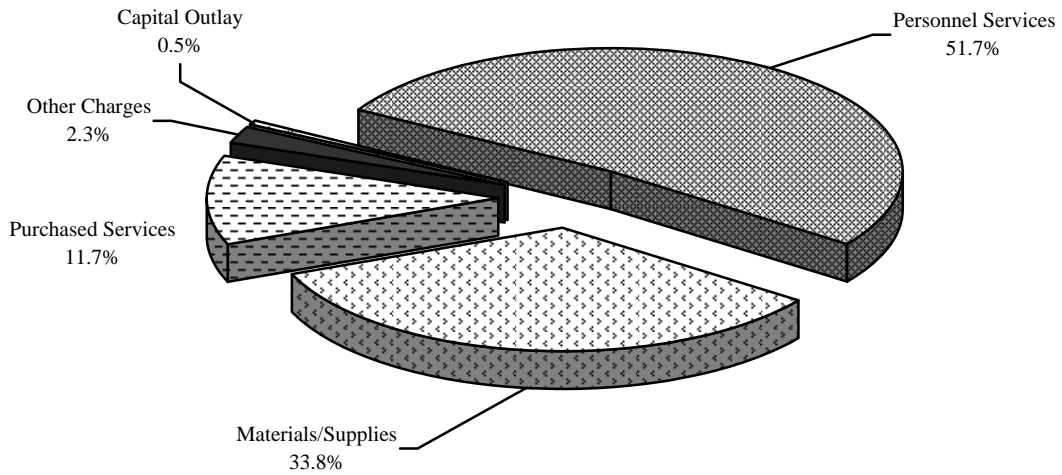
## School Fund Allotment

This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the School Fund.



This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the General Fund, Utilities Fund and the Landfill Fund .

## General & Other Fund Allotments





## GENERAL CAPITAL PROJECTS FUND

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The General Capital Projects Fund accounts for capital expenditures of the County, especially those funded with debt proceeds. All proceeds from borrowing for County and School construction, except for that related to Parks and Recreation, which has a separate capital projects fund, are accounted for here.

School construction is financed through participation in the semi-annual Virginia Public School Authority pooled bond program. The money gained from borrowings for School construction is recorded in the General Capital Projects Fund and transferred directly to the School Construction fund as it is received.

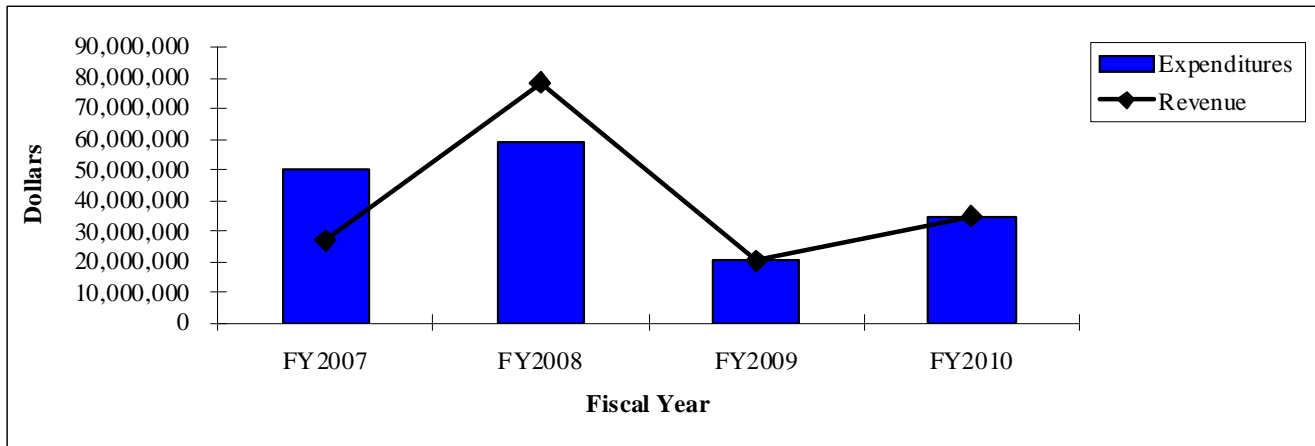
Borrowings for all debt-funded expenditures for capital construction or equipment acquisition for County government purposes are accounted for here as well. The proceeds are recorded in the General Capital Projects fund, as well as the expenditures for equipment and the progress payments on construction projects. This allows for an accurate accounting of balances remaining on borrowed money.

The County acquires funding for certain capital items using a Master Lease Agreement. The Agreement was secured using a competitive bid process, and permits borrowing up to the agreed upon amount, and defines the index upon which the rate will be determined at the time of the borrowing.

# GENERAL CAPITAL PROJECTS FUND

## BUDGET SUMMARY

	<b>FY2007 Actual</b>	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
<b>Costs</b>						
Personnel	\$0	\$0	\$204,047	\$297,374	\$93,327	45.74%
Operating	77,983	204,637	0	0	0	0.00%
Capital	50,349,300	58,765,203	20,041,953	34,496,400	14,454,447	72.12%
<b>Total</b>	<b>50,427,283</b>	<b>58,969,840</b>	<b>20,246,000</b>	<b>34,793,774</b>	<b>14,547,774</b>	<b>71.86%</b>
Other Revenue	26,880,133	78,526,653	20,246,000	34,793,774	14,547,774	71.86%
<b>Difference</b>	<b>\$23,547,150</b>	<b>(\$19,556,813)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>



## MISSION

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

## GENERAL CAPITAL PROJECTS FUND

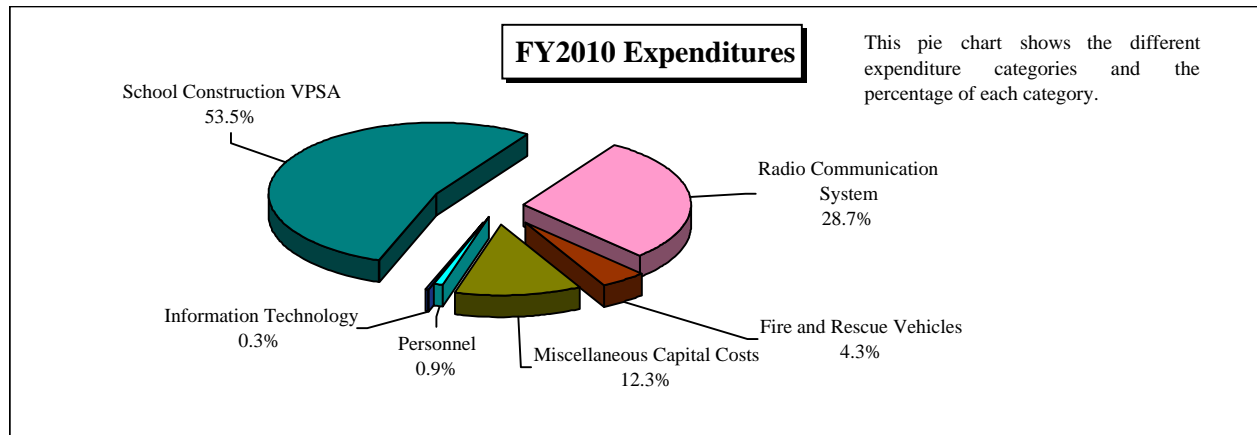
The following schedule shows the budget for General Capital Projects Fund. Each project will be evaluated and approved by the Board prior to the awarding of contract and commencement of work.

Unspent project funds will be rolled over each year. The graph below illustrates the breakdown of expenses for FY 2010.

Revenues	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
VPSA Bonds	\$22,861,950	\$17,361,000	\$18,620,405	\$1,259,405	7%
Other Bonds & Misc Proceeds	9,500,000	0	14,375,995	14,375,995	100%
Lease Proceeds	2,655,519	2,000,000	1,500,000	(500,000)	-25%
Interest	1,206,211	885,000	297,374	(587,626)	-66%
GO Bonds	0	0	0	0	0%
Revenue Bond Proceeds	39,802,672	0	0	0	0%
Transfer from the General Fund	2,500,301	0	0	0	0%
<b>Total</b>	<b>\$78,526,653</b>	<b>\$20,246,000</b>	<b>\$34,793,774</b>	<b>\$14,547,774</b>	<b>72%</b>

Expenditures	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
School Construction VPSA	\$22,861,950	\$17,361,000	\$18,620,405	\$1,259,405	7%
Radio Communication System	5,908,962	0	10,000,000	10,000,000	100%
Fire and Rescue Vehicles	2,658,087	2,000,000	1,500,000	(500,000)	-25%
Miscellaneous Capital Costs	1,113,181	680,953	4,285,995	3,605,042	529%
Personnel	204,637	204,047	297,374	93,327	46%
Information Technology	0	0	90,000	90,000	100%
England Run Library	852,105	0	0	0	0%
Fire and Rescue Stations	3,406,310	0	0	0	0%
Land	8,500,000	0	0	0	0%
Public Safety Building	11,954,608	0	0	0	0%
Transfer to General Fund	1,510,000	0	0	0	0%
<b>Total</b>	<b>\$58,969,840</b>	<b>\$20,246,000</b>	<b>\$34,793,774</b>	<b>\$14,547,774</b>	<b>72%</b>



### FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
<b>Fund Balance, Beginning of Year</b>	\$20,640,079	\$40,196,892	\$40,196,892	\$0	0%
Revenues	78,526,653	20,246,000	34,793,774	14,547,774	72%
Expenditures	(58,969,840)	(20,246,000)	(34,793,774)	(14,547,774)	72%
<b>Fund Balance, End of Year</b>	<b>\$40,196,892</b>	<b>\$40,196,892</b>	<b>\$40,196,892</b>	<b>\$0</b>	<b>0%</b>



## HIDDEN LAKE SPECIAL REVENUE FUND

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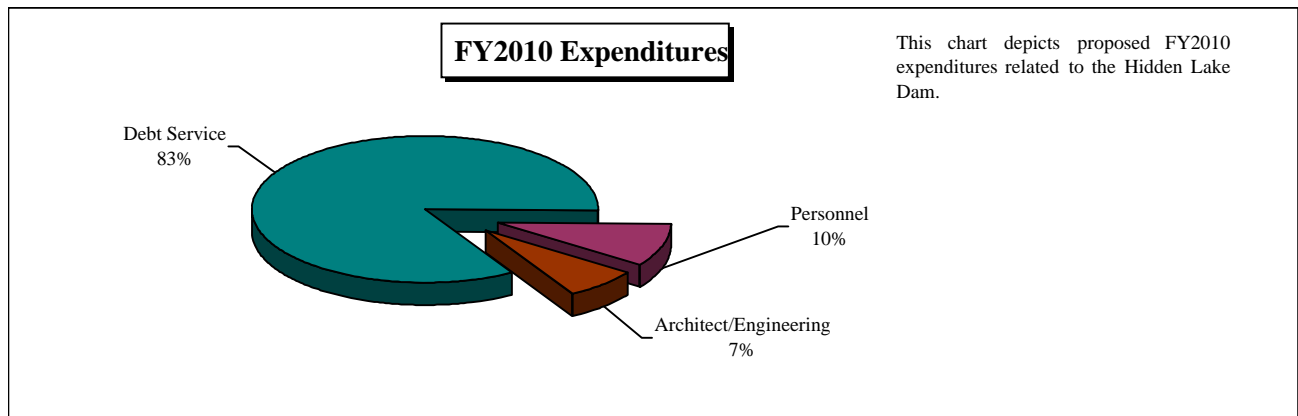
The Hidden Lake Special Revenue Fund accounts for ad valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and miscellaneous costs for the replacement of the dam.

## HIDDEN LAKE SPECIAL REVENUE FUND

The following schedule shows the budget for the Hidden Lake Dam Special Revenue Fund.

Revenues	FY2008 Actual	FY2009 Estimated	Adopted Budget	FY2010 Changes	
				'09 Adopted	'10 Adopted
Real Property Tax - Special Assessment	\$36,380	\$72,000	\$72,000	\$0	0%
Interest	886	0	938	938	100%
VRA Loan Proceeds	835,402	0	0	0	0%
<b>Total</b>	<b>\$872,668</b>	<b>\$72,000</b>	<b>\$72,938</b>	<b>\$938</b>	<b>1%</b>

Expenditures	FY2008 Actual	FY2009 Estimated	Adopted Budget	FY2010 '09 Adopted	FY2010 '10 Adopted
Debt Service	\$37,272	\$13,303	\$60,907	\$47,604	358%
Personnel	0	0	7,031	7,031	100%
Architect/Engineering	630	44,991	5,000	(39,991)	-89%
Miscellaneous Capital Costs		750,179	0	(750,179)	-100%
Transfers to General Fund	74,748	0	0	0	0%
<b>Total</b>	<b>\$112,650</b>	<b>\$808,473</b>	<b>\$72,938</b>	<b>(\$735,535)</b>	<b>-91%</b>



### FUND BALANCE

	FY2008 Actual	FY2009 Estimated	Adopted Budget	FY2010 Changes	
				'09 Adopted	'10 Adopted
Fund Balance, Beginning of Year	\$0	\$760,018	\$23,545	(\$736,473)	-97%
Revenues	872,668	72,000	72,938	938	1%
Expenditures	(112,650)	(808,473)	(72,938)	735,535	-91%
<b>Fund Balance, End of Year</b>	<b>\$760,018</b>	<b>\$23,545</b>	<b>\$23,545</b>	<b>\$0</b>	<b>0%</b>



## PARKS AND RECREATION BOND FUND

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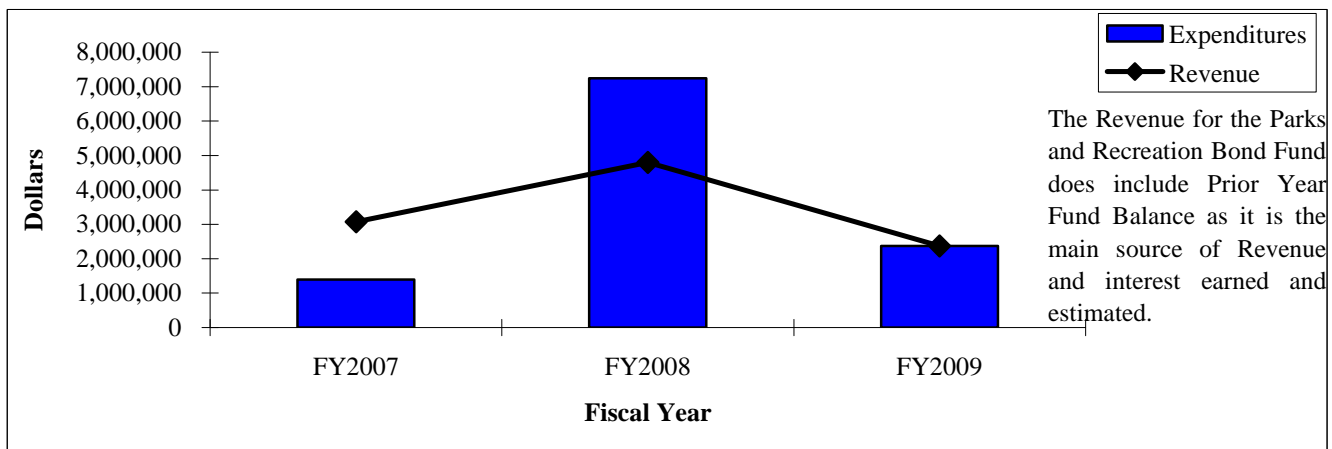
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The Parks and Recreation Fund, is used to account for Bond Revenue used to finance the acquisition and construction of major parks and recreation facilities. This is a Governmental Capital Project Fund and all monies are appropriated when the Bond 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

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Revised Budget	FY2010		
				Revised Budget	Changes '09 Revised to '10 Revised	
<b>Costs</b>						
Operating	\$153,955	\$22,668	\$61,292	\$0	(\$61,292)	-100.00%
Capital	1,242,982	7,217,789	2,311,352	0	(2,311,352)	-100.00%
<b>Total</b>	1,396,937	7,240,457	2,372,644	0	(2,372,644)	-100.00%
Revenue	3,073,936	4,795,016	2,372,644	0	(2,372,644)	-100.00%
<b>Difference</b>	<u>(\$1,676,999)</u>	<u>\$2,445,441</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



## BUDGET VARIANCES

- The Parks and Recreation Bond Fund currently doesn't have a budget for FY2010. This fund represents bond proceeds budgeted in prior years. The FY2010 budget will be reappropriated from FY2009 after all numbers are audited

## MISSION

The Parks and Recreation Fund shall provide funding for the acquisition, design and construction of major Parks and Recreation Facilities.

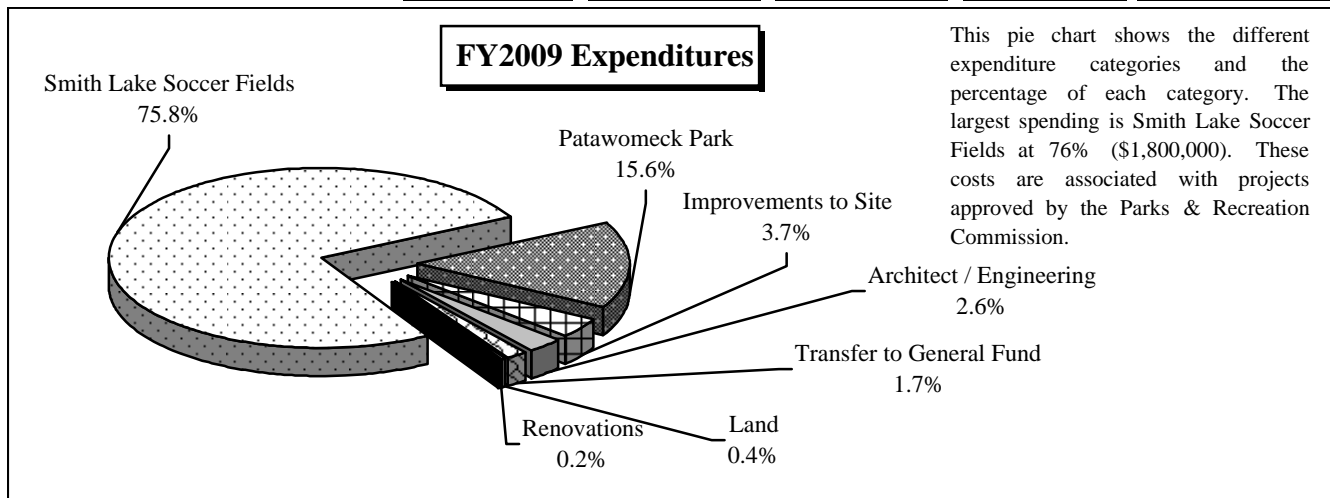
## PARKS AND RECREATION BOND FUND

The following schedule shows the revised budget for FY2009 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 FY2009.

Revenues	2008 Actual	FY2009 Revised Budget	Revised Budget	FY2010 Changes '09 Revised to '10 Revised	
Prior Year Fund Balance	\$0	\$2,333,463	\$0	(\$2,333,463)	-100.00%
Miscellaneous	30,000	39,181	0	(39,181)	-100.00%
Bond Proceeds	4,645,000	0	0	0	0.00%
Transfer from the General Fund	0	0	0	0	0.00%
Proffers	0	0	0	0	0.00%
Interest	120,016	0	0	0	0.00%
<b>Total</b>	<b>\$4,795,016</b>	<b>\$2,372,644</b>	<b>\$0</b>	<b>(\$2,372,644)</b>	<b>-100.00%</b>

Expenditures	2008 Actual	FY2009 Revised Budget	Revised Budget	FY2010 Changes '09 Revised to '10 Revised	
Smith Lake Soccer Fields	\$0	\$1,800,000	\$0	(\$1,800,000)	-100.00%
Patawomeck Park	4,799,482	369,082	0	(\$369,082)	-100.00%
Improvements to Site	60,162	87,551	0	(87,551)	-100.00%
Architect / Engineering	12,910	61,292	0	(61,292)	-100.00%
Transfer to General Fund	2,358,145	39,181	0	(39,181)	-100.00%
Land	0	10,000	0	(10,000)	-100.00%
Renovations	0	5,538	0	(5,538)	-100.00%
Mangement Service	9,758	0	0	0	0.00%
<b>Total</b>	<b>\$7,240,457</b>	<b>\$2,372,644</b>	<b>\$0</b>	<b>(\$2,372,644)</b>	<b>-100.00%</b>



## FUND BALANCE

	2008 Actual	FY2009 Revised Budget	Revised Budget	FY2010 Changes '09 Revised to '10 Revised	
Fund Balance, Beginning of Year	\$5,712,055	\$3,266,614	\$933,151	(\$2,333,463)	-71%
Revenues	4,795,016	39,181	0	(39,181)	-100%
Expenditures	(7,240,457)	(2,372,644)	0	2,372,644	-100%
Fund Balance, End of Year	\$3,266,614	\$933,151	\$933,151	\$0	0%



## ROAD IMPACT FEE FUNDS

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The County has the following special revenue funds to be used for road improvements:

### Road Impact Fee – West Fund

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

### Road Impact Fee – South East Fund

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

### Garrisonville Road Service District Fund

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

### Warrenton Road Service District Fund

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

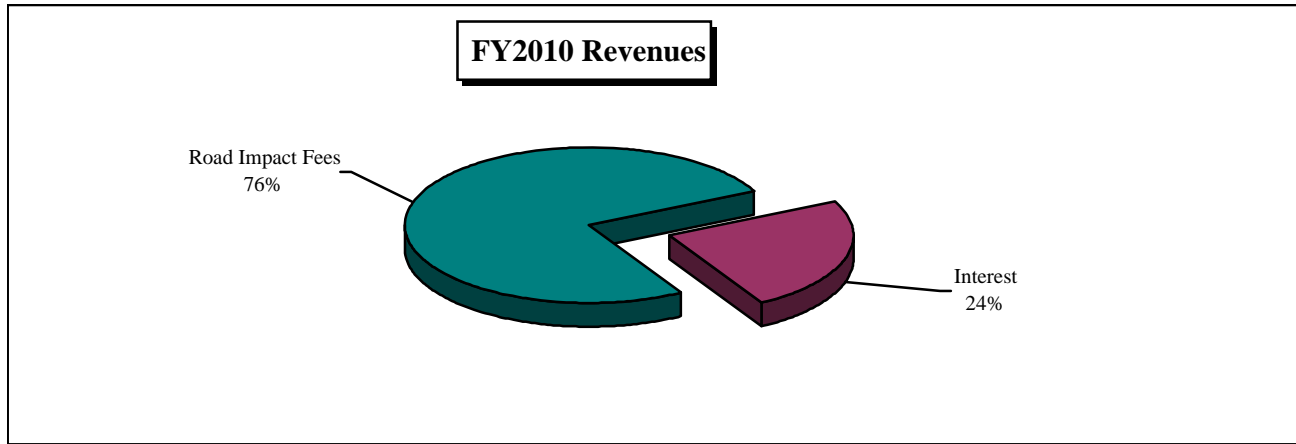
The FY 2010 Adopted Budget includes expenditures in the Road Impact Fee – West Fund only.

## ROAD IMPACT FEE - WEST FUND

The following schedule shows the budget for Road Impact Fee - West Fund. This is the only special revenue fund dedicated to road improvement having proposed expenditures in the FY 2010 Adopted Budget.

Revenues	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes	
				'09 Adopted to '10 Adopted	
Road Impact Fees	\$104,195	\$0	\$95,000	\$95,000	100%
Interest	89,794	0	30,000	30,000	100%
<b>Total</b>	<b>\$193,989</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>100%</b>

Expenditures					
Road Improvements					
Poplar Road	\$0	\$0	\$1,800,000	\$1,800,000	100%
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>	<b>100%</b>



## FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes	
				'09 Adopted to '10 Adopted	
<b>Fund Balance, Beginning of Year</b>	\$2,062,218	\$2,256,207	\$2,256,207	\$0	0%
Revenues	193,989	0	125,000	125,000	100%
Expenditures	0	0	(1,800,000)	(1,800,000)	100%
<b>Fund Balance, End of Year</b>	<b>\$2,256,207</b>	<b>\$2,256,207</b>	<b>\$581,207</b>	<b>(\$1,675,000)</b>	<b>-74%</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 transient occupancy tax. Prior to the establishment of this fund, these revenues were accounted for in the General Fund.

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

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

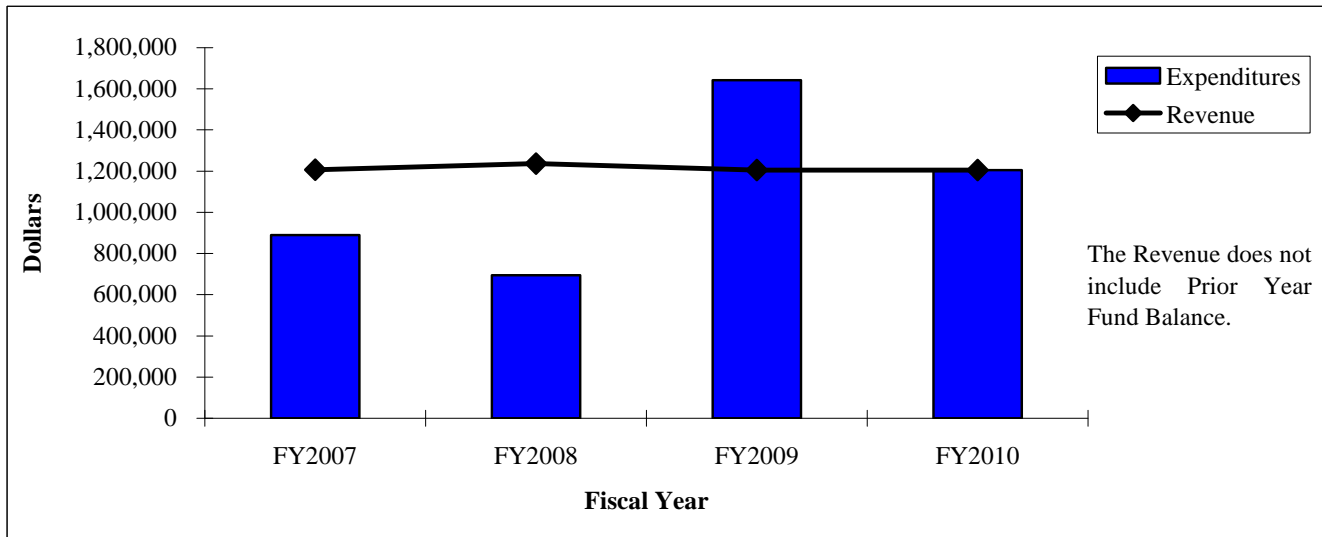
In FY 2009 and FY 2010, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.

# TOURISM FUND

## BUDGET SUMMARY

	FY2007 Actual	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010	
					Changes '09 Adopted to '10 Adopted	
<b>Costs</b>						
Personnel	\$90,548	\$143,048	\$147,498	\$168,394	\$20,896	14.17%
Operating	547,868	483,624	714,544	556,606	(157,938)	-22.10%
Capital	250,755	67,954	780,000	480,000	(300,000)	-38.46%
<b>Total</b>	889,171	694,626	1,642,042	1,205,000	(437,042)	-26.62%
Revenue	1,207,055	1,236,717	1,205,000	1,205,000	0	0.00%
Prior Year Fund Balance	0	0	437,042	0	(437,042)	-100.00%
<b>Difference</b>	<u>(\$317,884)</u>	<u>(\$542,091)</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

\* A portion of the Deputy County Administrator/Director of Economic, Development, Assistant Director of Economic Development, the Tourism Manager, the Economic Development Technician, Senior Administrative Assistant and the Redevelopment Administrator are funded through the Tourism Fund.



## BUDGET VARIANCES

Personnel Variance of 14.17% is attributed to the following:

- Full year funding of 1.2% COLA approved for January 2009
- Distribution of Deputy County Administrator/Director of Economic Development salary and benefits

Operating Variance of -22.1% is attributed to the following:

- Decrease in number of special events
- Change in funding formula for the Fredericksburg Regional Alliance

Capital Variance of -38.46% is attributed to the following:

- Government Island improvements not funded.



# TOURISM FUND

## **MISSION**

The Tourism Fund is a special revenue fund solely for the purpose of promoting travel and tourism within the County.

## **GOALS/OBJECTIVES**

- Increase annual visitation to the County’s events and attractions to 250,000
- 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 development of a Stafford County Museum
- Market within County to increase awareness and visitation
- Plan and develop new Special Interest visitation targeting Marine reunion groups

## **SERVICE LEVELS**

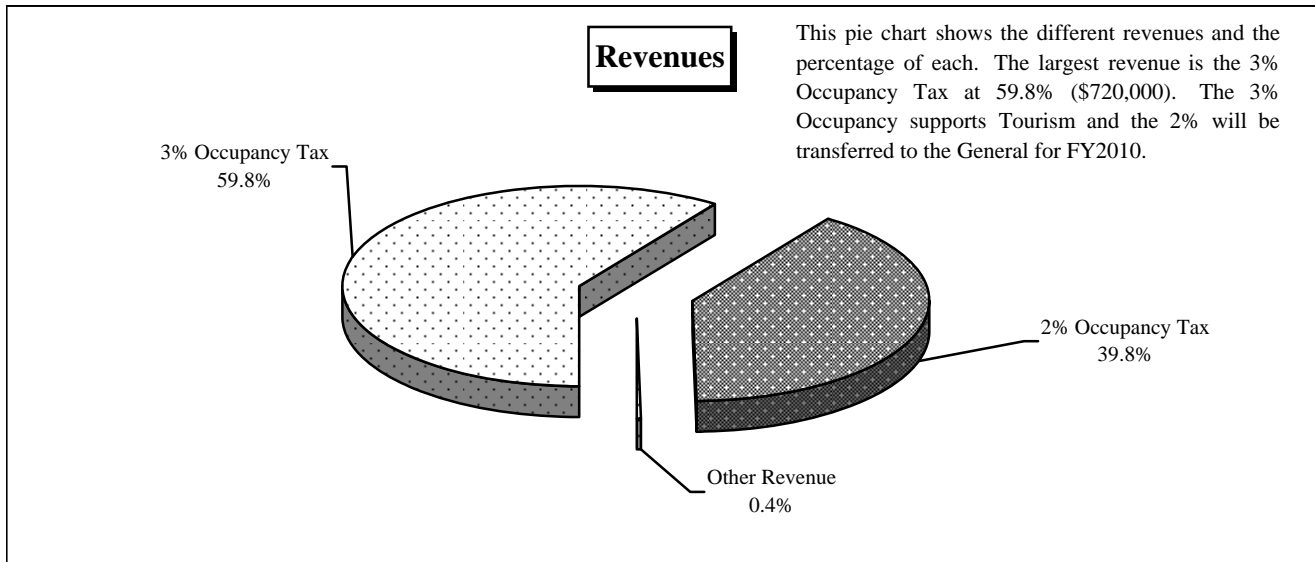
	<b>FY2008 Actual</b>	<b>FY2009 Budget</b>	<b>FY2010 Plan</b>
<b>Outcomes</b>			
Restaurant/ Motel Sales (Department of Taxation)	\$113 M	\$115M	\$125 M
Attraction Visitations	237,711	225,000	250,000
<b>Outputs</b>			
Marketing Campaigns Conducted (Manual Tracking)	10	14	12
Trade Shows & Community Displays (Manual Tracking)	16	20	18

## **ACCOMPLISHMENTS**

- Continued support of the Stafford Visitor Center at Gari Melchers Home & Studio
- Opened two new hotels in 2009
- Continued work to open Government Island as a new park
- Worked to increase the government Per Diem in Stafford to \$95/night
- Support the Bluemont Concert Series held at Maury Field
- Support the Stafford Film Festival & Salute to Stafford Days
- Plan & support the July Fourth Event at George Washington’s Ferry Farm
- Plan & support the Falmouth Sharpshooters Civil War event in September
- Published e-newsletter monthly to electronic database
- Became a Preserve America Community location

## TOURISM FUND REVENUES

Revenues	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
3% Occupancy Tax	\$738,209	\$720,000	\$720,000	\$0	0.00%
2% Occupancy Tax	493,508	480,000	480,000	0	0.00%
Other Revenue	5,000	5,000	5,000	0	0.00%
<b>Total</b>	<u>\$1,236,717</u>	<u>\$1,205,000</u>	<u>\$1,205,000</u>	<u>\$0</u>	<u>0.00%</u>

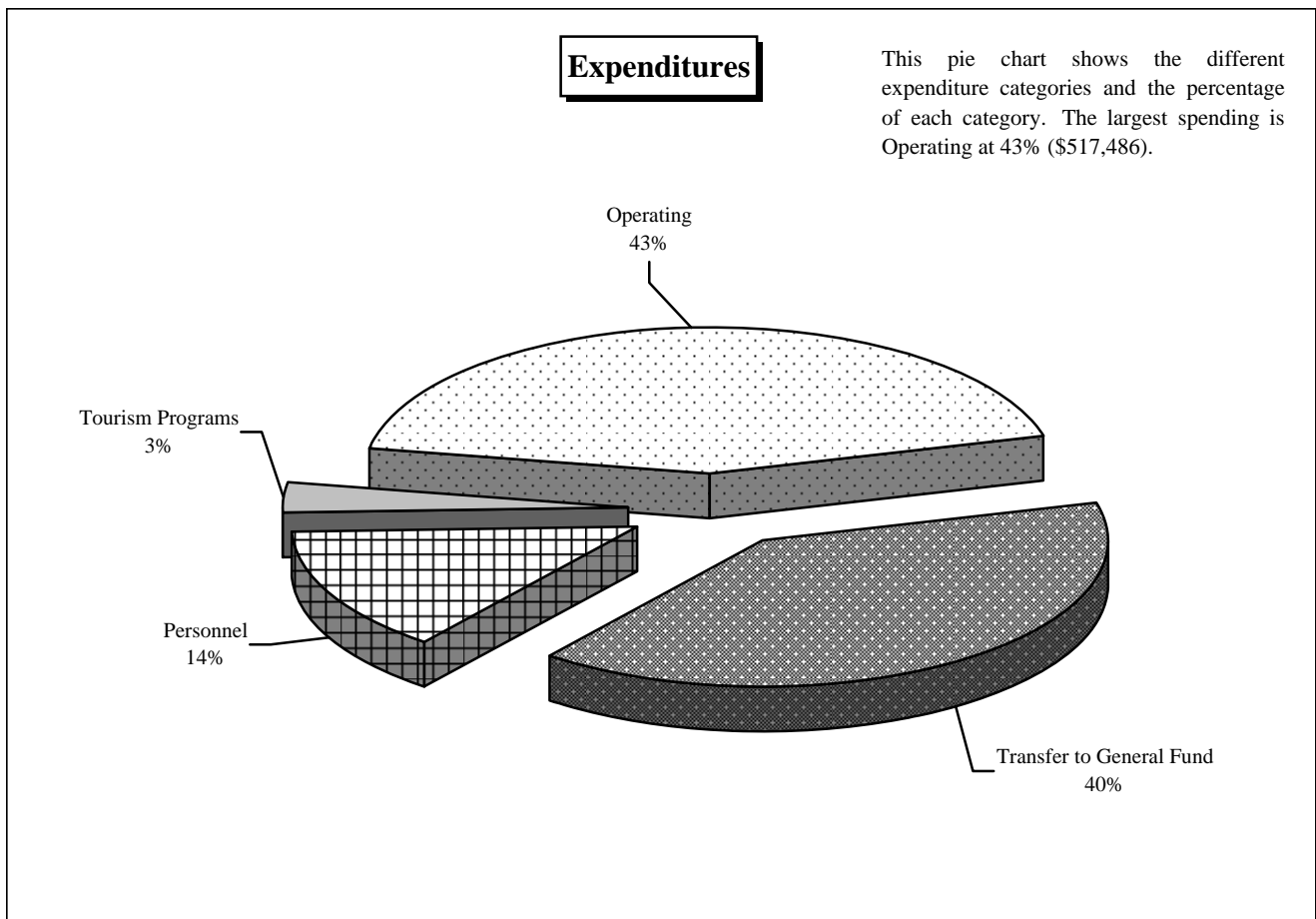


## FUND BALANCE

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
<b>Fund Balance, Beginning of Year</b>	\$1,490,146	\$2,032,237	\$1,595,195	(\$437,042)	-29%
Revenues	1,236,717	1,205,000	1,205,000	0	0%
Expenditures	(694,626)	(1,642,042)	(1,205,000)	437,042	-63%
<b>Fund Balance, End of Year</b>	\$2,032,237	\$1,595,195	\$1,595,195	\$0	0%
<b>Fund Balance Allocation:</b>	<u>\$2,032,237</u>	<u>\$1,595,195</u>	<u>\$1,595,195</u>		
<u>Reserved:</u>					
<b>Museum</b>	1,081,293	981,293	981,293		
<u>Unreserved:</u>	<u>\$950,944</u>	<u>\$613,902</u>	<u>\$613,902</u>		
<b>Fund balance, end of year</b>	<u>\$2,032,237</u>	<u>\$1,595,195</u>	<u>\$1,595,195</u>		

## TOURISM FUND EXPENDITURES

Expenditures	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Operating	\$409,305	\$665,225	\$517,486	(\$147,739)	-22.21%
Transfer to General Fund	0	480,000	480,000	0	0.00%
Personnel	143,048	147,498	168,394	20,896	14.17%
Tourism Programs	74,319	49,319	39,120	(10,199)	-20.68%
Capital (Government Island)	32,340	300,000	0	(300,000)	-100.00%
Museum	35,614	0	0	0	0.00%
<b>Total</b>	<u>\$694,626</u>	<u>\$1,642,042</u>	<u>\$1,205,000</u>	<u>(\$437,042)</u>	<u>-26.62%</u>



## TOURISM REGIONAL & COMMUNITY AGENCIES

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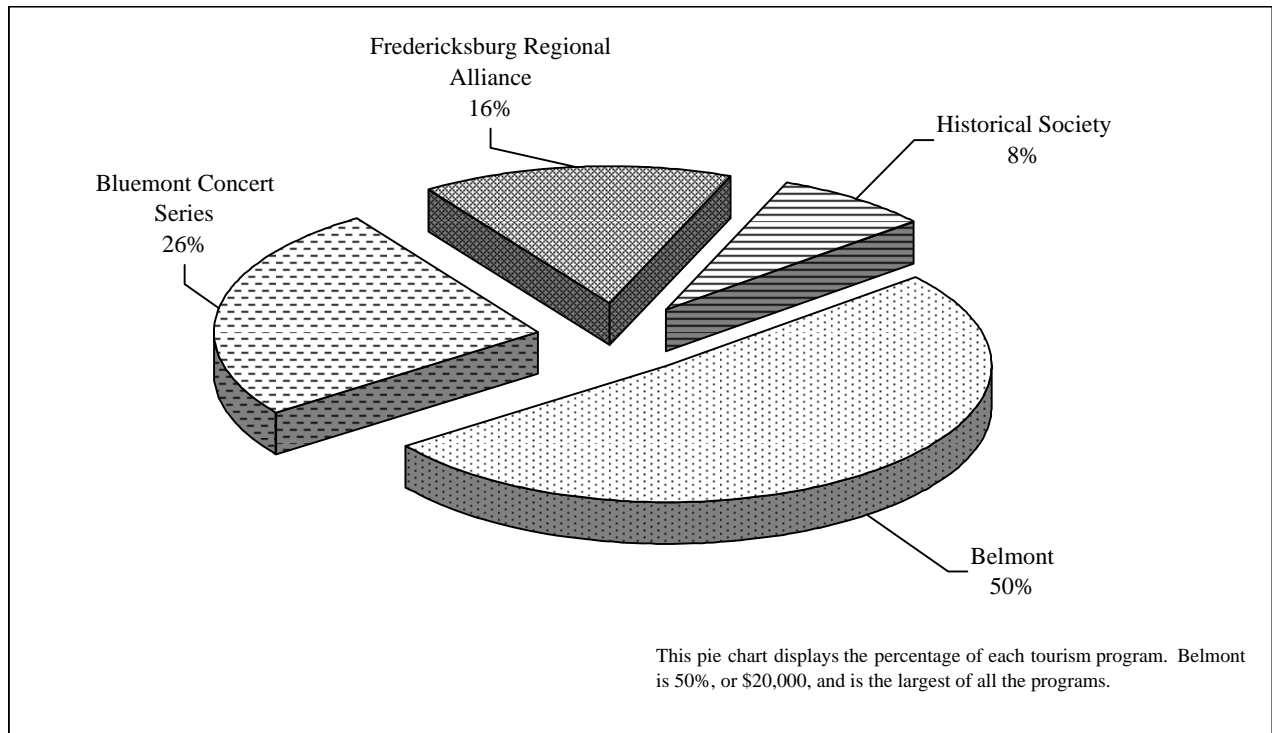
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Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Bluemont Concert Series	Encourage and present 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

# 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. The other 90% support comes from commercial business and will be paid from the General Fund in the Department of Economic Development / Legislative Affairs.

Program Name	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted Budget	Changes 09 Adopted to '10 Adopted	
Belmont	\$20,000	\$20,000	\$20,000	\$0	0%
Bluemont Concert Series	35,000	10,000	10,000	0	0%
Fredericksburg Regional Alliance	16,319	16,319	6,120	(10,199)	-62%
Historical Society	3,000	3,000	3,000	0	0%
<b>Total</b>	<b>\$74,319</b>	<b>\$49,319</b>	<b>\$39,120</b>	<b>(\$10,199)</b>	<b>-21%</b>





# FIVE-YEAR OPERATING BUDGET MODEL

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The Five Year Model is a tool to help in long-range planning for the various County funds and agencies. Assumptions used in forecasting activity in future years rely heavily on past history, as well as current economic conditions. It is assumed that the County will experience slow growth in FY 2009, with a slight recovery to begin in FY 2010. This model does not anticipate a return to the level of rapid growth recently experienced in the County. The plan reflects the anticipated future needs of County agencies, contrasting those needs with a revenue forecast for the same period. Revenue forecasting, based on historical trends, is intended to be responsibly conservative. Expenditure forecasts are based on projected needs by individual agencies. The gap between the projected revenues and expenditures provides an opportunity to identify needs and to begin planning and prioritizing for future years. The County is required to present a balanced budget each year.

## **GENERAL FUND REVENUES**

The projections for taxable real property assume a 1.0% increase for the FY 2010 budget year. In FY 2011, a 1.0% growth rate is assumed. A return to more “normal” activity is assumed for subsequent years, with real estate growth projected at 2.5%. The model assumes:

- that real estate taxes are equalized in reassessment years
- implementation of the proposed personal property rate
- all other tax rates remain constant

Development fees are projected to remain flat through FY 2010, with a return to “normal” activity in later years. Fees will be evaluated regularly, with expected increases of approximately 4%.

Most other fees are projected to grow by 3%.

## **GENERAL FUND EXPENDITURES**

Personnel expenditures for FY 2011 are projected to grow at a rate of 3%, then at 5% annually for later year. This category includes all benefits associated with personnel costs.

Operating and capital expenditures for FY 2011 through FY 2014 are projected to grow at an inflation rate of 4% annually. Included in operating cost projections are:

- operating costs associated with the Adopted FY 2010 CIP
- costs of replacement vehicles and equipment that has been postponed since economic conditions began to deteriorate in FY 2007
- increasing staffing levels for public safety beginning in FY 2011
- Public Services and Planning project increased staffing needs as the economy recovers.
- Debt service is estimated using the current debt schedules, the Adopted FY 2010 CIP, and the County’s Principles of High Performance Financial Management Affordability Guidelines. An interest rate of 5.5% is assumed for future debt issuance.
- For FY 2011 through FY 2014, local school funding growth is projected to be 5% - the projected growth rate plus the projected inflation rate.

## **SUMMARY**

The model includes some modest optimism that economic conditions will improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, which reflects historical trends. The Board of Supervisors strives to maintain the tax base at the current level. County agencies were asked to forecast their future *needs*, and were not directed to consider limited financial constraints.

As would be expected using these assumptions, in this Model, expenditures exceed revenues. The gap between revenues and expenditures for fiscal years 2011 through 2014 ranges between \$24.7 million and \$67.4 million. The model is intended to be a planning tool. The imbalance provides a basis for decision-making for future years

Five Year Models are also included for the Utilities Fund and the Transportation Fund.

**GENERAL FUND**  
**FIVE YEAR FINANCIAL PLAN - REVENUE EXPENDITURE SUMMARY**

	<b>FY2008 Actual</b>	<b>FY2009 Adopted</b>	<b>FY2010 Adopted</b>	<b>FY2011 Forecast</b>	<b>FY2012 Forecast</b>	<b>FY2013 Forecast</b>	<b>FY2014 Forecast</b>
<b>Funding Sources</b>							
<b>Local Revenues</b>							
General Property Taxes	151,725,707	165,957,645	165,392,750	166,571,000	170,735,000	175,003,000	179,379,000
Other Local Taxes	27,483,941	27,563,349	29,050,150	30,562,100	31,410,000	32,280,000	33,174,000
Permits and Fees	22,686,164	16,581,004	15,465,957	16,187,000	17,284,000	17,424,000	17,693,000
Use of Money and Property	1,587,283	1,724,030	1,149,977	1,450,000	1,468,000	1,486,000	1,505,000
<b>Subtotal Local Revenues</b>	<b>203,483,096</b>	<b>211,826,028</b>	<b>211,058,834</b>	<b>214,770,100</b>	<b>220,897,000</b>	<b>226,193,000</b>	<b>231,751,000</b>
<b>State Revenues</b>							
Shared Expenses	6,116,982	5,975,667	5,961,692	6,141,000	6,325,000	6,515,000	6,710,000
Categorical Aid	688,102	647,063	599,159	617,000	636,000	655,000	674,000
Social Services	5,967,681	5,657,762	5,914,441	6,493,000	6,920,000	7,338,000	7,811,000
Comprehensive Services Act	2,265,656	2,253,834	1,914,778	2,254,000	2,322,000	2,392,000	2,464,000
Non Categorical Aid	13,508,975	13,401,437	13,479,437	13,510,437	13,542,437	13,575,437	13,609,437
<b>Subtotal State Revenues</b>	<b>28,547,397</b>	<b>27,935,763</b>	<b>27,869,507</b>	<b>29,015,437</b>	<b>29,745,437</b>	<b>30,475,437</b>	<b>31,268,437</b>
<b>Federal Revenues</b>	<b>317,932</b>	<b>307,103</b>	<b>57,322</b>	<b>59,000</b>	<b>61,000</b>	<b>63,000</b>	<b>65,000</b>
<b>Subtotal General Fund Revenues</b>	<b>232,348,424</b>	<b>240,068,894</b>	<b>238,985,663</b>	<b>243,844,537</b>	<b>250,703,437</b>	<b>256,731,437</b>	<b>263,084,437</b>
<b>Use of Fund Balance</b>							
<b>Total Sources</b>	<b>232,348,424</b>	<b>240,068,894</b>	<b>238,985,663</b>	<b>243,844,537</b>	<b>250,703,437</b>	<b>256,731,437</b>	<b>263,084,437</b>
<b>Uses of Funds</b>							
General Government Administration	13,605,819	12,811,865	12,052,039	13,620,541	14,413,684	15,422,911	16,627,273
Judicial Administration	5,138,521	5,221,035	5,172,771	5,220,000	5,640,000	6,073,000	6,535,000
Public Safety	37,206,105	39,197,601	39,350,885	48,513,594	53,238,114	58,192,515	64,064,008
Health & Welfare	14,257,986	14,475,995	14,323,515	16,056,000	16,922,000	17,859,000	18,810,000
Parks & Recreation	9,369,773	10,449,760	9,597,958	10,121,429	10,794,680	11,854,479	12,446,509
Community Development	15,115,341	13,503,774	12,040,928	14,787,514	17,388,475	19,691,547	22,206,995
Miscellaneous	140,706,838	144,408,864	145,947,567	159,698,131	168,701,908	179,402,354	189,325,332
<b>Total Uses</b>	<b>235,400,383</b>	<b>240,068,894</b>	<b>238,485,663</b>	<b>268,017,209</b>	<b>287,098,861</b>	<b>308,495,807</b>	<b>330,015,116</b>
<b>Funding Gap:</b>	<b>(3,051,959)</b>	<b>-</b>	<b>500,000</b>	<b>(24,172,672)</b>	<b>(36,395,424)</b>	<b>(51,764,370)</b>	<b>(66,930,679)</b>



**GENERAL FUND**  
**FIVE YEAR FINANCIAL PLAN - REVENUE SUMMARY**

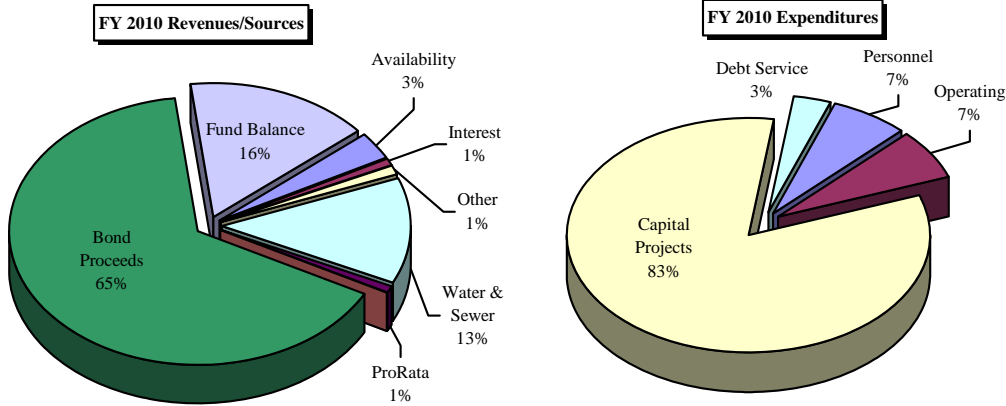
	<b>FY2008 Actual</b>	<b>FY2009 Adopted</b>	<b>FY2010 Adopted</b>	<b>FY2011 Forecast</b>	<b>FY2012 Forecast</b>	<b>FY2013 Forecast</b>	<b>FY2014 Forecast</b>
<b>Funding Sources</b>							
<b>General Property Taxes</b>							
Real Property - Current	121,492,110	132,365,000	133,688,650	135,026,000	138,402,000	141,862,000	145,409,000
Personal Property - Current	20,736,978	23,388,000	22,265,000	22,488,000	23,050,000	23,626,000	24,217,000
Real Property - Delinquent	3,190,713	3,100,000	3,100,000	3,131,000	3,209,000	3,289,000	3,371,000
Public Service Corps	1,907,511	1,700,000	2,100,000	2,121,000	2,174,000	2,228,000	2,284,000
Personal Property - Delinquent	1,264,087	1,700,000	1,700,000	1,717,000	1,760,000	1,804,000	1,849,000
Interest and Penalties	1,541,563	1,812,645	1,600,000	1,616,000	1,656,000	1,697,000	1,739,000
Real Property - Roll Back	470,720	600,000	100,000	101,000	104,000	107,000	110,000
Merchants Capital	809,497	961,000	472,000	-	-	-	-
Mobile Homes	137,748	170,000	150,100	152,000	156,000	160,000	164,000
Machinery & Tools	174,780	161,000	217,000	219,000	224,000	230,000	236,000
<b>Subtotal</b>	<b>151,725,707</b>	<b>165,957,645</b>	<b>165,392,750</b>	<b>166,571,000</b>	<b>170,735,000</b>	<b>175,003,000</b>	<b>179,379,000</b>
<b>Other Local Taxes</b>							
Local Sales & Use Tax	9,639,629	10,100,000	9,855,000	10,151,000	10,456,000	10,770,000	11,093,000
BPOL			2,841,750	2,927,000	3,015,000	3,105,000	3,198,000
Utility Customers' Taxes	8,021,993	6,763,349	6,295,000	6,484,000	6,679,000	6,879,000	7,085,000
Local Meals Tax	5,088,892	5,100,000	5,350,000	5,511,000	5,676,000	5,846,000	6,021,000
Recordation Taxes - Local	2,475,126	2,500,000	2,000,000	2,750,000	2,778,000	2,806,000	2,834,000
Motor Vehicle Licenses	2,257,174	2,600,000	2,310,000	2,333,100	2,391,000	2,451,000	2,512,000
Utility License Taxes	(192,806)	300,000	198,400	204,000	210,000	216,000	222,000
Bank Stock Taxes	193,933	200,000	200,000	202,000	205,000	207,000	209,000
<b>Subtotal</b>	<b>27,483,941</b>	<b>27,563,349</b>	<b>29,050,150</b>	<b>30,562,100</b>	<b>31,410,000</b>	<b>32,280,000</b>	<b>33,174,000</b>
<b>Permits and Fees</b>							
Service Charges & Other							
Ambulance Fee	1,823,738	2,280,000	1,800,000	1,818,000	1,836,000	1,854,000	1,873,000
Cablevision Franchise Fee	1,096,409	1,200,000	1,200,000	1,212,000	1,224,000	1,236,000	1,248,000
Animal Licenses & Charges	120,713	103,900	108,850	110,000	111,000	112,000	113,000
Miscellaneous Revenue	12,180,789	3,583,470	5,468,608	5,523,000	5,578,000	5,634,000	5,690,000
Fines & Forfeitures	729,448	899,200	728,000	735,000	742,000	749,000	756,000
Excess Fees of Clerk	400,684	500,000	180,000	182,000	184,000	186,000	188,000
Recreation Fees	395,486	459,973	485,035	490,000	495,000	500,000	505,000
Gymnastics Fees	617,723	617,723	617,723	624,000	630,000	636,000	642,000
Aquatics	395,641	395,641	395,641	400,000	404,000	408,000	412,000
Well & Septic Fees	34,375	50,000	15,000	40,000	41,000	42,000	43,000
Code Administrative	2,684,141	3,529,292	2,684,000	2,791,000	2,819,000	2,847,000	2,875,000
Planning Fees	2,207,017	2,961,805	1,783,100	2,262,000	3,220,000	3,220,000	3,348,000
<b>Subtotal</b>	<b>22,686,164</b>	<b>16,581,004</b>	<b>15,465,957</b>	<b>16,187,000</b>	<b>17,284,000</b>	<b>17,424,000</b>	<b>17,693,000</b>
<b>Revenue from Money and Property</b>							
Interest	1,381,883	1,502,000	902,000	1,200,000	1,212,000	1,224,000	1,236,000
Rent	205,400	222,030	247,977	250,000	256,000	262,000	269,000
<b>Revenue from Money &amp; Property</b>	<b>1,587,283</b>	<b>1,724,030</b>	<b>1,149,977</b>	<b>1,450,000</b>	<b>1,468,000</b>	<b>1,486,000</b>	<b>1,505,000</b>
<b>State Revenues</b>							
PPTRA	12,542,261	12,446,437	12,446,437	12,446,437	12,446,437	12,446,437	12,446,437
State Shared Expenses	6,116,982	5,975,667	5,961,692	6,141,000	6,325,000	6,515,000	6,710,000
State/Fed - Social Services	5,967,681	5,657,762	5,914,441	6,493,000	6,920,000	7,338,000	7,811,000
Comprehensive Services Act	2,265,656	2,253,834	1,914,778	2,254,000	2,322,000	2,392,000	2,464,000
Non-Categorical Aid	966,714	955,000	1,033,000	1,064,000	1,096,000	1,129,000	1,163,000
State Reimbursement	264,293	259,373	249,584	257,000	265,000	273,000	281,000
State Fire Program Fund	243,696	243,690	251,575	259,000	267,000	275,000	283,000
Emergency Medical Service	160,115	124,000	98,000	101,000	104,000	107,000	110,000
Litter Grant	19,998	19,000	-	-	-	-	-
Abandoned Vehicles	-	1,000	-	-	-	-	-
<b>Subtotal</b>	<b>28,547,397</b>	<b>27,935,763</b>	<b>27,869,507</b>	<b>29,015,437</b>	<b>29,745,437</b>	<b>30,475,437</b>	<b>31,268,437</b>
<b>Federal Revenue</b>							
	317,932	307,103	57,322	59,000	61,000	63,000	65,000
<b>Subtotal</b>	<b>232,348,424</b>	<b>240,068,894</b>	<b>238,985,663</b>	<b>243,844,537</b>	<b>250,703,437</b>	<b>256,731,437</b>	<b>263,084,437</b>
<b>Use of Fund Balance</b>							
	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>232,348,424</b>	<b>240,068,894</b>	<b>238,985,663</b>	<b>243,844,537</b>	<b>250,703,437</b>	<b>256,731,437</b>	<b>263,084,437</b>

# GENERAL FUND

## FIVE YEAR FINANCIAL PLAN EXPENDITURE SUMMARY

	FY2008 Actual	FY2009 Adopted	FY2010 Adopted	FY2011 Forecast	FY2012 Forecast	FY2013 Forecast	FY2014 Forecast
<b>Uses of Funds</b>							
<b>Administration</b>							
Board of Supervisors	598,812	576,574	543,054	607,000	622,000	638,000	654,000
Commissioner of the Revenue	2,752,668	2,647,347	2,724,039	2,745,000	2,884,000	3,025,000	3,173,000
County Administration	1,387,271	1,125,409	1,061,761	1,304,000	1,293,000	1,363,000	1,434,000
County Attorney	1,552,881	1,127,044	1,062,337	1,197,000	1,255,000	1,315,000	1,378,000
Finance & Budget	1,831,883	1,763,226	1,525,682	1,644,000	1,724,000	1,812,000	1,897,000
Human Resources	605,207	697,609	647,057	865,000	870,000	893,000	989,000
Information Technology	2,376,513	2,335,114	2,091,526	2,505,000	2,882,000	3,358,000	3,941,000
Internal Audits, Office of	16,752	171,018	86,066	175,000	184,000	193,000	202,000
Registrar & Electoral Board	389,697	396,435	386,290	499,541	522,684	546,911	572,273
Treasurer	2,094,135	1,972,089	1,924,227	2,079,000	2,177,000	2,279,000	2,387,000
<b>Administration Subtotal</b>	<b>13,605,819</b>	<b>12,811,865</b>	<b>12,052,039</b>	<b>13,620,541</b>	<b>14,413,684</b>	<b>15,422,911</b>	<b>16,627,273</b>
<b>Judicial Administration</b>							
Commonwealth's Attorney	2,748,314	2,809,051	2,800,725	3,049,000	3,365,000	3,698,000	4,046,000
Courts	2,390,207	2,411,984	2,372,046	2,171,000	2,275,000	2,375,000	2,489,000
<b>Judicial Administration Subtotal</b>	<b>5,138,521</b>	<b>5,221,035</b>	<b>5,172,771</b>	<b>5,220,000</b>	<b>5,640,000</b>	<b>6,073,000</b>	<b>6,535,000</b>
<b>Public Safety</b>							
Corrections	7,345,041	7,312,498	8,225,515	9,048,000	9,953,000	10,948,000	12,043,000
Fire and Rescue	12,269,530	13,445,204	13,330,184	18,267,000	20,968,000	23,094,000	25,799,000
Sheriff	17,347,076	18,237,531	17,795,186	21,198,594	22,317,114	24,150,515	26,222,008
Solid Waste	244,458	202,368	-	-	-	-	-
<b>Public Safety Subtotal</b>	<b>37,206,105</b>	<b>39,197,601</b>	<b>39,350,885</b>	<b>48,513,594</b>	<b>53,238,114</b>	<b>58,192,515</b>	<b>64,064,008</b>
<b>Health &amp; Welfare</b>							
Human Services, Office of	4,788,208	4,406,028	4,227,358	5,088,000	5,293,000	5,583,000	5,806,000
Partner Agencies	1,908,585	1,906,779	1,686,815	1,737,000	1,789,000	1,843,000	1,898,000
Social Services	7,561,193	8,163,188	8,409,342	9,231,000	9,840,000	10,433,000	11,106,000
<b>Health &amp; Welfare Subtotal</b>	<b>14,257,986</b>	<b>14,475,995</b>	<b>14,323,515</b>	<b>16,056,000</b>	<b>16,922,000</b>	<b>17,859,000</b>	<b>18,810,000</b>
<b>Parks &amp; Recreation &amp; Community Facilities</b>	<b>9,369,773</b>	<b>10,449,760</b>	<b>9,597,958</b>	<b>10,121,429</b>	<b>10,794,680</b>	<b>11,854,479</b>	<b>12,446,509</b>
<b>Community Development</b>							
Capital Projects	1,490,889	-	198,400	-	-	-	-
Central Rapp. Regional Library	4,666,775	4,726,775	4,254,098	5,565,000	6,010,000	6,491,000	7,010,000
Cooperative Extension	190,028	215,854	196,426	239,000	250,000	261,000	272,000
Econ. Dev./Legislative Affairs	1,144,918	1,157,075	1,005,410	1,039,000	1,136,000	1,213,000	1,261,000
Planning and Zoning	2,884,161	2,896,298	2,504,751	3,448,542	4,138,852	4,702,927	5,241,903
Public Works	4,738,570	4,507,772	3,881,843	4,495,972	5,853,623	7,023,620	8,422,092
<b>Community Development Subtotal</b>	<b>15,115,341</b>	<b>13,503,774</b>	<b>12,040,928</b>	<b>14,787,514</b>	<b>17,388,475</b>	<b>19,691,547</b>	<b>22,206,995</b>
<b>Miscellaneous</b>							
Debt Service - General Government	5,862,648	9,737,208	12,185,406	10,340,025	9,646,475	9,152,851	9,015,352
New Debt Service - Schools/Gen. Gov't	-	-	-	8,033,216	10,794,634	14,560,203	17,488,980
Non-Departmental	771,770	1,304,156	1,765,005	2,042,000	2,131,000	2,251,000	2,378,000
Schools Operating - Local Funding	130,513,427	133,367,500	131,997,156	138,597,000	145,527,000	152,803,000	160,443,000
Restoration of Undesignated Fund Balance	-	-	-	685,890	602,800	635,300	-
Other Transfers	3,558,993	-	-	-	-	-	-
<b>Miscellaneous Subtotal</b>	<b>140,706,838</b>	<b>144,408,864</b>	<b>145,947,567</b>	<b>159,698,131</b>	<b>168,701,908</b>	<b>179,402,354</b>	<b>189,325,332</b>
<b>Total Uses</b>	<b>235,400,383</b>	<b>240,068,894</b>	<b>238,485,663</b>	<b>268,017,209</b>	<b>287,098,861</b>	<b>308,495,807</b>	<b>330,015,116</b>

# UTILITIES FUND



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

The Utilities Fund five-year Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. Information projected through 2014 reflects only model projections and does not reflect decisions made by the Board of Supervisors. The Fiscal Year 2008 amounts reflect actual amounts and the Fiscal Year 2009 amounts reflect estimates based on revenues and expenses to-date. Projections for 2010 through 2014 include estimates for specific programs where adequate information is available and other assumptions are noted below:

### Water and Sewer Charges

Assumes 2.5% growth in customer accounts from 2010 forward. Projections assume 8% per year rate increase in fiscal years 2010, 2011 and 2012 to cover anticipated capital improvements to the existing system and increasing costs associated with treatment chemicals, electricity and fuels. Additionally, the projections include a \$3.00 overlay to the monthly demand fee to cover costs associated with Payment in Lieu of Taxes (P.I.L.O.T.) and the user funded portion of new debt service.

### Availability Fees

Assumes approx 460 additional equivalent dwelling units (EDU) in 2010, with growth reaching 900 equivalent dwelling units by fiscal year 2014. Availability fees are currently \$5600 for water and \$3500 for sewer per EDU. Assumes a rate increase in 2010 associated with the cost of expansion related projects included in the Capital Improvement Plan (CIP).

### ProRata Fees

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

### Revenue Bond Proceeds

Bond proceeds will be used to partially finance large capital projects, particularly the construction of Rocky Pen Run reservoir and the Nutrient Removal upgrades to the wastewater treatment facilities.

### Personnel & Operating Expenditures

Most Utilities operating costs are projected to increase 4% per year, although chemical and electricity costs are expected to increase more significantly. Cost projections also include \$600,000 per year for payment in lieu of taxes and a \$2M increase expected with the opening of Rocky Pen Reservoir. Additionally, \$1M related to Other Post Employment Benefits (OPEB) is included in each of the following fiscal years: 2009, 2010 and 2011.

### Use of Money and Property

Interest earned on the Utilities Fund Balance is expected to decline over the five year planning period as cash balances are spent down relative to large capital projects, particularly the construction of Rocky Pen Reservoir and the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

### Debt Service

Assumes future debt is issued at a 5.5% interest rate for the Rocky Pen Run project. It is projected that lower interest rate loans provided through the State Revolving Loan Fund in conjunction with the Department of Environmental Quality (DEQ) will be used to finance the Nutrient Removal Upgrade projects.

### Capital Projects

Includes all capital projects included in the five year capital improvement plan.

# UTILITIES FUND

	2008	2009	2010	Projection			
	Actual	Estimated	Adopted	2011	2012	2013	2014
<b>Revenues/Sources</b>							
Water/Sewer Fees	\$19,988,123	\$20,422,000	\$21,819,900	\$26,282,000	\$29,094,000	\$31,611,000	\$34,345,000
Other Charges and Fees	1,266,696	1,235,000	1,587,000	1,627,000	1,668,000	1,710,000	1,753,000
Availability Fees	4,972,255	3,600,000	5,533,500	6,424,000	8,415,000	9,470,000	10,526,000
Pro Rata Fees	1,043,979	1,000,000	1,412,400	1,448,000	1,484,000	1,521,000	1,559,000
Use of Money/Property	3,344,436	2,542,000	1,575,200	1,159,000	1,199,000	815,000	720,000
Grants	1,857,407	0	0	3,000,000	7,000,000	0	0
Revenue Bond Proceeds	0	0	110,000,000	15,000,000	0	0	0
Donated Assets	\$32,472,896	\$28,799,000	\$141,928,000	\$54,940,000	\$48,860,000	\$45,127,000	\$48,903,000
	8,446,184						
<b>Total Sources</b>	<b>\$40,919,080</b>	<b>\$28,799,000</b>	<b>\$141,928,000</b>	<b>\$54,940,000</b>	<b>\$48,860,000</b>	<b>\$45,127,000</b>	<b>\$48,903,000</b>
<b>Uses</b>							
<b>Operations</b>							
Personnel	\$10,992,288	\$10,981,000	\$11,516,505	\$12,015,000	\$12,211,000	\$13,297,000	\$13,962,000
Operating	8,988,054	11,281,000	11,836,783	12,642,000	13,706,000	14,915,000	15,541,000
Operating-Capital Projects	1,114,471	1,240,000	8,016,600	6,738,000	3,117,620	5,115,440	4,883,620
<b>Expansion-Capital Projects</b>							
Pro Rata Funded	1,503,650	860,000	22,665,300	10,811,920	974,380	2,387,360	7,467,380
Availability/Bond Funded	17,505,586	12,600,000	108,953,000	9,750,000	5,750,000	750,000	1,750,000
<b>Debt Service</b>							
Existing Debt Service	4,159,086	4,339,000	4,042,524	3,405,836	3,556,756	787,250	753,750
New Debt Service	-	-	1,467,134	4,150,771	6,275,146	7,543,583	8,454,688
<b>Total Uses</b>	<b>\$44,263,135</b>	<b>\$41,301,000</b>	<b>\$168,497,846</b>	<b>\$59,513,527</b>	<b>\$45,590,902</b>	<b>\$44,795,633</b>	<b>\$52,812,438</b>
<b>Total Sources Over Uses</b>	<b>(\$3,344,055)</b>	<b>(\$12,502,000)</b>	<b>(\$26,569,846)</b>	<b>(\$4,573,527)</b>	<b>\$3,269,098</b>	<b>\$331,367</b>	<b>(\$3,909,438)</b>
<b>Fund Balance</b>							
<b>Fund Balance, Beginning of Year</b>	<b>\$80,564,727</b>	<b>\$70,432,430</b>	<b>\$57,930,000</b>	<b>\$59,961,000</b>	<b>\$40,761,000</b>	<b>\$36,009,000</b>	<b>\$33,938,000</b>
"Roll-Over" Committed Funds*			\$28,601,000	\$13,975,000	\$5,954,000	\$3,552,000	\$4,413,000
Previous Yr "Roll-Over" Funds			\$0	\$28,601,000	\$13,975,000	\$5,954,000	\$3,552,000
<b>Fund Balance, End of Year</b>	<b>\$70,432,430</b>	<b>\$57,930,000</b>	<b>\$59,961,000</b>	<b>\$40,761,000</b>	<b>\$36,009,000</b>	<b>\$33,938,000</b>	<b>\$30,890,000</b>
Restricted Cash - Debt Set Asides	3,283,000	3,208,060	5,816,000	10,423,000	11,131,000	8,840,000	8,840,000
Designated - Repair/Replacement	6,150,000	6,396,000	6,652,000	6,931,000	7,222,000	7,525,000	7,841,000
Designated - Operating Reserve	4,927,000	5,489,000	5,758,000	6,080,000	6,390,000	6,956,000	7,275,000
Designated - Extension Reserve	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Designated- Advance Payments	1,663,000	1,705,000	1,748,000	1,792,000	1,837,000	1,883,000	1,930,000
Undesignated	\$49,409,000	\$36,132,000	34,987,000	\$10,535,000	\$4,429,000	\$3,734,000	\$4,000
Total Operating Revenues	\$21,284,670	21,657,000	23,406,900	27,909,000	30,762,000	33,321,000	36,098,000
Total Operating Expenses	(28,834,200)	(29,339,900)	(30,593,746)	(32,130,000)	(34,627,000)	(37,140,000)	(38,654,000)
<b>Net Operating Income/Loss*</b>	<b>(\$7,549,530)</b>	<b>(\$7,682,900)</b>	<b>(\$7,186,846)</b>	<b>(\$4,221,000)</b>	<b>(\$3,865,000)</b>	<b>(\$3,819,000)</b>	<b>(\$2,556,000)</b>
* includes depreciation							
Debt Ratio 1	2.51	1.75	1.75	1.76	1.62	2.03	2.11
Debt Ratio 2	1.96	1.33	0.86	1.34	1.19	1.46	1.54
Debt Ratio 3	7.90	5.50	4.42	2.03	1.42	1.69	1.54

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

\* "Roll-Over" Committed Funds: Estimated at 25% of total capital expenditure projection, assuming levels are budgeted at total amount of contract, but larger projects extend over multiple years.

# TRANSPORTATION FUND

	FY2008	FY2009	FY2010	Fiscal Year			
	Actual	Estimated	Adopted	2011	2012	2013	2014
<b>Revenues</b>							
Gasoline Sales Tax	\$4,600,260	\$3,470,929	\$2,995,020	\$3,161,415	\$3,295,753	\$3,460,293	\$3,592,281 *
State Recordation Tax	763,678	668,000	668,000	668,000	750,000	750,000	750,000
BPOL			947,250	976,000	1,005,000	1,035,000	1,066,000
Interest Revenue	103,988	58,212	35,000	30,000	15,000	10,000	2,000
Miscellaneous	943,336	27,000	0	0	0	0	0
Revenue Share - VDOT match				1,000,000			
Prior Year Fund Balance				3,600,000			
<b>Total Sources</b>	<b>\$6,411,262</b>	<b>\$4,224,141</b>	<b>\$4,645,270</b>	<b>\$9,435,415</b>	<b>\$5,065,753</b>	<b>\$5,255,293</b>	<b>\$5,410,281</b>
<b>Expenditures</b>							
VRE Subsidy	\$2,429,735	\$2,974,507	\$2,971,727	\$3,342,738	\$3,513,312	\$3,099,517	\$3,531,910 **
Local Road Projects	512,423	800,000	805,451	1,743,991	791,655	1,392,790	1,109,785
FRED Bus Service	477,656	477,656	477,656	493,000	493,000	493,000	493,000
Airport Subsidy	114,286	114,286	248,236	114,286	114,286	114,286	114,286 ***
Miscellaneous	152,615	42,200	52,200	51,400	63,500	65,700	71,300
Street Signs	30,073	50,000	50,000	50,000	50,000	50,000	50,000
Social Services	32,114	40,000	40,000	40,000	40,000	40,000	40,000
Route 610	610	0	0	0	0	0	0
Revenue Share - local match			0	3,600,000	0	0	0
Personnel	246,991	349,482	0	0	0	0	0
Bike Trails	34,197	450,000	0	0	0	0	0
<b>Total Uses</b>	<b>\$4,030,699</b>	<b>\$5,298,131</b>	<b>\$4,645,270</b>	<b>\$9,435,415</b>	<b>\$5,065,753</b>	<b>\$5,255,293</b>	<b>\$5,410,281</b>
<b>Surplus/(Deficit)</b>	<b>\$2,380,563</b>	<b>(\$1,073,990)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Balance</b>	<b>\$4,566,095</b>	<b>\$6,946,658</b>	<b>\$5,313,292</b>	<b>\$5,313,292</b>	<b>\$1,713,292</b>	<b>\$1,713,292</b>	<b>\$1,713,292</b>
<u>Reserved</u>							
Revenue share - local match		\$3,600,000	\$3,600,000				
Encumbrances	259,376						
Road Projects	300,000						
<u>Unreserved:</u>	<u>6,387,282</u>	<u>1,713,292</u>	<u>1,713,292</u>	<u>1,713,292</u>	<u>1,713,292</u>	<u>1,713,292</u>	<u>1,713,292</u>
<b>Fund Balance, end of year</b>	<b>\$6,946,658</b>	<b>\$5,313,292</b>	<b>\$5,313,292</b>	<b>\$1,713,292</b>	<b>\$1,713,292</b>	<b>\$1,713,292</b>	<b>\$1,713,292</b>

In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated once the timing of the projects is determined.

\* Gasoline sales tax revenue projections provided by PRTC, January 2009; FY 2010 projection includes repayment of \$28,000 remitted by state to Fredericksburg in error

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

\*\*\* To comply with the terms of the moral obligation agreement associated with the Airport debt, \$133,950 is included in the FY 2010 budget for debt service on airport bonds. Prince William County and the City of Fredericksburg will also pay a portion of the debt service according to the terms of the agreement.

**FY 2008 audited financial results show unallocated funds of \$6.4 million.**

**The Board committed to match \$3.6 million as the local match for VDOT FY09 revenue sharing. FY09 gas tax and state recordation tax revenues are estimated to be \$1.1 million less than budgeted. This leaves an estimated \$1.7 million in unallocated funds at the end of FY09.**



## PERSONNEL SECTION

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The personnel section contains schedules that present the position summary information for each fund, new positions added and personnel budget by fund. An overview of the Department of Human Resources, listing of internal committees and a listing of the Boards, Authorities and Commission and Committees

# POSITION SUMMARY COUNTY FUNDS

	FY 2008		FY 2009		FY 2010		Change	
	Actual		Adopted Budget		Adopted Budget		'09 Adopt. to '10 Adopt.	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7	0.0%	0.0%
Commissioner of the Revenue (1)	34	1	34	1	33	1	(2.9)%	0.0%
Commonwealth's Attorney	26	1	26	1	26	1	0.0%	0.0%
Cooperative Extension	0	4	0	4	0	4	0.0%	0.0%
County Administration	11	2	11	2	11	2	0.0%	0.0%
County Attorney	9	0	9	0	9	0	0.0%	0.0%
Courts	25	2	25	2	25	2	0.0%	0.0%
Economic Development./Legislative Affairs (2)	7	1	7	1	7	1	0.0%	0.0%
Finance and Budget (3)	21	3	21	3	18	2	(14.3)%	(33.3)%
Human Resources	7	1	7	1	7	1	0.0%	0.0%
Human Services, Office of	2	0	2	0	2	0	0.0%	0.0%
Information Technology (1) (7)	21	2	21	2	23	2	9.5%	0.0%
Internal Audits, Office of (4)	3	0	3	0	2	0	(33.3)%	0.0%
Parks, Recreation & Community Facilities (5)	64	131	64	131	64	122	0.0%	(6.9)%
Planning and Zoning (6) (7)	35	2	35	2	31	2	(11.4)%	0.0%
Public Works (8) (12)	49	1	49	1	48	1	(2.0)%	0.0%
Registrar & Electoral Board (9)	3	1	3	1	4	0	33.3%	(100.0)%
Social Services	60	7	60	7	60	7	0.0%	0.0%
Solid Waste (10)	2	0	2	0	0	0	(100.0)%	0.0%
Treasurer	20	3	20	3	20	3	0.0%	0.0%
<b>Sub-Total Non-Public Safety Departments</b>	<b>399</b>	<b>169</b>	<b>399</b>	<b>169</b>	<b>390</b>	<b>158</b>	<b>(2.3)%</b>	<b>(6.5)%</b>
Fire and Rescue (11)	98	0	98	0	110	0	12.2%	0.0%
Sheriff	187	17	187	17	187	17	0.0%	0.0%
<b>Sub-Total Public Safety Departments</b>	<b>285</b>	<b>17</b>	<b>285</b>	<b>17</b>	<b>297</b>	<b>17</b>	<b>4.2%</b>	<b>0.0%</b>
<b>Fund Total Positions - General</b>	<b>684</b>	<b>186</b>	<b>684</b>	<b>186</b>	<b>687</b>	<b>175</b>	<b>0.4%</b>	<b>(5.9)%</b>
<b>Fund Total Positions - E-911</b>	<b>37</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>Fund Total Positions - Transportation (12)</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(100.0)%</b>	<b>0.0%</b>
<b>Fund Total Positions Utilities (3)</b>	<b>141</b>	<b>10</b>	<b>141</b>	<b>10</b>	<b>144</b>	<b>11</b>	<b>2.1%</b>	<b>10.0%</b>
<b>Grand Total County Funds</b>	<b>864</b>	<b>196</b>	<b>864</b>	<b>196</b>	<b>868</b>	<b>186</b>	<b>0.5%</b>	<b>(5.1)%</b>

- (1) One full-time Geographic Information Systems moved from Commissioner of the Revenue to Information Technology
- (2) Position Counts for the Tourism Fund are included in the General Fund, Economic Development/Legislative Affairs Department
- (3) Transfer of three full-time and one part-time Utilities Billing positions from Finance and Budget to the Utilities Fund
- (4) Reduction in force of one full-time position in the Office of Internal Audits per Board Action on 4-21-2009
- (5) Reduction of 19,000 part-time hours (the equivalent of nine full-time positions) on 10-21-08
- (6) Reduction in Force of three full-time positions Planning and Zoning positions on 10-21-08
- (7) One full-time Geographic Information Systems position moved from Planning and Zoning to Information Technology
- (8) Reduction in Force of three full-time positions in Public Works on 10-21-08
- (9) Conversion of one part-time position to one full-time for the Registrar & Electoral Board per Board Action 9-16-2008
- (10) Two full-time Solid Waste positions transferred to R-Board
- (11) Twelve full-time positions added to Fire and Rescue to Staff two 24/7 ambulances per Board Action on 4-21-2009
- (12) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008

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

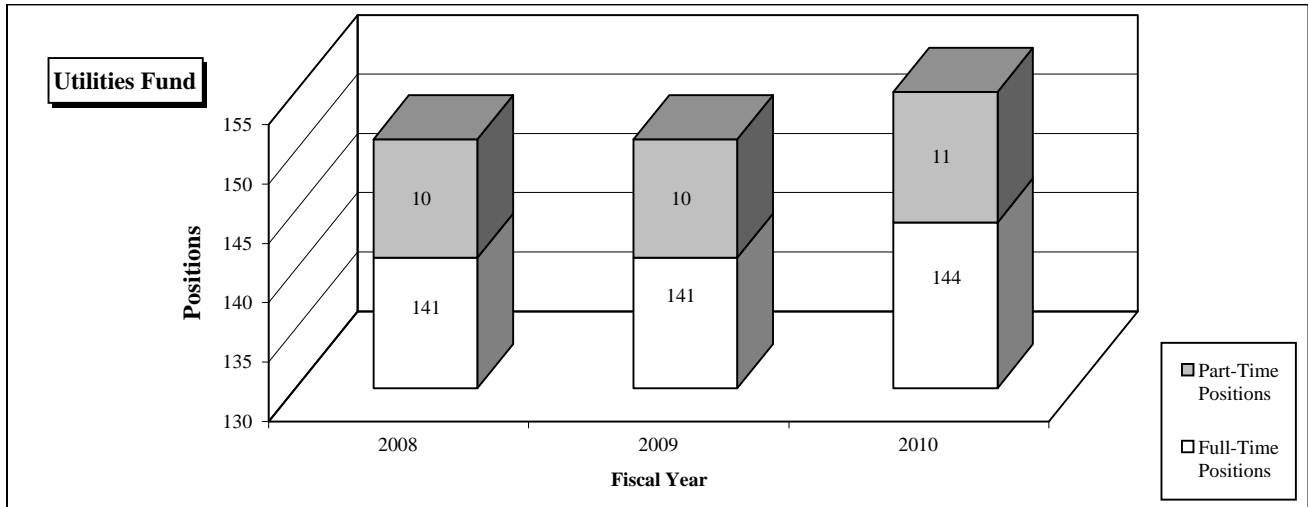
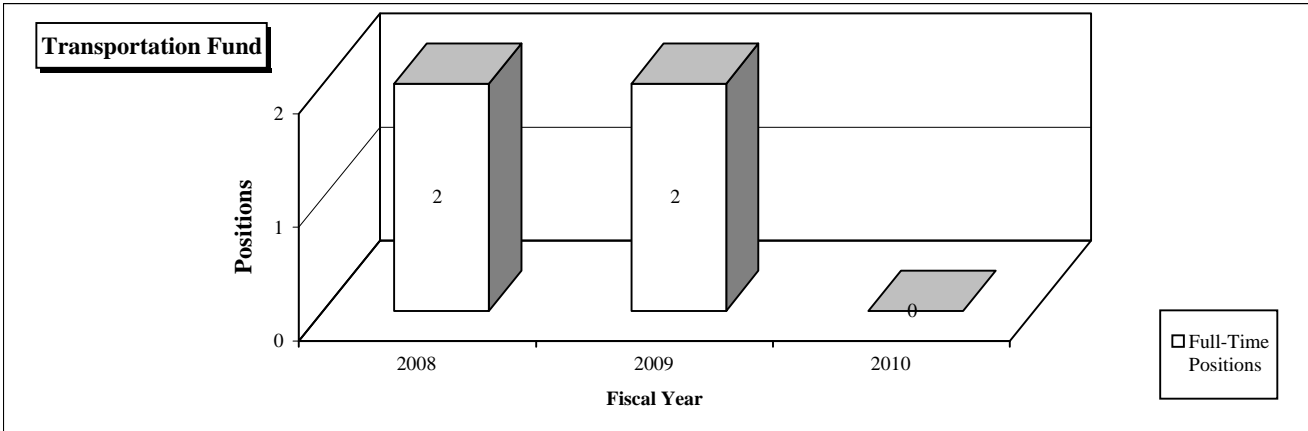
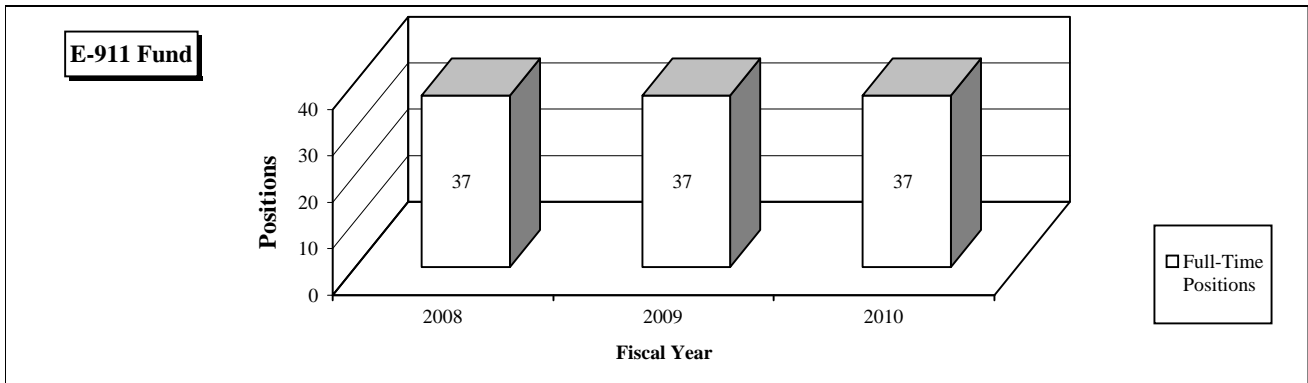
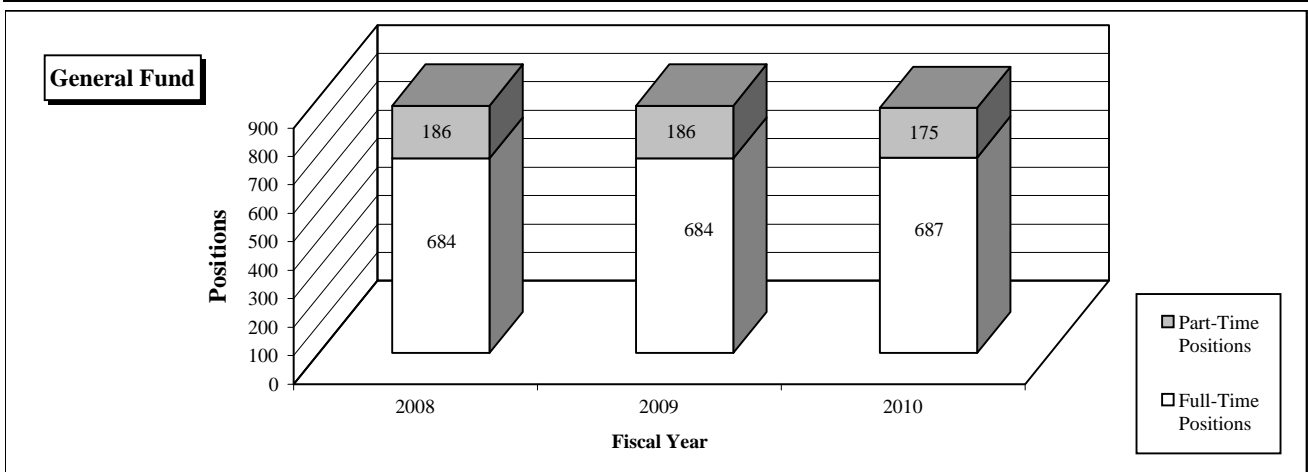


# FY2010 POSITION FUNDING SUMMARY

## GENERAL FUND

	Full-Time Authorized Strength			Part-Time Authorized Strength		
	Funded Positions	Unfunded Positions	Total	Funded Positions	Unfunded Positions	Total
Board of Supervisors	0	0	0	7	0	7
Commissioner of the Revenue	31	2	33	0	1	1
Commonwealth's Attorney	25	1	26	1	0	1
Cooperative Extension	0	0	0	4	0	4
County Administration	10	1	11	0	2	2
County Attorney	8	1	9	0	0	0
Courts	23	2	25	2	0	2
Economic Development./Legislative Affairs	7	0	7	1	0	1
Finance and Budget	16	2	18	0	2	2
Human Resources	6	1	7	1	0	1
Human Services, Office of	2	0	2	0	0	0
Information Technology	20	3	23	2	0	2
Internal Audits, Office of	0	2	2	0	0	0
Parks, Recreation & Community Facilities	57	7	64	119	3	122
Planning and Zoning	25	6	31	1	1	2
Public Works	41	7	48	0	1	1
Registrar & Electoral Board	4	0	4	0	0	0
Social Services	57	3	60	5	2	7
Solid Waste	0	0	0	0	0	0
Treasurer	19	1	20	1	2	3
<b>Sub-Total Non-Public Safety Departments</b>	<b>351</b>	<b>39</b>	<b>390</b>	<b>144</b>	<b>14</b>	<b>158</b>
Fire and Rescue	110	0	110	0	0	0
Sheriff	187	0	187	17	0	17
<b>Sub-Total Public Safety Departments</b>	<b>297</b>	<b>0</b>	<b>297</b>	<b>17</b>	<b>0</b>	<b>17</b>
<b>Fund Total Positions - General</b>	<b>648</b>	<b>39</b>	<b>687</b>	<b>161</b>	<b>14</b>	<b>175</b>
<b>Fund Total Positions - E-911</b>	<b>37</b>	<b>0</b>	<b>37</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Total Positions - Transportation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fund Total Positions Utilities</b>	<b>141</b>	<b>1</b>	<b>142</b>	<b>7</b>	<b>4</b>	<b>11</b>
<b>Grand Total All Funds</b>	<b>826</b>	<b>40</b>	<b>866</b>	<b>168</b>	<b>18</b>	<b>186</b>

# COUNTY FUNDS POSITION GRAPHS



# FY2010 ADOPTED BUDGET COUNTY FUNDS NEW POSITIONS SUMMARY

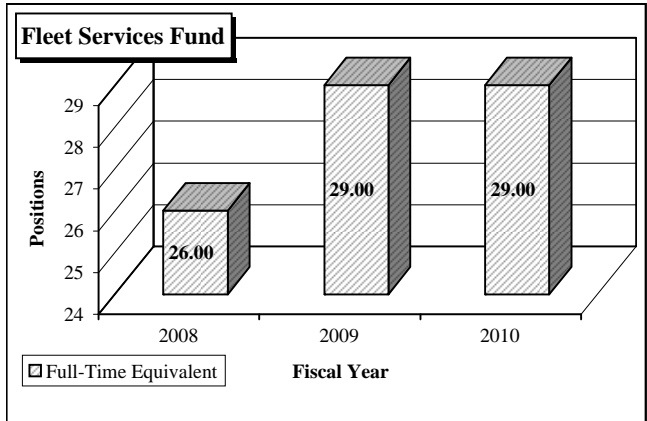
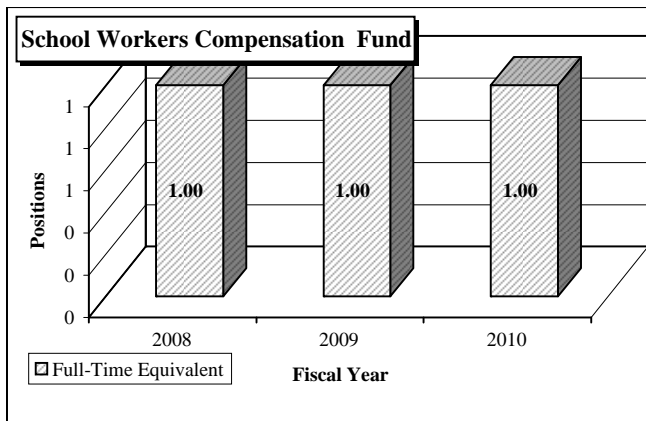
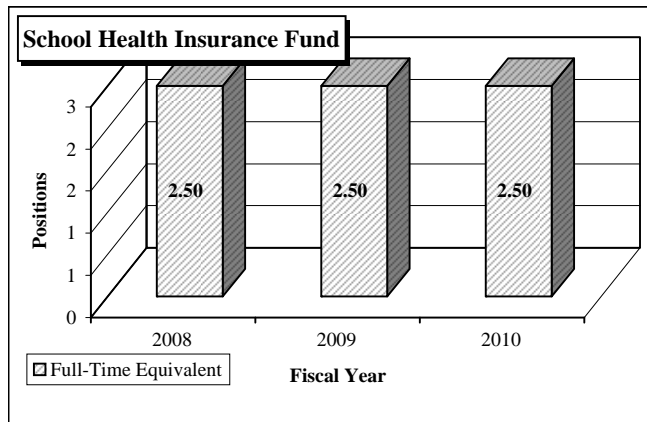
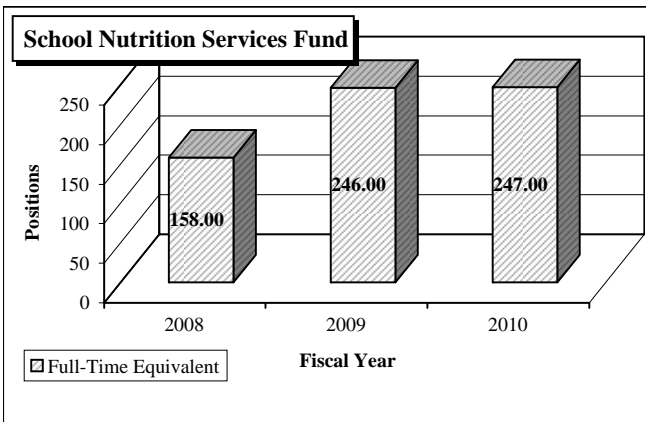
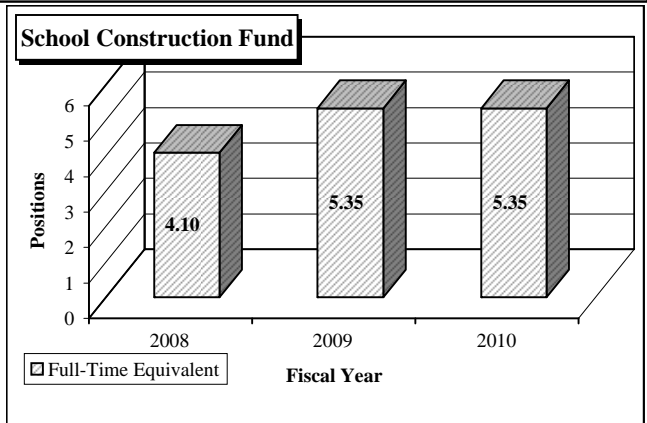
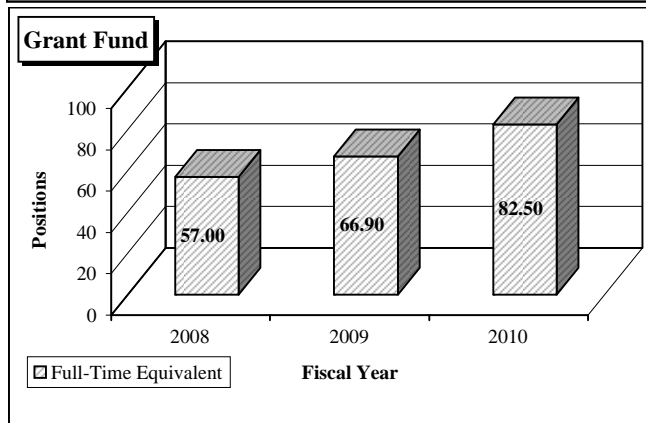
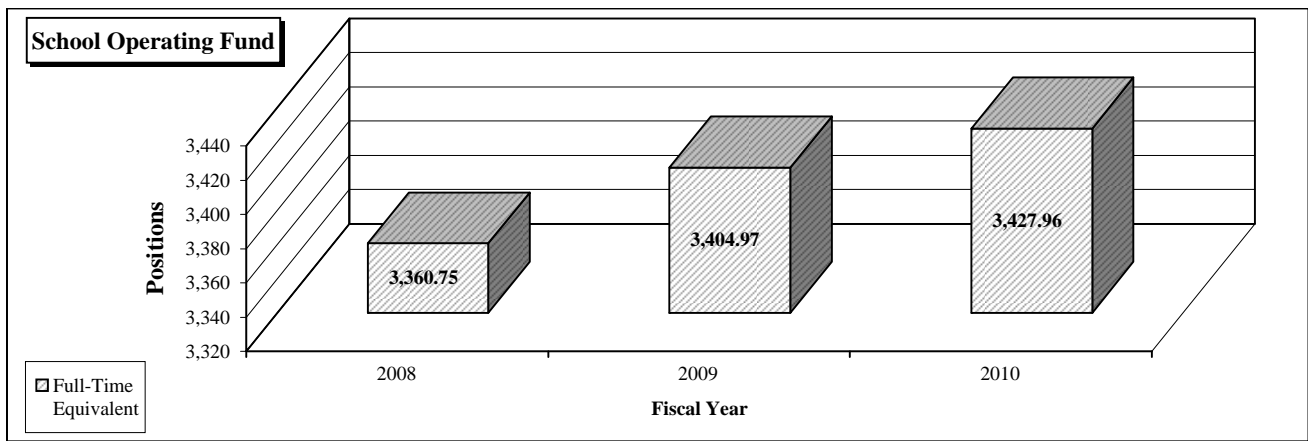
Department	Position	Full-Time	Description
<b>General Fund</b>			
Fire and Rescue	Fire and Rescue Technician I	12	Firefighter/Paramedic to staff an Engine. Ladder and Paramedic Ambulance to provide fire and rescue services. Positions required to meet minimum staffing requirements.
<b>General Fund Total</b>		<b>12</b>	

# POSITION SUMMARY SCHOOL FUNDS

	FY 2008 Actual Full-Time Equivalent	FY 2009 Adopted Budget Full-Time Equivalent	FY 2010 Adopted Budget Full-Time Equivalent	Change '09 Adopt. to '10 Adopt. Full-Time Equivalent
<b>Fund Total - School Operating (1) (2)</b>	3,360.75	3,404.97	3,427.96	0.7%
<b>Fund Total - Grants (3) (4)</b>	57.00	66.90	82.50	23.3%
<b>Fund Total - School Construction</b>	4.10	5.35	5.35	0.0%
<b>Fund Total - School Nutrition Services (5)</b>	158.00	246.00	247.00	0.4%
<b>Fund Total - School Health Insurance</b>	2.50	2.50	2.50	0.0%
<b>Fund Total - School Workers Compensation</b>	1.00	1.00	1.00	0.0%
<b>Fund Total - Fleet Services</b>	26.00	29.00	29.00	0.0%
<b>Grand Total All Funds</b>	3,609.35	3,755.72	3,795.31	1.1%

- (1) A increase of 27 full-time equivalent classroom teachers positions in instruction in the School Operating Fund.
- (2) A decrease in four full-time equivalent positions
- (3) A increase of 21.50 full-time equivalent positions in the Grants Fund with IDEA Stimulus funds.
- (4) A decrease in five and nine-tens full-time equivalent positions in the Grants fund due to funding reductions.
- (5) A increase of one full-time equivalent positions in the Nutrition Services Fund.

# SCHOOL FUNDS POSITION GRAPHS

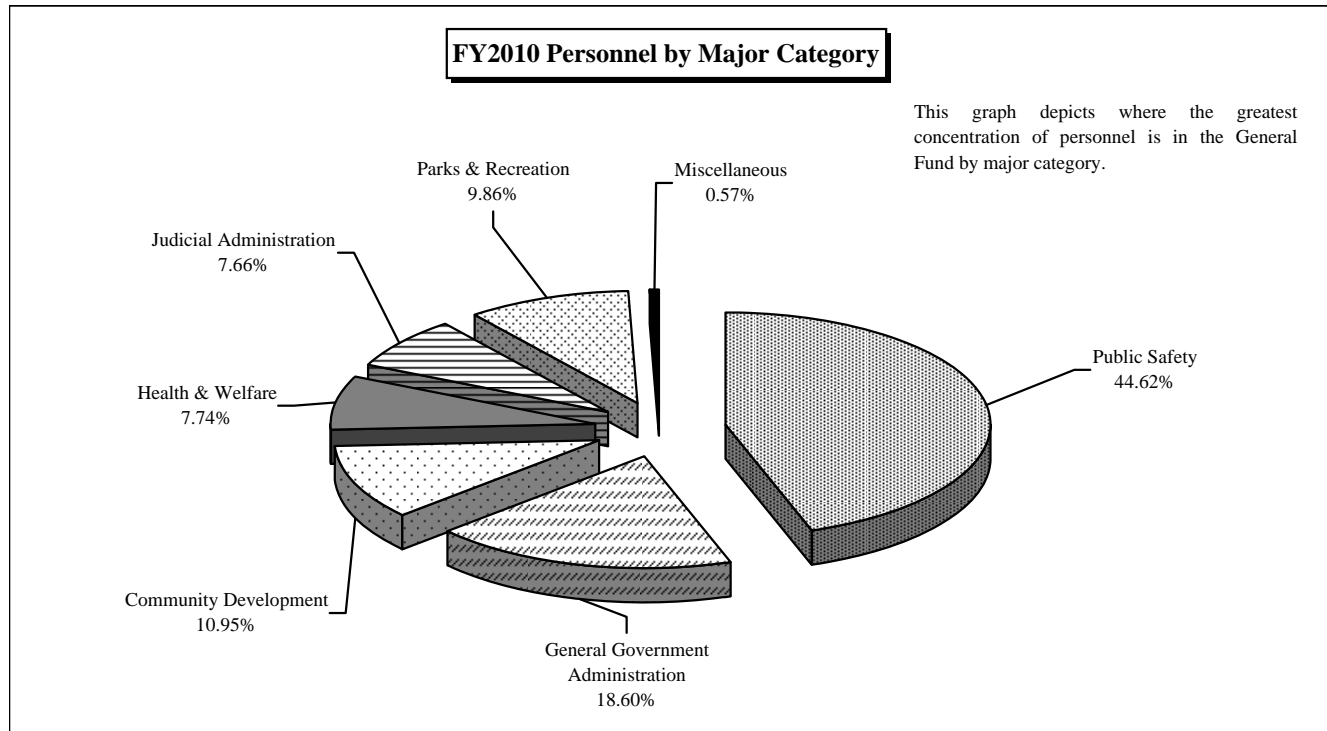


## NEW POSITIONS APPROVED FOR FY2010 SCHOOL FUNDS

Department	Position	Full-Time
<b>School Operating Fund</b>		
Instruction	Teachers Classroom	25.00
Instruction	Teachers Classroom (JROTC approved by School Board on 12/9/08)	2.00
<b>School Operating Fund Total</b>		<b>27.00</b>
<b>School Grants Fund</b>		
	Coordinators (IDEA Stimulus)	2.00
	Teachers (IDEA Stimulus)	13.50
	Specialists (IDEA Stimulus)	1.00
	Occupational and Physical Therapists (IDEA Stimulus)	1.00
	Paraprofessionals (IDEA Stimulus)	3.00
	Administrative Assistant (IDEA Stimulus)	1.00
<b>School Grants Fund Total</b>		<b>21.50</b>
<b>School Nutrition Services Fund</b>		
	Administrative Staff (Field Manager)	1.00
<b>School Nutrition Services Fund</b>		<b>1.00</b>
<b>Grand Total School Funds</b>		<b>49.50</b>

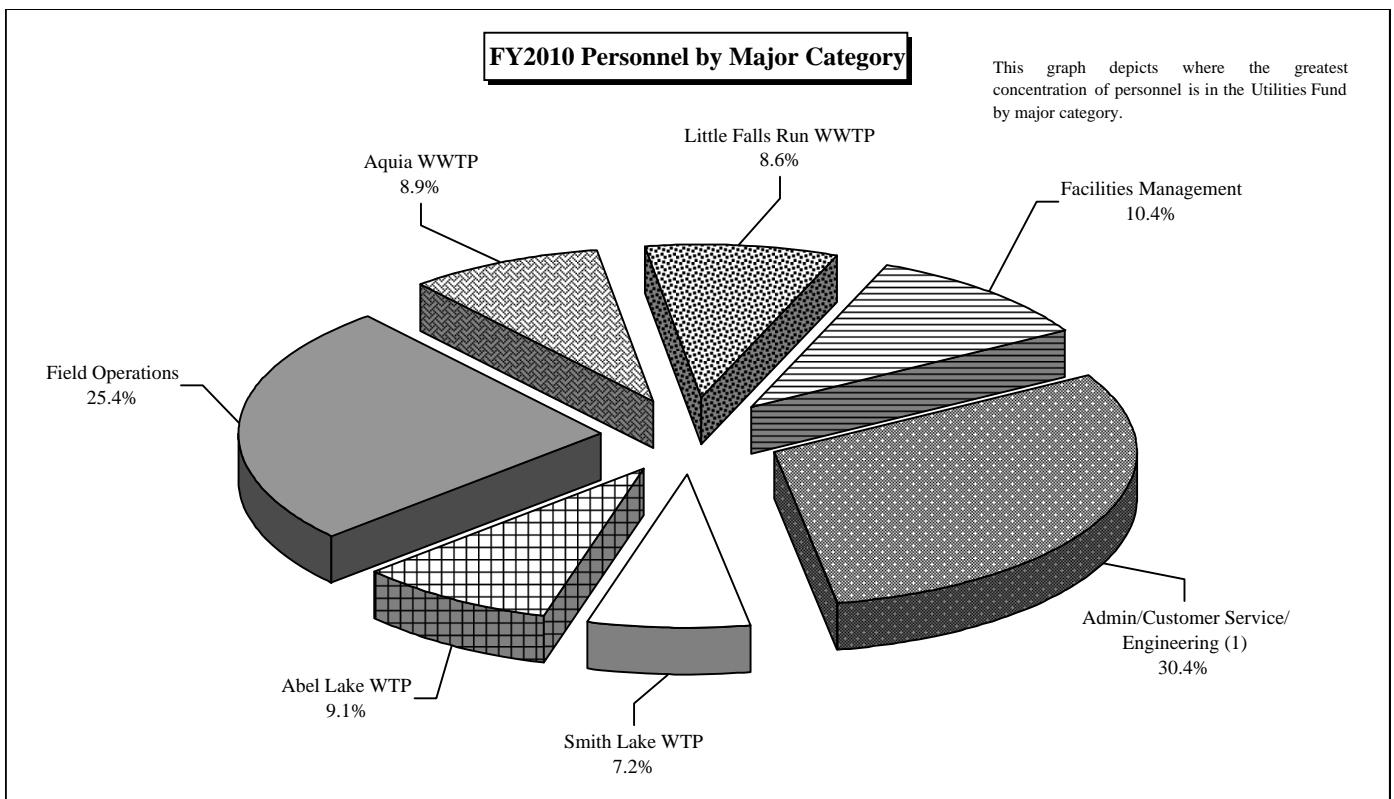
## GENERAL FUND PERSONNEL BY MAJOR CATEGORY

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Public Safety	\$22,415,779	\$23,617,885	\$24,577,817	\$959,932	4.06%
General Government Administration	10,697,061	10,517,273	10,246,649	(270,624)	-2.57%
Community Development	6,611,638	6,771,964	6,034,620	(737,344)	-10.89%
Health & Welfare	4,074,694	4,324,658	4,266,003	(58,655)	-1.36%
Judicial Administration	4,149,454	4,247,310	4,219,682	(27,628)	-0.65%
Parks & Recreation	5,465,877	5,362,037	5,433,057	71,020	1.32%
Miscellaneous	15,326	20,000	312,000	292,000	1460.00%
<b>Total</b>	<b>\$53,429,829</b>	<b>\$54,861,127</b>	<b>\$55,089,828</b>	<b>\$228,701</b>	<b>0.42%</b>



# UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Admin/ Customer Service/ Engineering (1)	\$3,017,292	\$3,514,734	\$3,506,396	(\$8,338)	-0.24%
Smith Lake WTP	904,461	854,475	832,582	(21,893)	-2.56%
Abel Lake WTP	1,050,566	1,067,396	1,039,383	(28,013)	-2.62%
Field Operations	2,968,401	2,879,234	2,923,293	44,059	1.53%
Aquia WWTP	917,040	1,055,695	1,021,347	(34,348)	-3.25%
Little Falls Run WWTP	1,025,048	1,061,735	993,530	(68,205)	-6.42%
Facilities Management	1,109,480	1,266,238	1,199,974	(66,264)	-5.23%
<b>Total Expenditures</b>	<b>\$10,992,288</b>	<b>\$11,699,507</b>	<b>\$11,516,505</b>	<b>(\$183,002)</b>	<b>-1.56%</b>

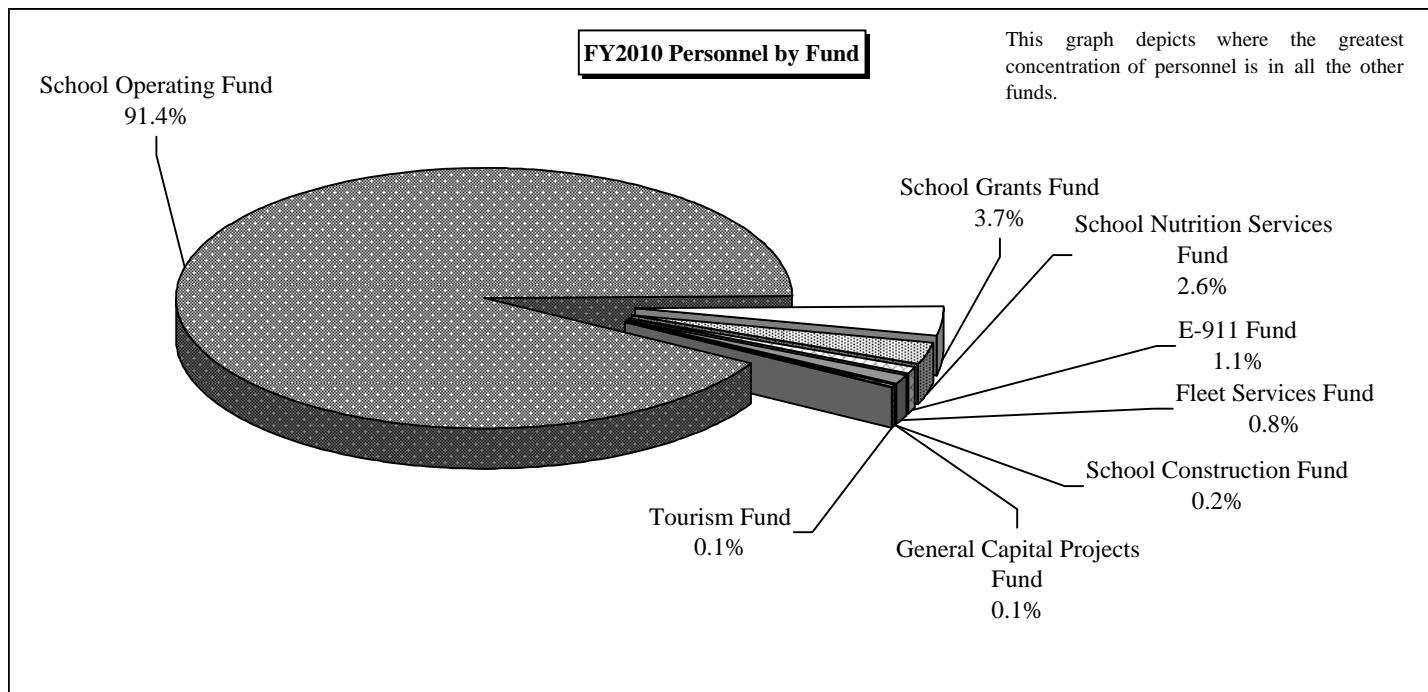


(1) FY09 and FY10 include partial funding of OPEB liability in the amount of \$1.0M.



# OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

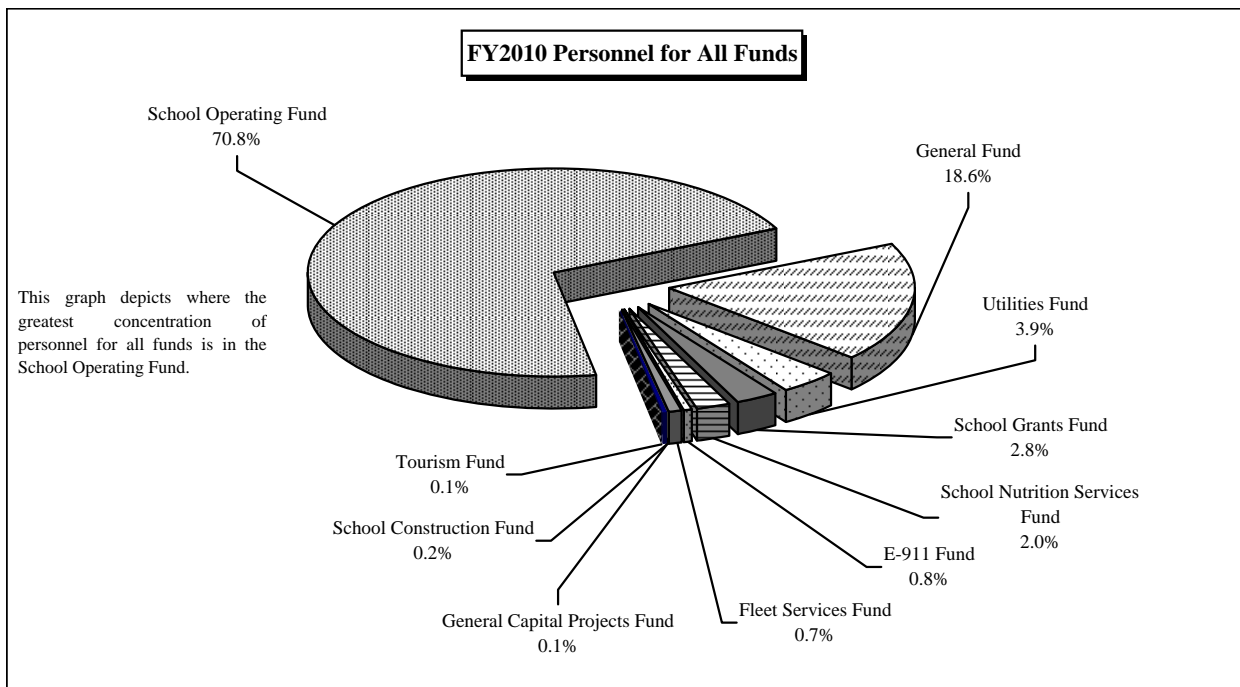
	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
	School Operating Fund	\$202,282,540	\$210,375,313	\$210,402,151	
School Grants Fund	0	6,881,320	8,442,852	1,561,532	22.69%
School Nutrition Services Fund	5,073,032	5,623,067	5,951,447	328,380	5.84%
E-911 Fund	2,403,192	2,554,579	2,436,834	(117,745)	-4.61%
Fleet Services Fund	1,840,074	2,069,322	1,942,791	(126,531)	-6.11%
School Construction Fund	263,491	342,689	479,336	136,647	39.87%
General Capital Projects Fund	0	204,047	297,374	93,327	100.00%
Tourism Fund	143,048	147,498	168,394	20,896	14.17%
Transportation Fund *	246,991	349,482	0	(349,482)	-100.00%
<b>Total Expenditures</b>	<b><u>\$212,252,368</u></b>	<b><u>\$228,547,317</u></b>	<b><u>\$230,121,179</u></b>	<b><u>\$1,573,862</u></b>	<b><u>0.69%</u></b>



\* A Senior Planner and Engineering Specialist are funded in the Transportation Fund for FY2009. These positions were funded in the General Fund Office of Transportation in FY2008 in FY2010 no Personnel is funded in Transportation.

## PERSONNEL FOR ALL FUNDS

	<b>FY2008 Actual</b>	<b>FY2009 Adopted Budget</b>	<b>Adopted Budget</b>	<b>FY2010 Changes '09 Adopted to '10 Adopted</b>	
School Operating Fund	\$202,282,540	\$210,375,313	\$210,402,151	\$26,838	0.01%
General Fund	53,429,829	54,861,127	55,089,828	228,701	0.42%
Utilities Fund	10,992,288	11,699,507	11,516,505	(183,002)	-1.56%
School Grants Fund	0	6,881,320	8,442,852	1,561,532	22.69%
School Nutrition Services Fund	5,073,032	5,623,067	5,951,447	328,380	5.84%
E-911 Fund	2,403,192	2,554,579	2,436,834	(117,745)	-4.61%
Fleet Services Fund	1,840,074	2,069,322	1,942,791	(126,531)	-6.11%
School Construction Fund	263,491	342,689	479,336	136,647	39.87%
General Capital Projects Fund	0	204,047	297,374	93,327	100.00%
Tourism Fund	143,048	147,498	168,394	20,896	14.17%
Transportation Fund *	246,991	349,482	0	(349,482)	-100.00%
<b>Total</b>	<b>\$276,674,485</b>	<b>\$295,107,951</b>	<b>\$296,727,512</b>	<b>\$1,619,561</b>	<b>0.55%</b>



\* A Senior Planner and Engineering Specialist are funded in the Transportation Fund for FY2009. These positions were funded in the General Fund Office of Transportation in FY2008 in FY2010 no Personnel is funded in Transportation.

# DEPARTMENT OF HUMAN RESOURCES

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The Department of Human Resources provides career opportunities 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 performance management program that evaluates employee performance through annual evaluations and links performance to pay. 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

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The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County
Best Fest Committee	Assists in the planning and implementation of annual Best Fest program.
County Green Team	Responsible for upgrading current recycling system in the County Administration Building
Co-Leadership Team	Comprised of Assistant Directors of Departments and Constitutional Officers. Responsible for strategic thinking and problem solving
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service to County citizens.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and HR Dept. on employee related issues.
Employee Survey Committee	Responsible for planning and implementing the bi-annual employee survey.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
S.M.I.L.E. Committee	Responsible for input and action concerning cost recovery items for the County
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program

## BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

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

Committee Name	Number of Members	Function
ADA Grievance Committee	8	Hears appeals on decisions regarding the Americans with Disabilities Act
Advisory Board on Towing	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
Architectural Review Board for Centreport	2	To assure cooperation with and compliance to County goals for development
Beautification Committee	12	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 and Telecommunications Commission	9	Monitors compliance by cable television companies with Chapter 7 of the Stafford County Code
Celebrate Virginia North Community Development	5	Creates a mechanism for the funding of certain public roads, utilities, infrastructure and services within the CDA District
Central Rappahannock Regional Library Board of Trustees	2	Sets operating policy for the library
Chaplin Group Home	2	Constructs and operates a pre-dispositional and post-dispositional group home for juveniles
Civilian-Military Community Relations Council	2	Develop better understanding between the military and civilian communities
Clean Community Task Force	7	To address the preservation of environment and quality of life
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families
Disability Service Board	3	Plans, coordinates and evaluates services for physical and sensory disables of the region
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce

## BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
Old Falmouth Renaissance Committee	10	Concentrates on the needs of the geographic area between Interstate 95 and the Mayfield-Ferry Farm Bridge; addresses matters such as historic preservation, traffic flow, flooding and environmental degradation, deterioration and construction standards
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, Zoning, Site Plan and Subdivision Ordinances; approves preliminary subdivision plans
Potomac & Rappahannock Transportation District Commission	4	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
Potomac Watershed Roundtable	2	Promotes a regional approach to the management and improvement of the Virginia portion of the Potomac watershed and to foster collaboration among watershed stakeholders. Acts as an advisory body to governmental and non-governmental decision-makers and makes recommendations on watershed management policy and program options
Purchase of Development Rights Program Committee	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications
Rappahannock Area Agency on Aging (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16

## BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Area Youth Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.
Rappahannock Juvenile Detention Commission	3	Establish rules, regulations and training program for the detention home and oversees administration of facilities, management, and budget
Rappahannock Regional Criminal Justice Academy Board of Directors	2	Oversee operation of a multi-jurisdictional police training academy
Rappahannock Regional Jail Authority	4	Oversee operation of the Regional Jail facility
Rappahannock Regional Solid Waste Management Board	4	Oversee and coordinate the management of the Landfill between Stafford and the City of Fredericksburg
Rappahannock River Basin Commission	2	Provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin
Regional Airport Authority	4	Establish a regional organization for airport purposes with the City of Fredericksburg and the County of Prince William
Thurman Brisben Center Executive Board	1	Provides emergency shelter, food, self-help programs and referral services to homeless families & individuals in the greater Fredericksburg area.
Transportation Commission	8	Acts in an advisory role to the Board on all Transportation related issues, except aviation
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund
Wetlands Board	5	Review permit applications for use or development of wetlands in the county
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding





## CAPITAL IMPROVEMENTS PROGRAM

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The Board of Supervisors' adopted the General Fund, Schools and Utilities' Capital Improvement Program (CIP) on January 22, 2009. The CIP covers a six-year period from July 1, 2010 through June 30, 2015.

The CIP includes 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. Capital 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. A schedule of the capital improvement projects through FY2015 follows in the preceding pages. This document includes projects that are budgeted in various funds. For projects included in FY10, detailed project sheets can be found after the CIP schedules. These sheets include descriptions, a six-year operating impact schedule, and other pertinent finance information.

The CIP is an important component of the County's Six-Year Budget Plan. The first year of the CIP becomes the capital budget and the remaining years provide an estimated cost of the proposed projects and their anticipated funding sources. The CIP is reviewed annually and the priorities re-evaluated based on conditions and requirements of the community.

Some significant benefits of the CIP are:

- Provides a budgeting tool which anticipates expenditure levels several years in advance to determine revenue needs and appropriate financing strategies;
- Provides a concise central source of information for citizens and land developers to accurately anticipate facilities in Stafford and to make their investment decisions accordingly;
- Assures the availability of sufficient land to accommodate and attract private development consistent with approved development plans;
- Establishes priorities among projects so that limited funds are used to the best advantage;
- Assists in the implementation of the Comprehensive Plan; and
- Provides a sound and stable financial program.

Overall, the CIP provides a foundation for coordinating and managing programs and expenditures, and assisting the local government in maintaining an excellent level of service to the citizens of Stafford, now and in the future.

# CAPITAL IMPROVEMENTS PROGRAM

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## **THE CIP PROCESS**

### **PROJECT REQUEST**

Each June, representatives of County departments, offices and agencies are asked to submit a Capital Improvements Project (CIP) request form for each proposed project 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 recommended CIP.

### **ADOPTION OF CIP**

After considering the recommendation of the County Administrator, the Board of Supervisors adopts the CIP. The projects approved for funding in the current budget year become that year's Capital Budget. Those projects approved for funding in the subsequent years will serve as a guide to ongoing project planning and preparation of the following year's CIP.

## 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 2010-2015 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 water and sewer availability fees and pro rata fees can only be utilized for water and sewer projects.

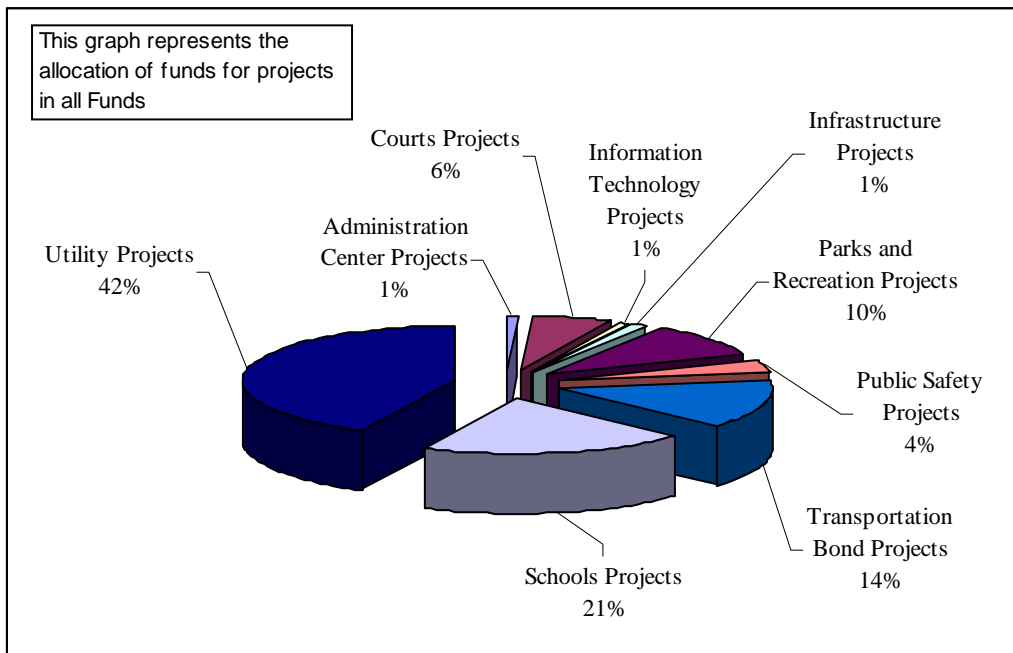
Bonds are usually proposed for projects requiring initial capital outlays which exceed current revenue funds available in the short term. Bonds include general obligation debt, which requires a referendum as well as lease/revenue bonds, which require only authorization by the Board of Supervisors. Other 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 IMPROVEMENT PROGRAM APPROVED FUNDING FOR FY2010-2015 PROJECTS

The FY010-FY2015 adopted Capital Improvement Program was approved on January 22, 2009, totals \$498.2 million, and includes projects for General Government, Schools, Transportation, and Utilities. Transportation projects are those included in the Bond Referendum approved by County residents on November 4, 2008.

For the first time, the General Government schedule includes a category labeled “Infrastructure” which consists of several capital Maintenance items bundled together to meet the \$500,000 threshold for inclusion in the CIP. This category will include such items as: upgrades of large computer equipment; repairs to buildings, grounds, parking lots, park facilities, and voting equipment; and other large equipment purchases. As the County’s assets and physical plant grow in size, and age, this document will provide a schedule of maintenance designed to protect the County’s investment in capital assets.

When economic conditions permit, these projects will be funded with current revenues. In other years, other funding will need to be considered.



**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09 \*\*\*Revised\*\*\***

Projects	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
			2011	2012	2013	2014	2015	2016		
Administration Ctr	\$ -	\$ 4,160,500	\$ 260,000	\$ 2,400,500	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 4,160,500	\$ -
Courts	\$ 3,300,000	\$ 31,530,200	\$ -	\$ 30,500,000	\$ -	\$ 1,030,200	\$ -	\$ -	\$ 31,530,200	\$ -
Information Technology	\$ -	\$ 2,940,000	\$ 90,000	\$ 2,850,000	\$ -	\$ -	\$ -	\$ -	\$ 2,940,000	\$ -
Infrastructure	\$ -	\$ 6,796,900	\$ 1,031,400	\$ 1,072,500	\$ 1,111,000	\$ 1,132,000	\$ 1,198,000	\$ 1,252,000	\$ 6,796,900	\$ -
Parks and Recreation	\$ 300,000	\$ 81,532,900	\$ 2,786,100	\$ 5,137,300	\$ 6,281,900	\$ 15,674,900	\$ -	\$ 19,538,100	\$ 49,418,300	\$ 32,114,600
PDR	\$ 598,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Safety *	\$ 20,200,000	\$ 21,068,400	\$ 10,000,000	\$ 5,430,000	\$ 5,638,400	\$ -	\$ -	\$ -	\$ 21,068,400	\$ -
Transportation Bonds	\$ -	\$ 70,000,000	\$ 3,304,600	\$ 2,911,800	\$ 10,296,000	\$ 14,066,400	\$ 34,401,700	\$ 5,019,500	\$ 70,000,000	\$ -
Schools	\$ -	\$ 148,293,000	\$ 15,205,000	\$ 16,390,000	\$ 23,995,000	\$ 15,823,000	\$ 20,365,000	\$ 13,515,000	\$ 105,293,000	\$ 43,000,000

Project Total	\$ 32,677,100	\$ 66,692,100	\$ 48,822,300	\$ 47,726,500	\$ 55,964,700	\$ 39,324,600	\$ 291,207,300
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Bond Funded Summary	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	Total
County *	\$ 7,472,100	\$ 50,302,100	\$ 24,827,300	\$ 31,903,500	\$ 35,599,700	\$ 25,809,600	\$ 175,914,300
Schools	\$ 15,205,000	\$ 16,390,000	\$ 23,995,000	\$ 15,823,000	\$ 20,365,000	\$ 13,515,000	\$ 105,293,000
<b>Total Borrowings</b>	\$ 22,677,100	\$ 66,692,100	\$ 48,822,300	\$ 47,726,500	\$ 55,964,700	\$ 39,324,600	\$ 281,207,300
<b>Availability Limit</b>	\$ 58,000,000	\$ 60,000,000	\$ 56,000,000	\$ 35,000,000	\$ 42,000,000	\$ 43,000,000	\$ 294,000,000
<b>Annual (Deficit)/Surplus</b>	\$ 35,322,900	\$ (6,692,100)	\$ 7,177,700	\$ (12,726,500)	\$ (13,964,700)	\$ 3,675,400	
<b>Cumulative (Deficit)/Surplus</b>	\$ -	\$ 28,630,800	\$ 35,808,500	\$ 23,082,000	\$ 9,117,300	\$ 12,792,700	

\* Communication system (\$10,000,000) not included in County total borrow

\* Fire and Rescue Master Lease not included in bond funded summary

**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

**Project Cost**

County Projects		FY of Borrow →	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
		FY of Debt Service →			2011	2012	2013	2014	2015	2016		
		Opening Date ↓										
Administration Center	Government Ctr Renovations - Permit Ctr.	2010		\$ 2,000,000		\$ 500,000	\$ 1,500,000				\$ 2,000,000	\$ -
	Rescue Squad Renovations			\$ 2,160,500	\$ 260,000	\$ 1,900,500					\$ 2,160,500	\$ -
<b>County Total</b>					\$ 260,000	\$ 2,400,500	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 4,160,500	

**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
Administration Center	Government Ctr Renovations - Permit Ctr.	\$ -	\$ -	\$ 350,304	\$ 381,671	\$ 415,855	\$ 457,610
	Rescue Squad Renovations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>O &amp; M Total</b>		\$ -	\$ -	\$ 350,304	\$ 381,671	\$ 415,855	\$ 457,610

## Rescue Squad Building Renovation

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Renovation of the Courthouse Rescue Squad Building

Justification

Renovation to this building is needed to make additional office space for overcrowded County departments. The space could also to accommodate County agencies currently using short-term leased space as the leases expire. This is a placeholder pending architectural review and recommendation. Estimated cost based on 7,198 sq ft at \$300/sq ft.

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	\$ -
Construction	\$ 1,900,500
Planning and Design	260,000
Equipment	_____
Debt Issue Cost	-
Hardware/Software	-
Other	-
<b>Total</b>	<b>\$ 2,160,500</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	\$ 260,000
FY2011	\$ 1,900,500
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
<b>Total Project Cost</b>	<b>\$ 2,160,500</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	\$ 2,160,500
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Other	_____	_____
<b>Total</b>	<b>\$ 2,160,500</b>	<b>\$ 2,160,500</b>





**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015  
Adopted by the Board of Supervisors 1-22-09**

**Project Cost**

County Projects		FY of Borrow →	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
		FY of Debt Service →			2011	2012	2013	2014	2015	2016		
		Opening Date ↓										
Courts	J & DR Courthouse	2012	\$ 3,300,000	\$ 30,500,000	\$ -	\$ 30,500,000	\$ -	\$ -	\$ -	\$ -	\$ 30,500,000	\$ -
	Courthouse Renovations (First Floor)	2013		\$ 1,030,200	\$ -	\$ -	\$ -	\$ 1,030,200	\$ -	\$ -	\$ 1,030,200	\$ -
<b>County Total</b>					\$ -	\$ 30,500,000	\$ -	\$ 1,030,200	\$ -	\$ -	\$ 31,530,200	

**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
Courts	J & DR Courthouse	\$ -		2,190,000	2,291,000	2,395,000	2,554,000
	Courthouse Renovations (First Floor)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>O &amp; M Total</b>		\$ -	\$ -	\$ 2,190,000	\$ 2,291,000	\$ 2,395,000	\$ 2,554,000



**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015  
Adopted by the Board of Supervisors 1-22-09**

**Project Cost**

County Projects		FY of Borrow →	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
		FY of Debt Service →			2011	2012	2013	2014	2015	2016		
		Opening Date ↓										
Information Technology	Computer Aided Dispatch	2010		\$ 2,260,000	\$ 60,000	\$ 2,200,000					\$ 2,260,000	\$ -
	Land Information and Permitting System	2011		\$ 680,000	\$ 30,000	\$ 650,000					\$ 680,000	\$ -
				<b>County Total</b>	\$ 90,000	\$ 2,850,000	\$ -	\$ -	\$ -	\$ -	\$ 2,940,000	

**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
Information Technology	Computer Aided Dispatch	\$ 60,000	\$ 106,364	\$ 173,707	\$ 462,047	\$ 486,877	\$ 513,434
	Land Information and Permitting System	\$ -	\$ 86,364	\$ 99,262	\$ 107,749	\$ 116,981	\$ 127,026
<b>County Total</b>		\$ 60,000	\$ 192,728	\$ 272,969	\$ 569,796	\$ 603,858	\$ 640,460

## Computer Aided Dispatch

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The project replaces the existing Public Safety System (Computer-Aided Dispatch/Records Management System). The existing system is over ten years old and needs to be replaced by a more modern CAD/RMS.

Justification

The existing Public Safety System is not meeting needs for mobile computers, information retrieval and interoperability requirements. The system's legacy database is not industry standard making it very difficult to meet reporting requirements and maintain. A new system should be integrated in real-time with GIS and provide easier access to state and federal systems with state of the art mobile computing capabilities.

Estimated Operating Impact

See operating cost detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary  X

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement  X

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	<u> 2,200,000 </u>
Other	<u> 60,000 </u>

**Total**  \$ 2,260,000

### 5. Recommended Annual Appropriation

Prior Expenditures	<u> \$ - </u>
Budget Year (FY 2010)	<u> \$ 60,000 </u>
FY2011	<u> \$ 2,200,000 </u>
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____

**Total Project Cost**  \$ 2,260,000

### 6. Recommended Financing

	Year	Amount
Current Revenue		<u> \$ 60,000 </u>
Bonds		<u> \$ 2,200,000 </u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____

**Total**  \$ 2,260,000

## Land Information and Permitting System

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Upgrade the Land Information and Permitting software used in Code Administration, Planning and Zoning, Utilities, Parks and Recreation, and Public Services to Hansen Release 8. This upgrade will move the software from client/server technology to a web base service. The change will update the software improving employee productivity and reducing the training requirements for new employees. In addition, the software will be compatible with mobile solution products and field devices.

Justification

Hansen Release 8 is the next generation release of the software for building permits, zoning, code enforcement, inspections, planning projects, proffers, erosion and sediment control, securities, storm water management, water and sewer assets, call center/customer service. It is necessary for the County to stay current with the new software releases and to take advantage of the software's new capabilities and architectural foundation.

Estimated Operating Impact

See operating detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_ Maintenance \_\_\_\_\_ Replacement  X

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	650,000
Other	30,000
<b>Total</b>	<b><u> \$ 680,000 </u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	<u> \$ 30,000 </u>
	FY2011 <u> \$ 650,000 </u>
	FY2012 _____
	FY2013 _____
	FY2014 _____
	FY2015 _____
<b>Total Project Cost</b>	<b><u> \$ 680,000 </u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		<u> \$ 30,000 </u>
Bonds		<u> \$650,000 </u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b><u> \$680,000 </u></b>

**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

**Project Cost**

County Projects	FY of Borrow →	Prior Funding	Project Cost Remaining ↓ (FY10 thru FY15)	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
	FY of Debt Service →			2011	2012	2013	2014	2015	2016		
	Opening Date ↓										
<b>Information Technology</b>	San Storage System for servers		\$ 30,000	\$ 30,000						\$ 30,000	\$ -
	Router		\$ 25,000	\$ 25,000						\$ 25,000	\$ -
	Netmotion Server		\$ 37,000	\$ 37,000						\$ 37,000	\$ -
	Crystal Report Server		\$ 7,000	\$ 7,000						\$ 7,000	\$ -
	Upgrades to server and network		\$ 300,000		\$ 100,000	\$ 100,000	\$ 100,000			\$ 300,000	\$ -
	Upgrades to VOIP (Phone system)		\$ 200,000					\$ 100,000	\$ 100,000	\$ 200,000	\$ -
<b>Park and Recreation</b>	Woodlands pool roof		\$ 29,000	\$ 29,000						\$ 29,000	\$ -
	Curtis park shop roof		\$ 20,000	\$ 20,000						\$ 20,000	\$ -
	Shelton's cottage roof		\$ 20,000	\$ 20,000						\$ 20,000	\$ -
	Tractor gang mower		\$ 48,000	\$ 48,000						\$ 48,000	\$ -
	Sidewalk and storm water run off - Curtis office		\$ 25,000	\$ 25,000						\$ 25,000	\$ -
	Curtis tennis court repair		\$ 25,000		\$ 25,000					\$ 25,000	\$ -
	Restrooms - ADA requirements		\$ 35,000	\$ 35,000						\$ 35,000	\$ -
	Picnic shelter replacement		\$ 80,000			\$ 80,000				\$ 80,000	\$ -
	Renovate shelter 4 & 6 restrooms		\$ 25,000			\$ 25,000				\$ 25,000	\$ -
	Material equipment storage facility		\$ 330,000			\$ 330,000				\$ 330,000	\$ -
	Brooks basketball court improvements		\$ 35,000			\$ 35,000				\$ 35,000	\$ -
	Additions to curtis shop		\$ 20,000		\$ 20,000					\$ 20,000	\$ -
	Accessible trails		\$ 300,000				\$ 300,000			\$ 300,000	\$ -
	Storage building for woodlands pool		\$ 50,000			\$ 50,000				\$ 50,000	\$ -
	Tennis and basketball improvements - Pratt		\$ 200,000				\$ 200,000			\$ 200,000	\$ -
	Internal sign system		\$ 145,000		\$ 145,000					\$ 145,000	\$ -
	Drainage improvements		\$ 50,000				\$ 50,000			\$ 50,000	\$ -
	Accessible trails - Pratt		\$ 130,000				\$ 130,000			\$ 130,000	\$ -
	Willowmere trail improvements		\$ 90,000				\$ 90,000			\$ 90,000	\$ -
	Little falls boat ramp improvements access		\$ 90,000				\$ 90,000			\$ 90,000	\$ -
	aquia Landing playground and site improvements		\$ 75,000				\$ 75,000			\$ 75,000	\$ -
	Playground plus ADA accessibility		\$ 75,000		\$ 75,000					\$ 75,000	\$ -
	Courthouse Comm. Center improvements		\$ 40,000				\$ 40,000			\$ 40,000	\$ -
	Carl Lewis drainage/parking lot/playground		\$ 350,000						\$ 350,000	\$ 350,000	\$ -
	Rowser Complex drainage/access/irrigation		\$ 90,000						\$ 90,000	\$ 90,000	\$ -
	Equipment tractor with mower & gang mower		\$ 120,000						\$ 120,000	\$ 120,000	\$ -
Reel mowers		\$ 100,000					\$ 100,000		\$ 100,000	\$ -	
Dump truck with tommy lift		\$ 50,000		\$ 50,000					\$ 50,000	\$ -	
Deep tine areator		\$ 26,000	\$ 26,000						\$ 26,000	\$ -	
<b>Public Services</b>	Concrete Repairs		\$ 8,500		\$ 8,500					\$ 8,500	\$ -
	Energy Management		\$ 125,000	\$ 125,000						\$ 125,000	\$ -
	Wetlands Improvement		\$ 25,000	\$ 25,000						\$ 25,000	\$ -
	Repair Counters at Porter Library		\$ 8,000		\$ 8,000					\$ 8,000	\$ -
	Government Center Parking Lot		\$ 840,000	\$ 420,000	\$ 420,000					\$ 840,000	\$ -
	Air Conditioner Replacement/Maintenance Repairs		\$ 2,353,400	\$ 134,400	\$ 195,000	\$ 464,000	\$ 504,000	\$ 494,000	\$ 562,000	\$ 2,353,400	\$ -
<b>Registrar</b>	Voting Equipment		\$ 165,000	\$ 25,000	\$ 26,000	\$ 27,000	\$ 28,000	\$ 29,000	\$ 30,000	\$ 165,000	\$ -
<b>Infrastructure Total</b>				\$ 1,031,400	\$ 1,072,500	\$ 1,111,000	\$ 1,132,000	\$ 1,198,000	\$ 1,252,000		

**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015  
Adopted by the Board of Supervisors 1-22-09**

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**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
<b>Information Technology</b>	San Storage System for servers	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
<b>Public Services</b>	Energy Management	\$ -	\$ 10,000	\$ 10,400	\$ 10,816	\$ 11,249	\$ 11,699
Infrastructure Total		\$ -	\$ 10,000	\$ 10,400	\$ 25,816	\$ 26,249	\$ 26,699

## Information Technology Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

1. SAN Storage System for servers
2. Router Allow More T1 Lines
3. Replace Netmotion Server with larger capacity
4. Replace Crystal Reports Server with larger capacity
5. Upgrades to servers and network
6. Upgrades and maintenance to VOIP

Justification

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	99,000
Other	500,000
<b>Total</b>	<b><u>\$599,000</u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	\$99,000
FY2011	\$100,000
FY2012	\$100,000
FY2013	\$100,000
FY2014	\$100,000
FY2015	\$100,000
<b>Total Project Cost</b>	<b><u>\$ 599,000</u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other	FY10	599,000
<b>Total</b>		<b><u>\$599,000</u></b>



## Information Technology Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

FY2010 Projects	Project Amt.	Funding Source
1 SAN	30,000	
2 Router	25,000	
3 Netmotion	37,000	
4 Crystal	<u>7,000</u>	
	FY2010 Total	\$99,000
FY2011 Projects		
1 Server & Network Upgrades	<u>100,000</u>	
	FY2011 Total	\$100,000
FY2012 Projects		
1 Server & Network Upgds	<u>100,000</u>	
	FY2012 Total	\$100,000
FY2013 Projects		
1 Server & Network Upgrades	<u>\$100,000</u>	
	FY2013 Total	\$100,000
FY2014 Projects		
1 VoIP upgrades	<u>100,000</u>	
	FY2014 Total	\$100,000
FY2015 Projects		
1 VoIP upgrades	<u>100,000</u>	
	FY2015 Total	\$100,000

## Parks and Recreation Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

New roof for Woodlands Pool, Curtis Park shop and Shelton's Cottage. Each have leaks. A deep tine aerator will help all fields especially non-irrigated fields. Tennis courts may be lost without repairs. Upgrade restrooms to accommodate ADA requirements. Sidewalk at Curtis undermined by storm water and has made area hazardous. Signage for parks and amenities. Storage for bubble during off seasons. Tractor, gang and reel mowers will increase staff's production. Trail improvements and additions to county's parks. New playgrounds to existing parks.

Justification

Estimated Operating Impact

Improvements to existing facilities, no additional operating costs.

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance   X  

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	344,000
Debt Issue Cost	_____
Hardware/Software	_____
Other	2,329,000
<b>Total</b>	<b><u>\$2,673,000</u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	<u>\$203,000</u>
FY2011	<u>\$315,000</u>
FY2012	<u>\$520,000</u>
FY2013	<u>\$500,000</u>
FY2014	<u>\$575,000</u>
FY2015	<u>\$560,000</u>
<b>Total Project Cost</b>	<b><u>\$2,673,000</u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		<u>\$2,673,000</u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b><u>\$2,673,000</u></b>

## Parks and Recreation Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

FY2010 Projects	Project Amt.	Funding Source
Woodlands Pool Roof	29,000	
Curtis Park Shop Roof	20,000	
Shelton's Cottage new Roof	20,000	
Tractor gang mower	48,000	
Deep tine aerator	26,000	
Sidewalk and storm water run off at Curtis office	25,000	
ADA restrooms CCC	35,000	
<b>FY2010 Total</b>	<b>203,000</b>	
FY2011 Projects		
Dump truck with Tommy lift	50,000	
playground plus ADA accessibility	75,000	
Internal sign system	145,000	
Addition to Curtis shop	20,000	
Curtis tennis court repair	25,000	
<b>FY2011 Total</b>	<b>315,000</b>	
FY2012 Projects		
Renovate shelter 4&6 restrooms	25,000	
Brooks Basketball court improvements	35,000	
Picnic Shelter replacement	80,000	
Material/Equipment storage Facility	330,000	
Storage building for bubble Woodlands Pool	50,000	
<b>FY2012 Total</b>	<b>520,000</b>	
FY2013 Projects		
Accessible trails	300,000	
Tennis and basketball improvements Pratt	200,000	
<b>FY2013 Total</b>	<b>500,000</b>	
FY2014 Projects		
Drainage improvements	50,000	
Accessible trails Pratt	130,000	
Willowmere trail improvements	90,000	
Reel Mowers	100,000	
Little Falls Boat ramp improvements access	90,000	
Courthouse Comm. Center improvements	40,000	
Aquia Landing playground and site improvement	75,000	
<b>FY2014 Total</b>	<b>575,000</b>	
FY2015 Projects		
Carl Lewis drainage/parking lot/playground/	350,000	
Rowser Complex drainage/access/irrigation	90,000	
Equipment tractor with mower & gang mowers	120,000	
<b>Total FY2015</b>	<b>560,000</b>	

## Public Services Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Government Center Parking Lot  
 Concrete Repairs - ADA improvements to social service sidewalk  
 Energy Management System  
 Wetlands Improvement in front of Public Safety Building  
 Repair Counters at Porter Library  
 Air Conditioner Replacement/Maintenance Repairs

Justification

Estimated Operating Impact

See operating detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary \_\_\_\_\_ Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_ Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	2,478,500
Debt Issue Cost	_____
Hardware/Software	_____
Other	881,000
<b>Total</b>	<b><u>\$3,359,500</u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	<u>\$704,000</u>
FY2011	<u>\$631,500</u>
FY2012	<u>\$464,000</u>
FY2013	<u>\$504,000</u>
FY2014	<u>\$494,000</u>
FY2015	<u>\$562,000</u>
<b>Total Project Cost</b>	<b><u>\$3,359,500</u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		<u>\$3,359,500</u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b><u>\$3,359,500</u></b>

## Public Services Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

<u>FY2010 Projects</u>	Project Amt.	Funding Source
Energy Management	125,000	
Government Center Parking Lot	420,000	
WetLands-PSB	25,000	
Air Conditioner Replacement/Maintenance Repairs	134,000	
<b>FY2010 Total</b>	<b>\$704,000</b>	
<u>FY2011 Projects</u>		
Repair Counters	8,000	
Concrete Sidewalks	8,500	
Government Center Parking Lot	420,000	
Air Conditioner Replacement/Maintenance Repairs	195,000	
<b>FY2011 Total</b>	<b>\$631,500</b>	
<u>FY2012 Projects</u>		
Air Conditioner Replacement/Maintenance Repairs	464,000	
<b>FY2012 Total</b>	<b>\$464,000</b>	
<u>FY2013 Projects</u>		
Air Conditioner Replacement/Maintenance Repairs	\$504,000	
<b>FY2013 Total</b>	<b>\$504,000</b>	
<u>FY2014 Projects</u>		
Air Conditioner Replacement/Maintenance Repairs	494,000	
<b>FY2014 Total</b>	<b>\$494,000</b>	
<u>FY2015 Projects</u>		
Air Conditioner Replacement/Maintenance Repairs	562,000	
<b>Total FY2015</b>	<b>\$562,000</b>	

## Registrar Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

New updated Voting equipment for 25 Precincts + 3 Spares, both Optical Scan (AccuVote OSX) and AutoMARK Voter Assisted Terminal to comply with ADA and HAVA. Ballots Boxes, Software, Staff Training, Testing and Logic & Accuracy Testing to support new machinery.

Justification

Some Optical Scan Voting Equipment (OS) are aging and showing wear. During the Presidential Election Nov 4, 2008, there were multiple breakdowns and we used all our spares as backup. The DRE (Direct Recording Equipment) used to comply with ADA/HAVA, by legislation cannot be purchased any longer. The alternative, is to purchase AutoMARK, which is used in conjunction with the Optical Scan (AccuVote OSX) and complies with ADA/HAVA.

Estimated Operating Impact

Replaces existing equipment - no additional operating costs.

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing x \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement X \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	160,875
Debt Issue Cost	_____
Hardware/Software	4,125
Other	_____
<b>Total</b>	<b>\$ 165,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
	FY 2010 \$25,000
	FY2011 \$26,000
	FY2012 \$27,000
	FY2013 \$28,000
	FY2014 \$29,000
	FY2015 \$30,000
<b>Total Project Cost</b>	<b>\$ 165,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		\$ 165,000
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b>\$ 165,000</b>

## Registrar Infrastructure

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

FY2010 Projects	Project Amt.	Funding Source
2 Accu Vote OSX Machines	14,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>FY2010 Total</b>	<b>\$25,000</b>	
<b>FY2011 Projects</b>		
2 Accu Vote OSX Machines	15,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>FY2011 Total</b>	<b>\$26,000</b>	
<b>FY2012 Projects</b>		
2 Accu Vote OSX Machines	16,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>FY2012 Total</b>	<b>\$27,000</b>	
<b>FY2013 Projects</b>		
2 Accu Vote OSX Machines	17,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>FY2013 Total</b>	<b>\$28,000</b>	
<b>FY2014 Projects</b>		
2 Accu Vote OSX Machines	18,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>FY2014 Total</b>	<b>\$29,000</b>	
<b>FY2015 Projects</b>		
2 Accu Vote OSX Machines	19,000	
2 AutoMark Terminals	10,000	
Software	1,000	
<b>Total FY2015</b>	<b>\$30,000</b>	

## County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015 Adopted by the Board of Supervisors 1-22-09

### Project Cost

County Projects	FY of Borrow →	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
	FY of Debt Service →			2011	2012	2013	2014	2015	2016		
Opening Date ↓											
FY09 Proposed Bonds	Improvements to Existing Parks		\$ 2,000,000	\$ 660,000	\$ 660,000	\$ 680,000				\$ 2,000,000	\$ -
	Land Acquisition		\$ 6,300,000		\$ 4,000,000	\$ 2,300,000				\$ 6,300,000	\$ -
	Park @ Chichester Property	2014	\$ 6,700,000			\$ 609,100	\$ 6,090,900			\$ 6,700,000	\$ -
	Park @ Musselman Property	2013	\$ 2,000,000	\$ 50,000	\$ 177,300	\$ 1,772,700				\$ 2,000,000	\$ -
	Rectangular Athletic Field Complex	2015	\$ 6,000,000			\$ 363,300	\$ 2,336,700		\$ 3,300,000	\$ 6,000,000	\$ -
	Trails	2012	\$ 1,000,000	\$ 700,000	\$ 300,000					\$ 1,000,000	\$ -
Parks and Recreation Projects	Autumn Ridge Park		\$ 905,900						\$ 905,900	\$ 905,900	\$ -
	Belmont-Ferry Farm Trail Phase 3 & 5		\$ 1,376,100	\$ 1,376,100						\$ 1,376,100	\$ -
	Curtis Park Improvements	2016	\$ 4,003,200						\$ 4,003,200	\$ 4,003,200	\$ -
	Curtis Park Pool	2014	\$ 7,804,100			\$ 556,800	\$ 7,247,300			\$ 7,804,100	\$ -
	Duff McDuff Green Park Improvements	2016	\$ 11,574,200						\$ 1,654,600	\$ 1,654,600	\$ 9,919,600
	Government Island *	2011	\$ 300,000	\$ 1,200,000	\$ 1,200,000					\$ 1,200,000	\$ -
	Grizzle Center Replacement	2016	\$ 5,171,000						\$ 348,000	\$ 348,000	\$ 4,823,000
	Historic Port of Falmouth Improvements	2016	\$ 1,603,000						\$ 108,000	\$ 108,000	\$ 1,495,000
	Pratt Park Improvements	2016	\$ 11,857,000						\$ 723,000	\$ 723,000	\$ 11,134,000
	St. Clair Brooks Park Improvements	2016	\$ 3,773,100						\$ 230,100	\$ 230,100	\$ 3,543,000
Willowmere Park Improvements	2016	\$ 8,265,300						\$ 8,265,300	\$ 8,265,300	\$ -	
<b>Parks and Recreation Total</b>				\$ 2,786,100	\$ 5,137,300	\$ 6,281,900	\$ 15,674,900	\$ -	\$ 19,538,100	\$ 49,418,300	

\* Government Island not included in total (funded from Tourism Fund)



**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
<b>FY09 Proposed Bonds</b>	Improvements to Existing Parks						
	Land Acquisition						
	Park @ Chichester Property					505,361	325,816
	Park @ Musselman Property				300,474	197,453	211,431
	Rectangular Athletic Field Complex						747,460
	Trails		50,000	35,000	38,000	41,000	44,000
<b>Parks and Recreation Projects</b>	Autumn Ridge Park						
	Belmont-Ferry Farm Trail Phase 3 & 5		16,000	17,000	18,000	20,000	21,000
	Curtis Park Improvements						
	Curtis Park Pool					385,860	359,774
	Duff McDuff Green Park Improvements						
	Government Island		17,000	18,000	19,000	21,000	22,000
	Grizzle Center Replacement						
	Historic Port of Falmouth Improvements						
	Pratt Park Improvements						
	St. Clair Brooks Park Improvements						
Willowmere Park Improvements							
<b>Parks and Recreation Total</b>		\$ -	\$ 83,000	\$ 70,000	\$ 375,474	\$ 1,170,674	\$ 1,731,481

## Improvements to Existing Parks

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The improvements funded by this project will provide much needed renovations to playgrounds, picnic shelters, trails, courts, skateparks, and signage in various parks. It also will fund improve ADA accessibility of facilities in the parks.

Justification

Many of the facilities in this project have come to the end of their useful life. Some may have already been removed because of safety concerns. Wayfinding signage within parks is needed for patrons to know where the amenities in parks are. Many exist

Estimated Operating Impact

No increase in operating cost is expected as a result of this project. It is conceivable that operating and maintenance savings may be realized as a result of upgrading the facilities.

Average Annual Debt Payment

### 2. Project Priority

Essential     X    

Necessary           

Continuing           

### 3. Project Type

New           

Maintenance     X    

Replacement           

### 4. Project Cost Estimates

Land	<u>          </u>
Construction	<u>    \$ 1,652,893    </u>
Planning and Design	<u>    165,289    </u>
Equipment	<u>          </u>
Debt Issue Cost	<u>          </u>
Hardware/Software	<u>          </u>
Contingency (10%)	<u>    181,818    </u>
<b>Total</b>	<b><u>    \$ 2,000,000    </u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>          </u>
FY 2010	<u>    \$ 660,000    </u>
FY2011	<u>    \$ 660,000    </u>
FY2012	<u>    \$ 680,000    </u>
FY2013	<u>          </u>
FY2014	<u>          </u>
FY2015	<u>          </u>
<b>Total Project Cost</b>	<b><u>    \$ 2,000,000    </u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		<u>          </u>
Bonds	FY 2010	<u>    \$ 2,000,000    </u>
Utility Fund		<u>          </u>
State		<u>          </u>
Federal		<u>          </u>
Private		<u>          </u>
Other		<u>          </u>
<b>Total</b>		<b><u>    \$ 2,000,000    </u></b>

## Musselman Park

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Development of 42 acres of property located off Truslow Road to include the planning for the site and provision of one grass baseball field and one grass rectangular field, both lighted, a restroom building, picnic shelter, playground, trails, and parking

Justification

Due to the growth of the County and the needs of the Parks and Recreation Department additional park space for active recreation is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park

Estimated Operating Impact

See operating cost detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary  X

Continuing \_\_\_\_\_

### 3. Project Type

New  X

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u> \$ 1,611,570 </u>
Planning and Design	<u> 206,612 </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Contingency (10%)	<u> 181,818 </u>

**Total**  \$ 2,000,000

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	<u> \$ 50,000 </u>
FY2011	<u> \$ 177,300 </u>
FY2012	<u> \$ 1,772,700 </u>
FY2013	_____
FY2014	_____
FY2015	_____

**Total Project Cost**  \$ 2,000,000

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY 2010	<u> \$ 2,000,000 </u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____

**Total**  \$ 2,000,000

## Trails

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a portion of the Belmont-Ferry Farm Trail would be funded. The target segment is from the Chatham Bridge to Ferry Farm. Also included in the project is planning and engineering for two other trails; one on the Dominion Virginia Power und

Justification

Trails are the highest use need as identified by County residents. Identified as a project proposed in the 2009 park bond program.

Estimated Operating Impact

See operating cost detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing  X

### 3. Project Type

New  X

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u> \$ 636,364 </u>
Planning and Design	<u> 272,727 </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Contingency (10%)	<u> 90,909 </u>

**Total**   \$ 1,000,000

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	<u> \$ 700,000 </u>
FY2011	<u> \$ 300,000 </u>
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____

**Total Project Cost**   \$ 1,000,000

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY 2010	<u> \$ 1,000,000 </u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Other		_____

**Total**   \$ 1,000,000

## Belmont-Ferry Farm Trail Phases 3 & 5

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The Belmont-Ferry Farm Trail would provide safe and attractive bicycle/pedestrian access from historic Falmouth to Ferry Farm. Phase 3 is a 10' wide asphalt trail from the Historic Port of Falmouth Park (HPOF) through St Clair Brooks Park which includes

Justification

Construction of the trail will enhance economic development and tourism potential in this area, and provide recreational opportunities for residents and visitors. In addition, the trail will provide an alternate mode of transportation along this corridor

Estimated Operating Impact

See operating cost detail

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary \_\_\_\_\_ Continuing X

### 3. Project Type

New X Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$1,237,500</u>
Planning and Design	<u>13,500</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Contingency (10%)	<u>125,100</u>
<b>Total</b>	<b><u>\$1,376,100</u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
FY 2010	<u>\$ 1,376,100</u>
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
<b>Total Project Cost</b>	<b><u>\$ 1,376,100</u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY 2010	<u>\$ 200,914</u>
Utility Fund		_____
State		<u>\$ 1,100,897</u>
Federal		_____
Private		_____
Transportation Funds		<u>74,289</u>
<b>Total</b>		<b><u>\$ 1,376,100</u></b>

## Government Island

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct parking lot and walkway access to Government Island for passive historical park

Justification

Complete public access to Government Island

Estimated Operating Impact

See operating cost detail

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	<u> \$ 1,200,000 </u>
Planning and Design	<u> 300,000 </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b><u> \$ 1,500,000 </u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u> \$ 300,000 </u>
FY 2010	<u> \$ 1,200,000 </u>
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
<b>Total Project Cost</b>	<b><u> \$ 1,500,000 </u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	2009	<u> \$ 300,000 </u>
Bonds		_____
Utility Fund		_____
State		_____
Federal	2010	<u> 250,000 </u>
Private		_____
Other: Tour Fnd	2010	<u> 950,000 </u>
<b>Total</b>		<b><u> \$ 1,500,000 </u></b>

**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

**Project Cost**

County Projects		FY of Borrow →	Prior Funding	Project Cost Remaining	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
		FY of Debt Service →			2011	2012	2013	2014	2015	2016		
		Opening Date ↓										
Public Safety	Communications System	2010	\$ 20,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	\$ -
	Fire & Rescue Training Center	2012	\$ 200,000	\$ 4,930,000	\$ -	\$ 4,930,000	\$ -	\$ -	\$ -	\$ -	\$ 4,930,000	\$ -
	Fire Station #14			\$ 6,138,400	\$ -	\$ 500,000	\$ 5,638,400	\$ -	\$ -	\$ -	\$ 6,138,400	\$ -
<b>County Total</b>					\$ 10,000,000	\$ 5,430,000	\$ 5,638,400	\$ -	\$ -	\$ -	\$ 21,068,400	
Master Lease	Fire & Rescue New Apparatus			\$ 3,800,000	\$ -	\$ -	\$ 3,800,000	\$ -	\$ -	\$ -	\$ 3,800,000	\$ -
	Fire & Rescue Replacement Apparatus			\$ 12,600,000	\$ 2,000,000	\$ 2,000,000	\$ 2,100,000	\$ 2,100,000	\$ 2,200,000	\$ 2,200,000	\$ 12,600,000	\$ -
<b>Mater Lease Total</b>					\$ 2,000,000	\$ 2,000,000	\$ 5,900,000	\$ 2,100,000	\$ 2,200,000	\$ 2,200,000	\$ 16,400,000	

**Estimated Operating and Maintenance Costs**

County Projects		2010	2011	2012	2013	2014	2015
Public Safety	Communications System	\$ 1,304,331	\$ 1,322,556	\$ 1,444,922	\$ 1,473,813	\$ 1,498,762	\$ 1,524,461
	Fire & Rescue Training Center	\$ 85,700	\$ 91,459	\$ 146,118	\$ 150,963	\$ 156,003	\$ 161,244
	Fire Station #14	\$ 2,515,494	\$ 2,366,612	\$ 2,461,276	\$ 2,561,058	\$ 2,713,501	\$ 2,820,042
<b>County Total</b>		\$ 3,905,525	\$ 3,780,627	\$ 4,052,316	\$ 4,185,834	\$ 4,368,266	\$ 4,505,747

## Radio Communication System

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Radio communication system for the County's public safety; fire and rescue and emergency medical services; utility field workers; pupil transportation functions.

Justification

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.

Estimated Operating Impact

See operating cost detail

Average Annual Debt Payment

### 2. Project Priority

Essential   X  

Necessary           

Continuing           

### 3. Project Type

New           

Maintenance           

Replacement   X  

### 4. Project Cost Estimates (,000)

Land	<u>                  </u>
Construction	<u>                  </u>
Planning and Design	<u>                  </u>
Equipment	<u>  30,000,000  </u>
Debt Issue Cost	<u>                  </u>
Hardware/Software	<u>                  </u>
Other	<u>                  </u>
<b>Total</b>	<b><u>  \$ 30,000,000  </u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>  \$ 20,000,000  </u>
FY2010	<u>  \$ 10,000,000  </u>
FY2011	<u>                  </u>
FY2012	<u>                  </u>
FY2013	<u>                  </u>
FY2014	<u>                  </u>
FY2015	<u>                  </u>
<b>Total Project Cost</b>	<b><u>  \$ 30,000,000  </u></b>

### 6. Recommended Financing (,000)

	Year	Amount
Current Revenue		<u>                  </u>
Bonds		<u>  \$ 30,000,000  </u>
Utility Fund		<u>                  </u>
State		<u>                  </u>
Federal		<u>                  </u>
Private		<u>                  </u>
Other - Schools		<u>                  </u>
<b>Total</b>		<b><u>  \$ 30,000,000  </u></b>



**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

County Projects		FY of Borrow →	Prior Funding	Project Cost Remaining ↓ (FY10 thru FY15)	2010	2011	2012	2013	2014	2015	Total Funded	
		FY of Debt Service →			2011	2012	2013	2014	2015			
		Funding Source										
<b>Bond Projects</b>	Bond Projects											
		Jeff Davis Intersection Improvement - turn lane	Bonds	\$ 700,000	\$ 65,000	\$ 317,500	\$ 317,500					\$ 700,000
		Brooke Road 2-Lane Reconstruction	Bonds	\$ 5,200,000	\$ 260,000	\$ 65,000		\$ 1,940,000	\$ 497,000	\$ 2,438,000		\$ 5,200,000
		Brooke Rd spot improvement-horizontal realignment	Bonds	\$ 900,000	\$ 90,000		\$ 405,000	\$ 405,000				\$ 900,000
		Poplar Road 2-lane reconstruction	Bonds	\$ 1,050,000	\$ 105,000	\$ 472,500	\$ 472,500					\$ 1,050,000
		Poplar Rd spot improvement-horizontal realignment	Bonds	\$ 450,000	\$ 45,000	\$ 202,500	\$ 202,500					\$ 450,000
		Mountain View Rd 2-lane reconstruction	Bonds	\$ 3,600,000	\$ 212,000	\$ 106,000		\$ 1,641,000	\$ 1,641,000			\$ 3,600,000
		Mountain View Rd 2-lane reconstruction	Bonds	\$ 3,700,000	\$ 186,000	\$ 44,000	\$ 1,507,000	\$ 228,000	\$ 1,735,000			\$ 3,700,000
		Mountain View Rd intersection improvement	Bonds	\$ 650,000	\$ 65,000		\$ 292,500		\$ 292,500			\$ 650,000
		Rock Hill Church Rd spot improvement - horizontal realignment	Bonds	\$ 450,000	\$ 45,000	\$ 202,500		\$ 202,500				\$ 450,000
		Warrenton Road widen to 6 and 8 lanes	Bonds	\$ 7,800,000					\$ 7,800,000			\$ 7,800,000
		Garrisonville Road widen to 6 lanes	Bonds	\$ 8,700,000	\$ 390,000	\$ 390,000	\$ 390,000	\$ 3,685,500	\$ 1,579,500	\$ 2,265,000		\$ 8,700,000
		Ferry Road 2-lane reconstruction	Bonds	\$ 5,000,000	\$ 300,000	\$ 200,000	\$ 1,462,500	\$ 787,500	\$ 2,250,000			\$ 5,000,000
		Courthouse Road widen to 4 lanes	Bonds	\$ 10,100,000					\$ 10,100,000			\$ 10,100,000
		Courthouse Road widen to 4 lanes	Bonds	\$ -								\$ -
		Courthouse Road bridge replacement	Bonds	\$ 1,600,000				\$ 1,600,000				\$ 1,600,000
		Telegraph Road spot improvements	Bonds	\$ 6,300,000	\$ 396,900	\$ 233,100	\$ 1,701,000	\$ 1,134,000	\$ 2,835,000			\$ 6,300,000
		Kellogg Mill Road new 2-lane road	Bonds	\$ 1,800,000	\$ 180,000		\$ 810,000		\$ 810,000			\$ 1,800,000
	Truslow Road 2 lane reconstruction	Bonds	\$ 7,000,000	\$ 400,000	\$ 300,000	\$ 1,512,000	\$ 1,638,000	\$ 3,150,000			\$ 7,000,000	
	Truslow Road 2 lane reconstruction	Bonds	\$ 3,100,000	\$ 248,000	\$ 62,000	\$ 906,800	\$ 488,200	\$ 1,395,000			\$ 3,100,000	
	Pedestrian improvements	Bonds	\$ 1,900,000	\$ 316,700	\$ 316,700	\$ 316,700	\$ 316,700	\$ 316,700	\$ 316,500		\$ 1,900,000	
<b>Transportation Bonds Total</b>					\$ 3,304,600	\$ 2,911,800	\$ 10,296,000	\$ 14,066,400	\$ 34,401,700	\$ 5,019,500	\$ 70,000,000	

## Project # 1 - Jefferson Davis Highway - (US-1)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 1 - Jefferson Davis Highway (US-1) - Construct a Southbound left turn lane from US-1 onto Potomac Creek Drive - from 0.25 miles North of Potomac Creek Drive (SR-761) to 0.25 miles South of Potomac Creek Drive (SR-761). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   X   Continuing \_\_\_\_\_

### 3. Project Type

New   X   Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>  585,000  </u>
Planning and Design	<u>  130,000  </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>  585,000  </u>
Utility Relocation	_____
<b>Total</b>	<u>  1,300,000  </u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>  65,000  </u>	<u>  65,000  </u>
FY2011	<u>  317,500  </u>	<u>  267,500  </u>
FY2012	<u>  317,500  </u>	<u>  267,500  </u>
FY2013	_____	_____
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<u>  700,000  </u>	<u>  600,000  </u>
<b>Total Project Cost</b>	<u>  1,300,000  </u>	<u>  1,300,000  </u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY10-FY15	<u>  650,000  </u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Revenue Sharing	FY10-FY15	<u>  650,000  </u>
<b>Total</b>		<u>  1,300,000  </u>

## Project # 2 - Brooke Road - (SR-608)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 2 - Brooke Road (SR-608) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from 0.64 miles South of Eskimo Hill Road (SR-628) to 2.44 miles South of Eskimo Hill Road (SR-628). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   X   Continuing \_\_\_\_\_

### 3. Project Type

New   X   Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 2,925,000
Planning and Design	\$ 650,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 2,925,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 6,500,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures		
FY 2010	\$ 260,000	\$ 260,000
FY2011	\$ 65,000	\$ 65,000
FY2012	\$ -	\$ -
FY2013	\$1,940,000	\$ 488,000
FY2014	\$ 497,000	\$ -
FY2015	\$2,438,000	\$ 487,000
<b>Total</b>	<b>\$5,200,000</b>	<b>\$ 1,300,000</b>
<b>Total Project Cost</b>	<b>\$6,500,000</b>	

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY10-FY15	\$ 5,200,000
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Revenue Sharing	FY10-FY15	\$ 1,300,000
<b>Total</b>		<b>\$ 6,500,000</b>

## Project # 3 - Brooke Road - (SR-608)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 3 - Brooke Road (SR-608) - Reconstruct this section of the road to improve sight distance and safety from Raven Road (SR-609) to 0.50 miles East of Raven Road (SR-609). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   X   Continuing \_\_\_\_\_

### 3. Project Type

New   X   Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 810,000
Planning and Design	\$ 180,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 810,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 1,800,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures		
FY 2010	\$ 90,000	\$ 90,000
FY2011	_____	_____
FY2012	\$ 405,000	\$ 405,000
FY2013	\$ 405,000	\$ 405,000
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>
<b>Total Project Cost</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY10-FY15	\$ 900,000
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Revenue Sharing	FY10-FY15	\$ 900,000
<b>Total</b>		<b>\$ 1,800,000</b>

## Project # 4 - Poplar Road - (SR-616)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 4 - Poplar Road (SR-616) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from 0.20 miles North of Kellogg Mill Road (SR-651) to 0.77 miles North of Kellogg Mill Road (SR-651). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 945,000
Planning and Design	\$ 210,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 945,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 2,100,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 105,000	\$ 105,000
FY2011	\$ 472,500	\$ 472,500
FY2012	\$ 472,500	\$ 472,500
FY2013	_____	_____
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<b>\$ 1,050,000</b>	<b>\$ 1,050,000</b>
<b>Total Project Cost</b>	<b>\$ 2,100,000</b>	<b>\$ 2,100,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 1,050,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	\$ 1,050,000
<b>Total</b>	<b>Total</b>	<b>\$ 2,100,000</b>

## Project # 5 - Poplar Road - (SR-616)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 5 - Poplar Road (SR-616) - Realign the curve on this section of roadway to improve sight distance and safety from Mountain View Road (SR-627) to 0.25 miles South of Mountain View Road (SR-627). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>405,000</u>
Planning and Design	<u>90,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>405,000</u>
Utility Relocation	_____
<b>Total</b>	<u>900,000</u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>45,000</u>	<u>45,000</u>
FY2011	<u>202,500</u>	<u>202,500</u>
FY2012	<u>202,500</u>	<u>202,500</u>
FY2013	_____	_____
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<u>450,000</u>	<u>450,000</u>
<b>Total Project Cost</b>	<u>900,000</u>	<u>900,000</u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY10-FY15	<u>450,000</u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Revenue Sharing	FY10-FY15	<u>450,000</u>
<b>Total</b>		<u>900,000</u>

## Project # 6 - Mountain View Road - (SR-627)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 6 - Mountain View Road (SR-627) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from Centreport Parkway (SR-8900) to 1.48 miles North of Centreport Parkway (SR-8900). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>2,385,000</u>
Planning and Design	<u>530,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>2,385,000</u>
Utility Relocation	_____
<b>Total</b>	<u><u>5,300,000</u></u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>212,000</u>	<u>212,000</u>
FY2011	<u>106,000</u>	_____
FY2012	_____	_____
FY2013	<u>1,641,000</u>	<u>744,000</u>
FY2014	<u>1,641,000</u>	<u>744,000</u>
FY2015	_____	_____
<b>Total</b>	<u><u>3,600,000</u></u>	<u><u>1,700,000</u></u>
<b>Total Project Cost</b>	<u><u>5,300,000</u></u>	

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	<u>3,600,000</u>
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	<u>1,700,000</u>
<b>Total</b>	<b>Total</b>	<u><u>5,300,000</u></u>

## Project # 7 - Mountain View Road - (SR-627)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 7 - Mountain View Road (SR-627) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from Rose Hill Farm Drive (SR-1245) to 0.25 miles North of Joshua Road (SR-643). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>2,070,000</u>
Planning and Design	<u>460,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>2,070,000</u>
Utility Relocation	_____
<b>Total</b>	<u><u>4,600,000</u></u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>186,000</u>	<u>186,000</u>
FY2011	<u>44,000</u>	<u>44,000</u>
FY2012	<u>1,507,000</u>	<u>335,000</u>
FY2013	<u>228,000</u>	_____
FY2014	<u>1,735,000</u>	<u>335,000</u>
FY2015	_____	_____
<b>Total</b>	<u><u>3,700,000</u></u>	<u><u>900,000</u></u>
<b>Total Project Cost</b>	<u><u>4,600,000</u></u>	_____

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	<u>3,700,000</u>
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	<u>900,000</u>
<b>Total</b>	<b>Total</b>	<u><u>4,600,000</u></u>



## Project # 8 - Mountain View Road - (SR-627)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 8 - Mountain View Road (SR-627) - Reconstruct this intersection to improve the intersection of the roads from 0.25 miles North of Kellogg Mill Road (SR-651) to 0.25 South of Kellogg Mill Road (SR-651). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   X   Continuing \_\_\_\_\_

### 3. Project Type

New   X   Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 585,000
Planning and Design	\$ 130,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 585,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 1,300,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 65,000	\$ 65,000
FY2011	_____	_____
FY2012	\$ 292,500	\$ 292,500
FY2013	_____	_____
FY2014	\$ 292,500	\$ 292,500
FY2015	_____	_____
<b>Total</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>
<b>Total Project Cost</b>	<b>\$ 1,300,000</b>	<b>\$ 1,300,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 650,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	\$ 650,000
<b>Total</b>	<b>Total</b>	<b>\$ 1,300,000</b>

## Project # 9 - Rock Hill Church Road - (SR-644)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 9 - Rock Hill Church Road (SR-644) - Reconstruct this section of the road to improve sight distance and safety from Crown Manor Drive (SR-1255) to 0.15 miles South of Dunbar Drive (SR-645). The Revenue Sharing Program provides additional funding for use by a locality to improve the highway systems within the locality, with limitations on the amount of state funds authorized per locality. Locality funds are matched with state funds for qualifying projects.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 405,000
Planning and Design	\$ 90,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 405,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 900,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 45,000	\$ 45,000
FY2011	\$ 202,500	\$ 202,500
FY2012	_____	\$ -
FY2013	\$ 202,500	\$ 202,500
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>
<b>Total Project Cost</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 450,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	\$ 450,000
<b>Total</b>	<b>Total</b>	<b>\$ 900,000</b>

## Project # 11 - Garrisonville Road - (SR-610)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 11 - Garrisonville Road (SR-610) - Widen to 6-Lanes from Onville Road (SR-641) to Eustace Road (SR-751). Ordinance O07-55 allows the Board to levy a service district tax to pay for road improvements and transportation enhancements for the Garrisonville Road (SR-610) area.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 5,265,000
Planning and Design	\$ 1,170,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 5,265,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 11,700,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Service District
Prior Expenditures	_____	_____
FY 2010	\$ 390,000	_____
FY2011	\$ 390,000	_____
FY2012	\$ 390,000	_____
FY2013	\$ 3,685,500	_____
FY2014	\$ 1,579,500	_____
FY2015	\$ 2,265,000	\$ 3,000,000
<b>Total</b>	<b>\$ 8,700,000</b>	<b>\$ 3,000,000</b>
<b>Total Project Cost</b>	<b>\$ 11,700,000</b>	

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 8,700,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Service District	FY10-FY15	\$ 3,000,000
<b>Total</b>	<b>\$ 11,700,000</b>	

## Project # 12 - Ferry Road - (SR-606)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 12 - Ferry Road (SR-606) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from Kings Highway (SR-3) to Colebrook Road (SR-682).

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$ 2,250,000</u>
Planning and Design	<u>\$ 500,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>\$ 2,250,000</u>
Utility Relocation	_____
<b>Total</b>	<u><u>\$ 5,000,000</u></u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>\$ 300,000</u>	_____
FY2011	<u>\$ 200,000</u>	_____
FY2012	<u>\$ 1,462,500</u>	_____
FY2013	<u>\$ 787,500</u>	_____
FY2014	<u>\$ 2,250,000</u>	_____
FY2015	_____	_____
<b>Total</b>	<u><u>\$ 5,000,000</u></u>	_____
<b>Total Project Cost</b>	<u><u>\$ 5,000,000</u></u>	_____

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	<u>\$ 5,000,000</u>
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	_____
<b>Total</b>	<b>Total</b>	<u><u>\$ 5,000,000</u></u>

## Project # 15 - Courthouse Road - (SR-630)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 15 - Courthouse Road (SR-630) - Replace a substandard bridge that was built in 1917 over the CSX Railroad from Hamn Lane (SR-688) to 0.37 miles East of CSX Railroad.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$ 3,465,000</u>
Planning and Design	<u>\$ 770,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>\$ 3,465,000</u>
Utility Relocation	_____
<b>Total</b>	<u><u>\$ 7,700,000</u></u>

### 5. Recommended Annual Appropriation

	Bonds	State
Prior Expenditure	_____	<u>\$6,100,000</u>
FY 2010	_____	_____
FY2011	_____	_____
FY2012	_____	_____
FY2013	<u>\$ 1,600,000</u>	_____
FY2014	_____	_____
FY2015	_____	_____
<b>Total</b>	<u>\$ 1,600,000</u>	_____
<b>Total Project Cost</b>	<u><u>\$7,700,000</u></u>	

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	<u>\$1,600,000</u>
Utility Fund	_____	_____
State	Prior Expen	<u>\$6,100,000</u>
Federal	_____	_____
Private	_____	_____
Revenue Sharin;	FY10-FY15	_____
<b>Total</b>		<u><u>\$7,700,000</u></u>

## Project # 16 - Telegraph Road - (SR-637)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 16 - Telegraph Road (SR-637) (East of US-1) - Improve curves, hills and valleys at various spots in the roadway from Jefferson Davis Highway (US-1), South Intersection to Jefferson Davis Highway (US-1), North Intersection.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 2,835,000
Planning and Design	\$ 630,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 2,835,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 6,300,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 396,900	_____
FY 2011	\$ 233,100	_____
FY 2012	\$ 1,701,000	_____
FY 2013	\$ 1,134,000	_____
FY 2014	\$ 2,835,000	_____
FY 2015	_____	_____
<b>Total</b>	<b>\$ 6,300,000</b>	_____
<b>Total Project Cost</b>	<b>\$ 6,300,000</b>	_____

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$6,300,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing; FY10-FY15	_____	_____
<b>Total</b>	<b>Total</b>	<b>\$6,300,000</b>

## Project # 17 - Kellogg Mill Road - (SR-651)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 17 - Kellogg Mill Road (SR-651) Relocated - Relocate Kellogg Mill Road to better connect with future Woodcutter Road from 0.15 miles West of Ramoth Church Road (SR-628) to 0.35 miles East of Ramoth Church Road (SR-628).

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 810,000
Planning and Design	\$ 180,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 810,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 1,800,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 180,000	_____
FY2011	_____	_____
FY2012	\$ 810,000	_____
FY2013	_____	_____
FY2014	\$ 810,000	_____
FY2015	_____	_____
<b>Total</b>	<b>\$ 1,800,000</b>	_____
<b>Total Project Cost</b>	<b>\$ 1,800,000</b>	<b>\$ 1,800,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 1,800,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	_____
<b>Total</b>		<b>\$ 1,800,000</b>

## Project # 18 - Truslow Road - (SR-652)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 18 - Truslow Road (SR-652) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from Cambridge Street (US-1) to Interstate 95 (I-95) Bridge.

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   X  

Continuing \_\_\_\_\_

### 3. Project Type

New   X  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$ 3,150,000</u>
Planning and Design	<u>\$ 700,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	<u>\$ 3,150,000</u>
Utility Relocation	_____
<b>Total</b>	<u><u>\$ 7,000,000</u></u>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	<u>\$ 400,000</u>	_____
FY2011	<u>\$ 300,000</u>	_____
FY2012	<u>\$ 1,512,000</u>	_____
FY2013	<u>\$ 1,638,000</u>	_____
FY2014	<u>\$ 3,150,000</u>	_____
FY2015	_____	_____
<b>Total</b>	<u><u>\$ 7,000,000</u></u>	_____
<b>Total Project Cost</b>		<u><u>\$ 7,000,000</u></u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY10-FY15	<u>\$ 7,000,000</u>
Utility Fund		_____
State		_____
Federal		_____
Private		_____
Revenue Sharing	FY10-FY15	_____
<b>Total</b>		<u><u>\$ 7,000,000</u></u>



## Project # 19 - Truslow Road - (SR-652)

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 19 - Truslow Road (SR-652) - Rebuild the road to current Virginia Department of Transportation Standards, which includes the width of travel lanes, roadway shoulders, and improving sight distance from Berea Church Road (SR-654) to Plantation Drive (SR-1706).

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   X   Continuing \_\_\_\_\_

### 3. Project Type

New   X   Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$1,395,000
Planning and Design	\$ 310,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$1,395,000
Utility Relocation	_____
<b>Total</b>	<b>\$3,100,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 248,000	_____
FY2011	\$ 62,000	_____
FY2012	\$ 906,800	_____
FY2013	\$ 488,200	_____
FY2014	\$ 1,395,000	_____
FY2015	_____	_____
Total	\$ 3,100,000	_____
<b>Total Project Cost</b>	<b>\$3,100,000</b>	<b>_____</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 3,100,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	_____
<b>Total</b>	<b>_____</b>	<b>\$ 3,100,000</b>

## Project # 20 - Pedestrian Improvements

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project # 20 - Pedestrian Improvements

Justification

Transportation Bond Referendum - Approved on November 4, 2008

Estimated Operating Impact

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  X  Continuing \_\_\_\_\_

### 3. Project Type

New  X  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 855,000
Planning and Design	\$ 190,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
ROW Acquisition &	\$ 855,000
Utility Relocation	_____
<b>Total</b>	<b>\$ 1,900,000</b>

### 5. Recommended Annual Appropriation

	Bonds	Revenue Sharing
Prior Expenditures	_____	_____
FY 2010	\$ 316,700	_____
FY 2011	\$ 316,700	_____
FY 2012	\$ 316,700	_____
FY 2013	\$ 316,700	_____
FY 2014	\$ 316,700	_____
FY 2015	\$ 316,500	_____
<b>Total</b>	<b>\$1,900,000</b>	_____
<b>Total Project Cost</b>	<b>\$1,900,000</b>	_____

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	FY10-FY15	\$ 1,900,000
Utility Fund	_____	_____
State	_____	_____
Federal	_____	_____
Private	_____	_____
Revenue Sharing	FY10-FY15	_____
<b>Total</b>		<b>\$ 1,900,000</b>

**County of Stafford, Virginia Adopted Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09 \*\*\*Revised\*\*\***

**Project Cost**

Schools Projects		FY of Borrow →	Prior Funding	Project Cost Remaining ↓ (FY10 thru FY15)	2010	2011	2012	2013	2014	2015	Total Funded this Planning Period	Later Years Funding
		FY of Debt Service →			2011	2012	2013	2014	2015	2016		
		Opening Date ↓										
<b>New Construction</b>	Land Bank			\$ 2,000,000	\$ 1,000,000	\$ 1,000,000					\$ 2,000,000	\$ -
<b>School Renovations and Additions</b>	Elementary School #1	2012		\$ 18,000,000	\$ 4,000,000	\$ 7,000,000	\$ 7,000,000				\$ 18,000,000	\$ -
	Elementary School #2	2015		\$ 18,000,000			\$ 4,000,000	\$ 7,000,000	\$ 7,000,000	\$ 18,000,000	\$ -	
	Elementary School #3	2014		\$ 18,000,000					\$ 4,000,000	\$ 7,000,000	\$ 11,000,000	\$ 7,000,000
	Elementary School #4	2013		\$ 18,000,000							\$ -	\$ 18,000,000
	Elementary School #5	2011		\$ 18,000,000							\$ -	\$ 18,000,000
<b>Infrastructure</b>	School Site Improvements*			\$ 30,690,000	\$ 7,000,000	\$ 5,100,000	\$ 5,900,000	\$ 5,100,000	\$ 5,100,000	\$ 2,490,000	\$ 30,690,000	\$ -
	Environmental Equip. Upgrades*			\$ 16,333,000	\$ 1,285,000	\$ 2,490,000	\$ 3,395,000	\$ 2,973,000	\$ 3,165,000	\$ 3,025,000	\$ 16,333,000	\$ -
	Roof Repair/Replacement			\$ 9,270,000	\$ 1,920,000	\$ 800,000	\$ 3,700,000	\$ 750,000	\$ 1,100,000	\$ 1,000,000	\$ 9,270,000	\$ -

<b>Schools Total</b>	\$ 15,205,000	\$ 16,390,000	\$ 23,995,000	\$ 15,823,000	\$ 20,365,000	\$ 13,515,000	\$ 105,293,000
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\* Revised by the Board of Supervisors on 1-22-09, School Board has not revised their CIP to reflect these changes



**County of Stafford, Virginia - Utilities Capital Improvement Program FY 2010-2015**  
**Adopted by the Board of Supervisors 1-22-09**

Utilities Projects		Opening Date ↓	Previously	2010	2011	2012	2013	2014	2015	Total	Total
			Funded Projects							CIP	Project
Water	1. Rocky Pen Water Storage Reservoir	2012	\$ 40,400,000	\$ 80,000,000	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ 90,000,000	\$ 130,400,000
	2. Water Extension Projects	Ongoing	\$ 9,653,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 3,000,000	\$ 12,653,000
	3. 370N Water Booster Pump Station	2012	\$ 110,000	\$ 11,000	\$ -	\$ 680,000	\$ -	\$ -	\$ -	\$ 691,000	\$ 801,000
	4. 342 Water Zone System Improvements	2011	\$ 344,000	\$ 3,862,000	\$ 6,871,000	\$ -	\$ -	\$ -	\$ -	\$ 10,733,000	\$ 11,077,000
	5. England Run Storage Tank	2010	\$ 200,000	\$ 1,947,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,947,000	\$ 2,147,000
	6. Courthouse Area Water Tank	2010	\$ -	\$ 2,147,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,147,000	\$ 2,147,000
	7. 480 Zone Water System Improvements	2010	\$ 115,000	\$ 2,495,000	\$ -	\$ -	\$ 60,000	\$ 128,000	\$ -	\$ 2,683,000	\$ 2,798,000
	8. 370 Zone Water System Improvements	2010	\$ 360,000	\$ 1,308,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,308,000	\$ 1,668,000
	9. Courthouse Road Waterline	2010	\$ -	\$ 1,534,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,534,000	\$ 1,534,000
	10. Ramoth Church Rd Waterline	2010	\$ -	\$ 1,139,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,139,000	\$ 1,139,000
	11. Smith Lake BPS Upgrade	2011	\$ -	\$ -	\$ 975,000	\$ -	\$ -	\$ -	\$ -	\$ 975,000	\$ 975,000
	12. Upgrade Moncure BPS	2011	\$ -	\$ 150,000	\$ 1,551,000	\$ -	\$ -	\$ -	\$ -	\$ 1,701,000	\$ 1,701,000
	13. Water System Rehabilitation Program	Ongoing	\$ 2,977,000	\$ 600,000	\$ 750,000	\$ 750,000	\$ 1,000,000	\$ 1,000,000	\$ 2,126,000	\$ 6,226,000	\$ 9,203,000
	14. Equip Replacement - Smith Lake WTF	Ongoing	\$ -	\$ -	\$ 1,402,000	\$ 101,000	\$ -	\$ -	\$ -	\$ 1,503,000	\$ 1,503,000
Total Water Projects:			\$ 54,159,000	\$ 95,693,000	\$ 17,049,000	\$ 7,031,000	\$ 1,560,000	\$ 1,628,000	\$ 2,626,000	\$ 125,587,000	\$ 179,746,000
Wastewater	1. Nutrient Removal Upgrades- Aquia WWTF	2010	\$ 7,200,000	\$ 21,513,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,513,000	\$ 28,713,000
	2. Nutrient Removal Upgrades- LFR WWTF	2010	\$ 6,510,000	\$ 4,490,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,490,000	\$ 11,000,000
	3. WWTF Odor Control Upgrades	2010	\$ 175,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,375,000
	4. WWTF Solids Handling Upgrades	2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 9,000,000	\$ 10,000,000	\$ 10,000,000
	5. Little Falls Run Expansion	2018	\$ -	\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 5,000,000
	6. Replace Claiborne Run Pump Station	2014	\$ -	\$ -	\$ -	\$ -	\$ 1,209,000	\$ 6,043,000	\$ -	\$ 7,252,000	\$ 7,252,000
	7. Claiborne Run Gravity Sewer Replacement	2011	\$ 4,700,000	\$ 150,000	\$ 1,239,000	\$ -	\$ -	\$ -	\$ -	\$ 1,389,000	\$ 6,089,000
	8. Falls Run Sewer Interceptor Replacement	2010	\$ 7,473,000	\$ 1,972,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,972,000	\$ 9,445,000
	9. Wayside Sewer Interceptor	2010	\$ 300,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,300,000
	10. Austin Run PS and Force Main Upgrades	2010	\$ 400,000	\$ 3,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,400,000	\$ 3,800,000
	11. Potomac Creek PS/FM Upgrades	2014	\$ -	\$ 130,000	\$ 1,174,000	\$ 251,000	\$ 1,507,000	\$ 1,507,000	\$ -	\$ 4,569,000	\$ 4,569,000
	12. Gravity Sewer along Austin Run	2010	\$ -	\$ 4,779,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,779,000	\$ 4,779,000
	13. Hickory Ridge Wastewater PS Replacement	2011	\$ -	\$ 70,000	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
	14. Falls Run Gravity Sewer Replacement	2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 865,000	\$ 7,787,000	\$ 8,652,000	\$ 8,652,000
	15. Boscobel Woods PS Replacement	2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 430,000	\$ 500,000	\$ 500,000
	16. Oaks of Stafford PS Replacement	2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000	\$ 700,000
	17. Route 630 PS Replacement	2015	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 580,000	\$ 650,000	\$ 650,000
	18. Wastewater PS Rehabilitation	Ongoing	\$ 7,640,000	\$ 1,700,000	\$ 1,100,000	\$ 800,000	\$ 1,000,000	\$ 350,000	\$ 614,000	\$ 5,564,000	\$ 13,204,000
	19. Wastewater System Rehabilitation Program	Ongoing	\$ 9,514,000	\$ 250,000	\$ 680,000	\$ 1,000,000	\$ 1,441,000	\$ 1,550,000	\$ 1,550,000	\$ 6,471,000	\$ 15,985,000
	20. Centrifuge Replacement - Aquia WWTF	Ongoing	\$ -	\$ -	\$ -	\$ -	\$ 791,000	\$ -	\$ -	\$ 791,000	\$ 791,000
Total Wastewater Projects:			\$ 43,912,000	\$ 41,654,000	\$ 8,623,000	\$ 2,051,000	\$ 5,948,000	\$ 11,455,000	\$ 20,661,000	\$ 90,392,000	\$ 134,304,000
Total Utilities	1. Contingency	Ongoing	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
	Total Other Projects:			\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
<b>Total Utilities</b>			<b>\$ 98,071,000</b>	<b>\$ 138,347,000</b>	<b>\$ 25,672,000</b>	<b>\$ 9,082,000</b>	<b>\$ 7,508,000</b>	<b>\$ 13,083,000</b>	<b>\$ 23,287,000</b>	<b>\$ 216,979,000</b>	<b>\$ 315,050,000</b>

**Estimated Operating and Maintenance costs**

Utilities Projects	2010	2011	2012	2013	2014	2015
<b>Water</b>		\$ 8,000	\$ 1,016,000	\$ 2,089,000	\$ 2,222,000	\$ 2,365,000
<b>WasteWater</b>		\$ 115,000	\$ 120,000	\$ 124,000	\$ 129,000	\$ 135,000

## CIP Operating Cost Detail

Overall assumptions include the following:

- Personnel costs assume 9% annual inflation
  - Operating & capital costs assume 4% annual inflation
  - Estimates described below are in 2008 dollars. Chart reflects net expenses minus revenues, adjusted for inflation
- 

### **Water Projects**

Rocky Pen Run is expected to open in FY12. A half year impact of the following costs is included in the analysis beginning in FY12. The other half year impact is included in FY13.

- \$16,000/year for maintenance of the dam, \$1,900,000/year for operation of the water treatment facility (50% personnel, 50% Bldg Ops & Maint),
- \$100,000/year for operation and maintenance of the distribution facilities.
- Smith Lake WTF - Pump Station Upgrade is planned for FY11. Additional energy costs of approximately \$4,000/year are expected.
- Moncure Pump Station Upgrade is planned for FY11. Additional energy costs of approximately \$4,000/year are expected.

### **Wastewater Projects**

- Nutrient Removal Upgrades are currently underway. Additional chemical and energy costs of \$50,000/year at Aquia and \$45,000/year at Little Falls Run expected.
- Odor Control Upgrades at Aquia and Little Falls Run will require additional chemical and energy expenditures of approximately \$20,000/year (total).

## 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 treatment facility.

Estimated Operating Impact

\$16,000 per year for maintenance of the dam; \$1,900,000 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

\$6,400,000 - \$7,000,000

### 2. Project Priority

Essential  Necessary  Continuing

### 3. Project Type

New  Maintenance  Replacement

### 4. Project Cost Estimates

Land	\$ 14,554,000
Construction	\$ 108,146,000
Planning and Design	\$ 5,000,000
Equipment	_____
Debt Issue Cost	\$ 2,700,000
Hardware/Software	_____
Other	_____
<b>Total</b>	<b><u>\$130,400,000</u></b>

### 5. Recommended Annual Appropriation

Prior Expenditures	40,400,000
Budget Year (FY 2010)*	80,000,000
FY2011*	5,000,000
FY2012*	5,000,000
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	10,000,000
<b>Total Project Cost</b>	<b><u>\$130,400,000</u></b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds	FY95-FY12	\$130,400,000
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b><u>\$130,400,000</u></b>

\* Note: \$80M is budgeted in FY10 to ensure adequate funds are appropriated to authorize construction contracts (which are expected to sum to nearly \$80M by 6/30/10). Annual expenditures are projected as follows: FY10 \$35M, FY11 \$45M and FY12 \$10M.

## Project: 2. Water Extension Projects

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Extension of public water service to existing homes located within the adopted urban service area.

Justification

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

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing   x  

### 3. Project Type

New   x  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$ 11,953,000</u>
Planning and Design	<u>\$ 700,000</u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<u><u>\$12,653,000</u></u>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>\$ 9,653,000</u>
Budget Year (FY 2010)	<u>\$ 500,000</u>
FY2011	<u>\$ 500,000</u>
FY2012	<u>\$ 500,000</u>
FY2013	<u>\$ 500,000</u>
FY2014	<u>\$ 500,000</u>
FY2015	<u>\$ 500,000</u>
FY 2011-2015 (Subtotal)	<u>\$ 2,500,000</u>
<b>Total Project Cost</b>	<u><u>\$12,653,000</u></u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Availability Fees FY93-FY15		<u>\$ 12,653,000</u>
<b>Total</b>		<u><u>\$12,653,000</u></u>



## Project: 3. 370N Water Booster Station

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a 2.0 mgd pumping station near Mountain View Road and Centreport Parkway to move water from the 342 pressure zone to the 370N pressure zone.

Justification

The Water and Sewer Master Plan recommends the construction of a new water booster station after the completion of the Rocky Pen Run Water Treatment Facility to move water into the 370N water pressure zone. (370N-201)

Estimated Operating Impact

None

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement   x  

### 4. Project Cost Estimates

Land	_____
Construction	\$ 601,000
Planning and Design	\$ 200,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 801,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 110,000
Budget Year (FY 2010)	\$ 11,000
FY2011	\$ -
FY2012	\$ 680,000
FY2013	\$ -
FY2014	\$ -
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ 680,000
<b>Total Project Cost</b>	<b>\$ 801,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		\$ 112,140
State		_____
Federal		_____
Private		_____
Pro Rata		\$ 688,860
<b>Total</b>		<b>\$ 801,000</b>

## Project: 4. 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 of Olde Forge Drive and Route 17 (342-14) in FY2011 and FY2012; 3500 linear feet of 24" waterline along Beagle Road, south of Truslow (part of 34

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

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

### 2. Project Priority

Essential  Necessary \_\_\_\_\_ Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_ Maintenance \_\_\_\_\_ Replacement

### 4. Project Cost Estimates

Land	_____
Construction	\$ 9,207,000
Planning and Design	\$ 1,870,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$11,077,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 344,000
Budget Year (FY 2010)	\$ 3,862,000
FY2011	\$ 6,871,000
FY2012	\$ -
FY2013	\$ -
FY2014	\$ -
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ 6,871,000
<b>Total Project Cost</b>	<b>\$11,077,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY09-FY12	\$ 1,550,780
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY09-FY12	\$ 9,526,220
<b>Total</b>		<b>\$11,077,000</b>

## Project: 5. Engand Run Water Storage Tank

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a new 1.0 million gallon water storage tank near the corner of Warrenton Road and Greenbank Road to replace the existing Berea Tank. (480-100)

Justification

The Water and Sewer Master Plan recommends the construction of a new elevated water storage tank to provide adequate peak water demand and fire flow service for the commercial development on Route 17 west of Interstate 95.

Estimated Operating Impact

Minimal

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement   x  

### 4. Project Cost Estimates

Land	_____
Construction	<u>  \$ 1,947,000  </u>
Planning and Design	<u>  \$ 200,000  </u>
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<u>  \$ 2,147,000  </u>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>  \$ 200,000  </u>
Budget Year (FY 2010)	<u>  \$ 1,947,000  </u>
FY2011	<u>  \$ -  </u>
FY2012	<u>  \$ -  </u>
FY2013	<u>  \$ -  </u>
FY2014	<u>  \$ -  </u>
FY2015	<u>  \$ -  </u>
FY 2011-2015 (Subtotal)	<u>  \$ -  </u>
<b>Total Project Cost</b>	<u>  \$ 2,147,000  </u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY09	<u>  \$ 2,147,000  </u>
<b>Total</b>		<u>  \$ 2,147,000  </u>

## Project: 6. Courthouse Area Water Tank

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of a 1.0 million gallon elevated water tank in the Courthouse area near the new hospital. (433-100)

Justification

The Water and Sewer Plan recommends a 1 million gallon tank near the expanding commercial area surrounding the Stafford Courthouse and the hospital areas to meet increasing water service and fire flow requirements. This project will allow the creation of

Estimated Operating Impact

Minimal

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	\$ 1,947,000
Planning and Design	\$ 200,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 2,147,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 2,147,000
FY2011	\$ -
FY2012	\$ -
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 2,147,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY10	\$ 300,580
State		_____
Federal		_____
Private		_____
Pro Rata	FY10	\$ 1,846,420
<b>Total</b>		<b>\$ 2,147,000</b>

## Project: 7. 480 Zone Water System Improvements

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct 11,500' of 24" waterline and 930' of 12" waterline. (480-01, 480-03)

Justification

The Water and Sewer Master Plan recommends construction of 8500' of new 24" waterline from the Rocky Pen Run Water Treatment Facility along Greenbank Road and Warrenton Road to serve the 480 zone in the western portions of the urban service area along Route 17. Also included in FY 2014 is 550' of 12" waterline along University Boulevard.

Estimated Operating Impact

None

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	\$ 2,623,000
Planning and Design	\$ 175,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 2,798,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 115,000
Budget Year (FY 2010)	\$ 2,495,000
FY2011	\$ -
FY2012	\$ -
FY2013	\$ 60,000
FY2014	\$ 128,000
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ 188,000
<b>Total Project Cost</b>	<b>\$ 2,798,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY09-FY14	\$ 391,720
State		_____
Federal		_____
Private		_____
Pro Rata	FY09-FY14	\$ 2,406,280
<b>Total</b>	<b>Total</b>	<b>\$ 2,798,000</b>

## Project: 8. 370 Zone Water System Improvements

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct 5,000' of 12" waterline along Courthouse Road to Route 1. (370N-04)

Justification

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 waterline installed along Austin Ridge Drive and Courthouse

Estimated Operating Impact

None

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	\$ 1,568,000
Planning and Design	\$ 100,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,668,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 360,000
Budget Year (FY 2010)	\$ 1,308,000
FY2011	\$ -
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,668,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY08-FY10	\$ 233,520
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY08-FY10	\$ 1,434,480
<b>Total</b>		<b>\$ 1,668,000</b>

## Project: 9. Courthouse Road Waterline

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of 5150 linear feet of 16" water main along Courthouse Road from Rollinswood Lane to a future pumping station site near Snow Bird Lane and construction of 3500 linear feet of 16" water main on Courthouse Road between Snow Bird Lane and Austin

Justification

The project will be used in the short term to supply water from the 433 zone to the 370N zone through a PRV at Snow Bird Land and in the future to supply water from the 370N zone to the 433 zone through a future pumping station.

Estimated Operating Impact

None

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  Continuing \_\_\_\_\_

### 3. Project Type

New  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 1,381,000
Planning and Design	\$ 153,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,534,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ -
Budget Year (FY 2010)	\$ 1,534,000
FY2011	\$ -
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,534,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY08-FY10	\$ 214,760
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY08-FY10	\$ 1,319,240
<b>Total</b>		<b>\$ 1,534,000</b>

## Project: 10. Ramoth Church Road Waterline

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construction of 3570 linear feet of 12" watermain on American Legion Road and Ramoth Church Road from Ramoth Church Road to Jefferson Davis Highway. (GWIP Project 370N - 02).

Justification

The line is needed to create a connection between the water mains at Centreport and the 12" watermain in Jefferson Davis Highway.

Estimated Operating Impact

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  Continuing \_\_\_\_\_

### 3. Project Type

New  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 1,039,000
Planning and Design	\$ 100,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,139,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 1,139,000
FY2011	\$ -
FY2012	\$ -
FY2013	\$ -
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,139,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	\$ 159,460
State	_____	_____
Federal	_____	_____
Private	_____	_____
ProRata Fees	_____	\$ 979,540
<b>Total</b>	<b>_____</b>	<b>\$ 1,139,000</b>



## Project: 12. Moncure Pump Station Upgrade

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Project 433-201 - Expand Moncure pump station from 4.3 to 8.5 mgd. (433-201)

Justification

The Water and Sewer Master Plan recommends expanding the pumping station near the Moncure Elementary School to 8.5 mgd to meet near term water demand and fire flow conditions brought about by increasing commercial and residential requirements.

Estimated Operating Impact

Increased energy costs due to larger connected horsepower.

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	\$ 1,551,000
Planning and Design	\$ 150,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,701,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 150,000
FY2011	\$ 1,551,000
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ 1,551,000
<b>Total Project Cost</b>	<b>\$ 1,701,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY11-12	\$ 238,140
State		_____
Federal		_____
Private		_____
Availability Fees	FY11-12	\$ 1,462,860
<b>Total</b>		<b>\$ 1,701,000</b>

## Project: 13. Water System 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-of

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	\$ 8,282,700
Planning and Design	\$ 920,300
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 9,203,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 2,977,000
Budget Year (FY 2010)	\$ 600,000
FY2011	\$ 750,000
FY2012	\$ 750,000
FY2013	\$ 1,000,000
FY2014	\$ 1,000,000
FY2015	\$ 2,126,000
FY 2011-2015 (Subtotal)	\$ 5,626,000
<b>Total Project Cost</b>	<b>\$ 9,203,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY97-FY15	\$ 9,203,000
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<b>\$ 9,203,000</b>

## Project 1: Nutrient Removal Upgrades - Aquia WWTF

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct upgrades at the Aquia Wastewater Treatment Facilities to meet future more restrictive discharge limits for nutrients.

Justification

Stafford County has seen expanded commercial and residential growth in the urban service area served by the Aquia Wastewater Treatment Facility. Less than 1,850 connections remain for this facility with many of these already committed to approved project

Estimated Operating Impact

\$50,000 per year when operating at full capacity.

Average Annual Debt Payment

\$2,150,000

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New   x  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	<u>\$ 20,397,000</u>
Planning and Design	<u>\$ 1,200,000</u>
Equipment	<u>\$ 4,726,000</u>
Debt Issue Cost	_____
Hardware/Software	_____
Other	<u>\$ 2,390,000</u>
<b>Total</b>	<u><u>\$28,713,000</u></u>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>\$ 7,200,000</u>
Budget Year (FY 2010)	<u>\$21,513,000</u>
FY2011	<u>\$ -</u>
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	<u>\$ -</u>
<b>Total Project Cost</b>	<u><u>\$28,713,000</u></u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Availability Fees FY08-FY11		<u>\$ 28,713,000</u>
<b>Total</b>		<u><u>\$28,713,000</u></u>

## Project 2: Nutrient Removal Upgrades - Little Falls Run WWTF

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Construct upgrades at the Little Falls Run Wastewater Treatment Facilities to meet future more restrictive discharge limits for nutrients.

Justification

The Department of Environmental Quality has imposed 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, som

Estimated Operating Impact

\$45,000 per year.

Average Annual Debt Payment

\$680,000

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New   x  

Maintenance \_\_\_\_\_

Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 9,014,000
Planning and Design	\$ 510,000
Equipment	\$ 708,000
Debt Issue Cost	_____
Hardware/Software	_____
Other	\$ 768,000
<b>Total</b>	<b>\$11,000,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 6,510,000
Budget Year (FY 2010)	\$ 4,490,000
FY2011	\$ -
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2010-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$11,000,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Availability Fees	FY08-FY11	\$ 11,000,000
<b>Total</b>		<b>\$11,000,000</b>

## Project 3: Treatment Facility Odor Control Upgrades

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Install covers over the headworks and sludge storage/digestion structures at both treatment facilities.

Justification

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.

Estimated Operating Impact

Additional \$20,000 per year in electrical, chemical and maintenance costs.

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	\$ 1,200,000
Planning and Design	\$ 175,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,375,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 175,000
Budget Year (FY 2010)	\$ 1,200,000
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,375,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees		_____
State		_____
Federal		_____
Private		_____
Availability Fees FY07-FY10		\$ 1,375,000
<b>Total</b>		<b>\$ 1,375,000</b>

## Project 5: Little Falls Run Expansion

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Upgrade and expand facility to provide a firm 8 to 10 mgd capacity.

Justification

A third treatment train will be constructed to provide a firm 8 to 10 mgd capacity with one train out of service. Denitrification tanks will also be constructed to meet nutrient discharge limits at higher flow rates. The project is due for completion in

Estimated Operating Impact

\$750,000 to \$900,000 per year when operating at full capacity

Average Annual Debt Payment

### 2. Project Priority

Essential \_\_\_\_\_ Necessary  Continuing \_\_\_\_\_

### 3. Project Type

New  Maintenance \_\_\_\_\_ Replacement \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	\$ 4,000,000
Planning and Design	\$ 1,000,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 5,000,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 1,000,000
FY2011	\$ 4,000,000
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ 4,000,000
<b>Total Project Cost</b>	<b>\$ 5,000,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue	_____	_____
Bonds	_____	_____
Utility User Fees	_____	_____
State	_____	_____
Pro Rata Fees	_____	_____
Private	_____	_____
Availability Fees	_____	\$ 0
<b>Total</b>	<b>\$</b>	<b>-</b>



## Project 8: Falls Run Sewer Interceptor Replacement

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replace the existing asbestos cement sewer interceptor with a new, larger sewer line made of modern materials. It is proposed to replace the existing line with 3,427' of 36" gravity sewer and 8,500' of 30" sewer. General sewer improvement program project

Justification

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

Estimated Operating Impact

Reduction in operating cost of approximately \$6,000 per year due to reduced I/I and lower maintenance requirements.

Average Annual Debt Payment

None

### 2. Project Priority

Essential  Necessary  Continuing

### 3. Project Type

New  Maintenance  Replacement

### 4. Project Cost Estimates

Land	\$ 200,000
Construction	\$ 8,486,000
	_____
Planning and Design	\$ 759,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 9,445,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 7,473,000
Budget Year (FY 2010)	\$ 1,972,000
	_____
	_____
	_____
	_____
	_____
	_____
	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 9,445,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
		_____
Utility User Fees	FY08	\$ 1,322,300
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY08-FY10	\$ 8,122,700
<b>Total</b>		<b>\$ 9,445,000</b>



## Project 9: Wayside Sewer Interceptor

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replace 3,017' of existing undersized 10" asbestos cement sewer line with new 18" sewer line. (A-14)

Justification

The Water and Sewer Master Plan recommends replacing the existing 10" line with a new 18" diameter line along the wayside area between Austin Run south to Allatoona Lane to accommodate growing commercial demands in the central Stafford area.

Estimated Operating Impact

Reduced operating costs of approximately \$2,000 per year due to lower I/I and maintenance requirements.

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	\$ 1,000,000
Planning and Design	\$ 300,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 1,300,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 300,000
Budget Year (FY 2010)	\$ 1,000,000
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,300,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY08	\$ 182,000
State		_____
Pro Rata Fees	FY08-FY09	\$ 1,118,000
Private		_____
Availability Fees		_____
<b>Total</b>		<b>\$ 1,300,000</b>

## Project 10: Austin Run P.S. & Force Main Upgrades

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Upgrade or replacement of the existing pumping station with a new 28 million gallon per day station at the Aquia WWTF; replacement of the existing force main with a 36" diameter gravity sewage pipe. (A-210)

Justification

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development west of I-95 from Route 630 north to Aquia Creek. The Water and Sewer Master Plan recommends increasing the capacity of the existing

Estimated Operating Impact

Somewhat lower initial operating costs (approximtely \$5,000 per year) due to a reduction in pipe friction.

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_

Necessary   x  

Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_

Maintenance \_\_\_\_\_

Replacement   x  

### 4. Project Cost Estimates

Land	_____
Construction	\$ 3,400,000
Planning and Design	\$ 400,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 3,800,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 100,000
Budget Year (FY 2010)	\$ 3,700,000
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 3,800,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY09-FY10	\$ 532,000
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY09-FY10	\$ 3,268,000
<b>Total</b>		<b>\$ 3,800,000</b>

## Project 11: Potomac Creek Pump Station/Force Main Upgrades

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Upgrade or replacement of the existing pumping station with a new 4.34 million gallon per day station, replacement of the existing force main with 16" force main. General sewer improvement projects LFR129 and LFR226.

Justification

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development. The Water and Sewer Master Plan recommends increasing the capacity of the existing facilities to handle buildout flows.

Estimated Operating Impact

Lower initial operating costs of approximately \$5,500 per year due to a reduction in pipe friction.

Average Annual Debt Payment

None

### 2. Project Priority

Essential \_\_\_\_\_ Necessary   x   Continuing \_\_\_\_\_

### 3. Project Type

New \_\_\_\_\_ Maintenance \_\_\_\_\_ Replacement   x  

### 4. Project Cost Estimates

Land	_____
Construction	\$ 4,169,000
Planning and Design	\$ 400,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 4,569,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ -
Budget Year (FY 2010)	\$ 130,000
FY2011	\$ 1,174,000
FY2012	\$ 251,000
FY2013	\$ 1,507,000
FY2014	\$ 1,507,000
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ 4,439,000
<b>Total Project Cost</b>	<b>\$ 4,569,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY10-FY14	\$ 639,660
State		_____
Federal		_____
Private		_____
Pro Rata Fees	FY10-FY14	\$ 3,929,340
<b>Total</b>		<b>\$ 4,569,000</b>

## Project 12: Gravity Piping along Austin Run from Whitson Run to Austin Run PS

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replace 3,550' of existing asbestos cement sewer pipe with 36" diameter sewer adjacent to Austin Run. General sewer improvement plan project A-18.

Justification

The Water and Sewer Master Plan recommends replacing this section of aging pipe operating near capacity with new pipe of modern materials and sized for buildout conditions to reduce chances of failure and meet expected commercial and residential demands f

Estimated Operating Impact

Reduced operating costs of approximately \$5,000 per year due to lower I/I and maintenance requirements.

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	\$ 4,301,000
Planning and Design	\$ 478,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 4,779,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 100,000
Budget Year (FY 2010)	\$ 4,679,000
FY2011	_____
FY2012	_____
FY2013	_____
FY2014	\$ -
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 4,779,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY09-FY10	\$ 669,060
State		_____
Pro Rata Fees	FY09-FY10	\$ 4,109,940
Private		_____
Availability Fees		_____
<b>Total</b>		<b>\$ 4,779,000</b>

## Project 13: Hickory Ridge Wastewater PS Replacement

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replace Hickory Ridge Wastewater Pumping Station. (GSIP Project LFR-215)

Justification

The equipment and concrete at the pumping station have exceeded their useful lives. In addition, flow projections and modeling in this area indicate the station will have insufficient capacity to meet near-term flows, especially from the new high school

Estimated Operating Impact

Reduced operating costs of approximately \$1,500 per year due to lower maintenance requirements.

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	\$ 430,000
Planning and Design	\$ 70,000
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$ 500,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 70,000
FY2011	\$ 430,000
FY2012	_____
FY2013	_____
FY2014	_____
FY2015	_____
FY 2011-2015 (Subtotal)	\$ 430,000
<b>Total Project Cost</b>	<b>\$ 500,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY10-FY11	\$ 70,000
State		_____
Pro Rata Fees	FY10-FY11	\$ 430,000
Private		_____
Availability Fees		_____
<b>Total</b>		<b>\$ 500,000</b>

## Project 18: Pump Station Rehabilitation

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

The Department of Utilities operates numerous pumping stations over thirty years old. Many of these stations do not meet current standards for operational and control equipment. This can lead to higher operation and maintenance costs and ties up maintain

Justification

Many of our existing stations are well over thirty years old and require equipment replacement upgrades. Furthermore, many stations were not installed to current design standards.

Estimated Operating Impact

Reduction in operating cost of approximately \$1,500 per year.

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	\$ 2,925,000
Planning and Design	\$ 200,000
Equipment	\$ 10,079,000
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<b>\$13,204,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	\$ 7,640,000
Budget Year (FY 2010)	\$ 1,700,000
FY2011	\$ 1,100,000
FY2012	\$ 800,000
FY2013	\$ 1,000,000
FY2014	\$ 350,000
FY2015	\$ 614,000
FY 2011-2015 (Subtotal)	\$ 3,864,000
<b>Total Project Cost</b>	<b>\$13,204,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY92-FY15	\$ 13,204,000
State		_____
Federal		_____
Private		_____
Pro Rata Fees		_____
<b>Total</b>		<b>\$13,204,000</b>

## Project 19: Sewer Rehabilitation Program

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Replacement and repair of existing sewer collection and force main network.

Justification

The County established a systematic sewer rehabilitation program to reduce the amount of inflow and infiltration (I/I) that enters into the sewer collection system and to identify and replace deteriorated conditions before catastrophic failure occurs. Th

Estimated Operating Impact

Reduction in treatment facility operation and construction costs as well as a reduction in wastewater transmission costs.

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	<u>\$ 15,985,000</u>
Planning and Design	_____
Equipment	_____
Debt Issue Cost	_____
Hardware/Software	_____
Other	_____
<b>Total</b>	<u><u>\$15,985,000</u></u>

### 5. Recommended Annual Appropriation

Prior Expenditures	<u>\$ 9,514,000</u>
Budget Year (FY 2010)	<u>\$ 250,000</u>
FY2011	<u>\$ 680,000</u>
FY2012	<u>\$ 1,000,000</u>
FY2013	<u>\$ 1,441,000</u>
FY2014	<u>\$ 1,550,000</u>
FY2015	<u>\$ 1,550,000</u>
FY 2011-2015 (Subtotal)	<u>\$ 6,221,000</u>
<b>Total Project Cost</b>	<u><u>\$15,985,000</u></u>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees FY92-FY15		<u>\$ 15,985,000</u>
State		_____
Federal		_____
Private		_____
Other		_____
<b>Total</b>		<u><u>\$15,985,000</u></u>

## Project: 1. Contingency

### 1. Project Description, Justification, Operating Impact, & Annual Debt Payment

Description

Source of funds for unexpected capital expenditure needs that come up and must be addressed immediately rather than deferred to a future fiscal year.

Justification

Rather than budget additional funds in each of the Utilities costs centers to cover unbudgeted emergency situations that may come up, a lump sum is budgeted here to be available should such funding needs come up.

Estimated Operating Impact

Average Annual Debt Payment

None.

### 2. Project Priority

Essential  \_\_\_\_\_

Necessary \_\_\_\_\_

Continuing \_\_\_\_\_

### 3. Project Type

New  \_\_\_\_\_

Maintenance  \_\_\_\_\_

Replacement  \_\_\_\_\_

### 4. Project Cost Estimates

Land	_____
Construction	_____
Planning and Design	_____
Equipment	\$ 1,000,000
Debt Issue Cost	_____
Hardware/Software	_____
Other (furnishings)	_____
<b>Total</b>	<b>\$ 1,000,000</b>

### 5. Recommended Annual Appropriation

Prior Expenditures	_____
Budget Year (FY 2010)	\$ 1,000,000
FY2011	\$ -
FY2012	\$ -
FY2013	\$ -
FY2014	\$ -
FY2015	\$ -
FY 2011-2015 (Subtotal)	\$ -
<b>Total Project Cost</b>	<b>\$ 1,000,000</b>

### 6. Recommended Financing

	Year	Amount
Current Revenue		_____
Bonds		_____
Utility User Fees	FY10 - FY15	\$ 1,000,000
State		_____
Federal		_____
Private		_____
Availability Fees		_____
<b>Total</b>		<b>\$ 1,000,000</b>



## STATISTICAL SECTION

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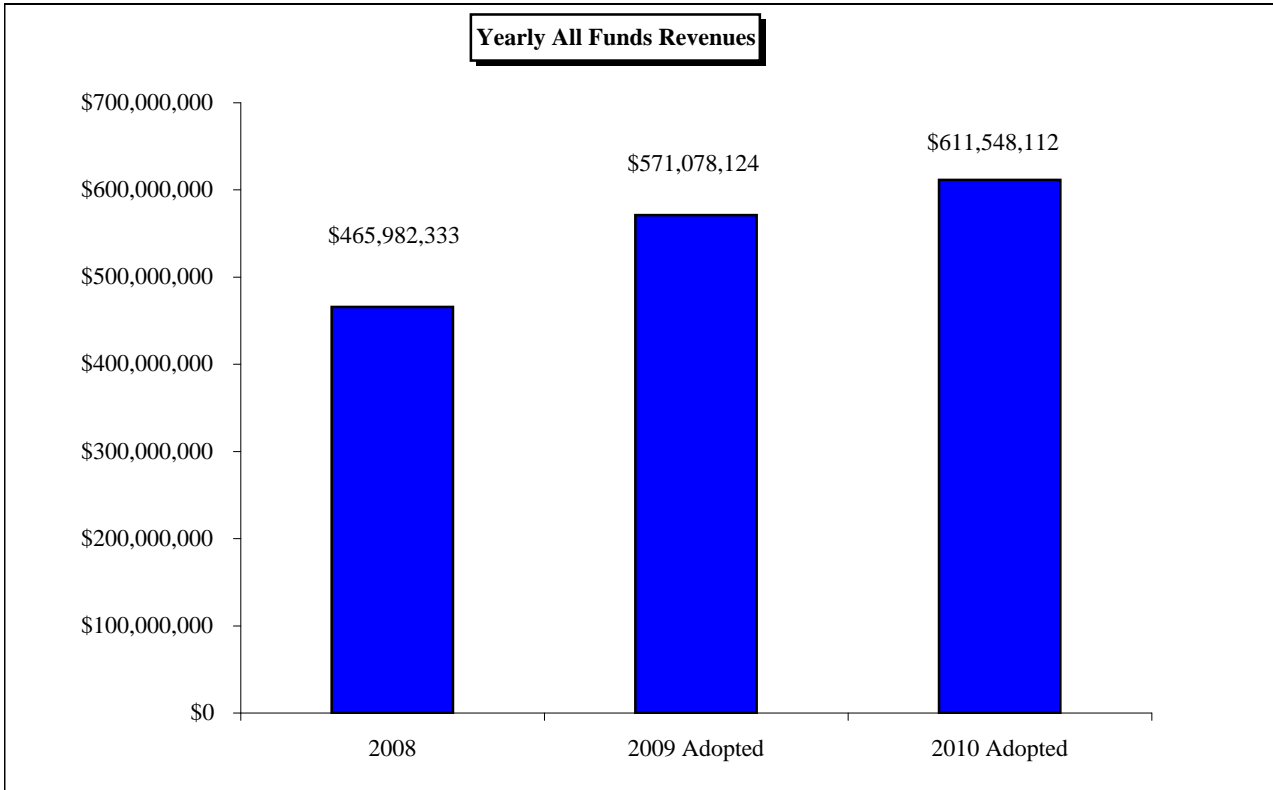
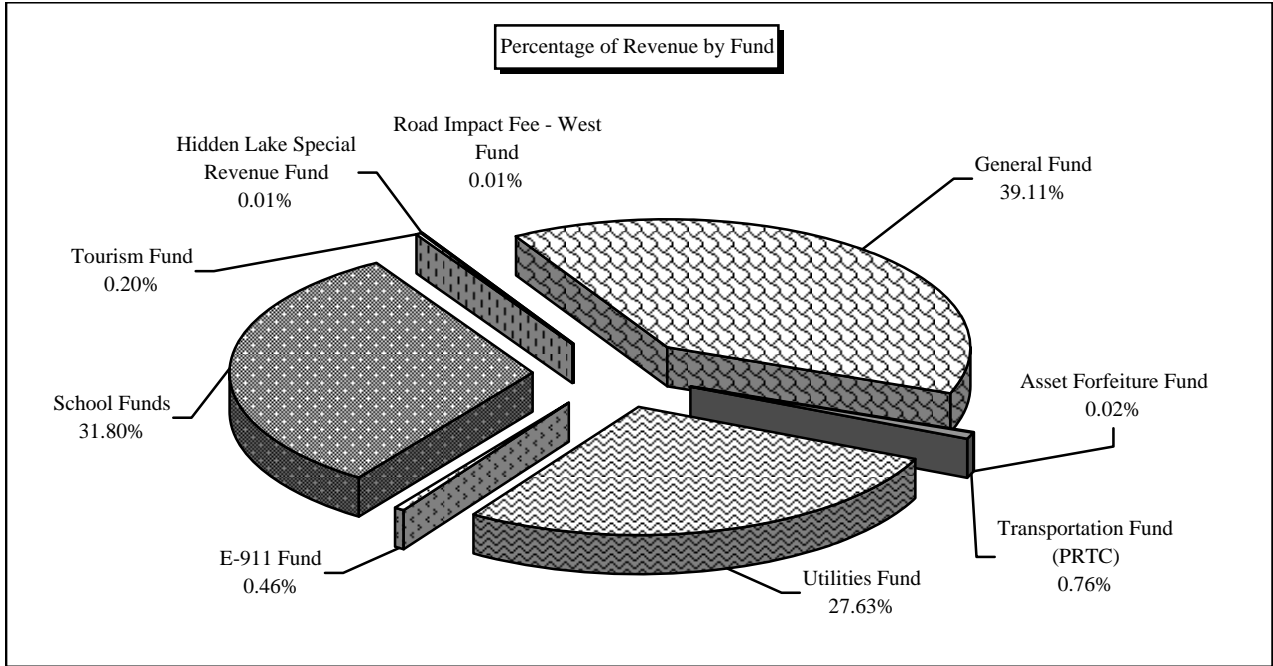
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This purpose of this section is to give an overview of the County. Schedules and graphs are used to illustrate certain financial information, demographics, and selected activity levels.

The first schedules and graphs present revenues and expenditures for all funds, comparing actual FY 2008, adopted budget FY 2009 and adopted budget FY 2010. The next schedule and graph contain the same expenditure information presented by major expense. Following that are graphs of revenues for all funds and summary for the adopted budget for FY 2010 by fund type.

Next, the County's demographic information is outlined, followed by tables of fiscal indicators and education cost statistics. 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 FY 2004 through FY 2008 (as reported by the Auditor of Public Accounts) is provided to measure service costs. This is followed by a summary of our Citizen Assistance, and Volunteer Services area. The next schedule shows the property tax revenues required to support the General Fund, with costs summarized by service type – school funding, public safety, general government administration, community development, health and welfare, parks and recreation, judicial administration, and miscellaneous. A number of schedules then describe the County's debt management practices and projected capital financing needs.

# ALL FUNDS REVENUE GRAPHS

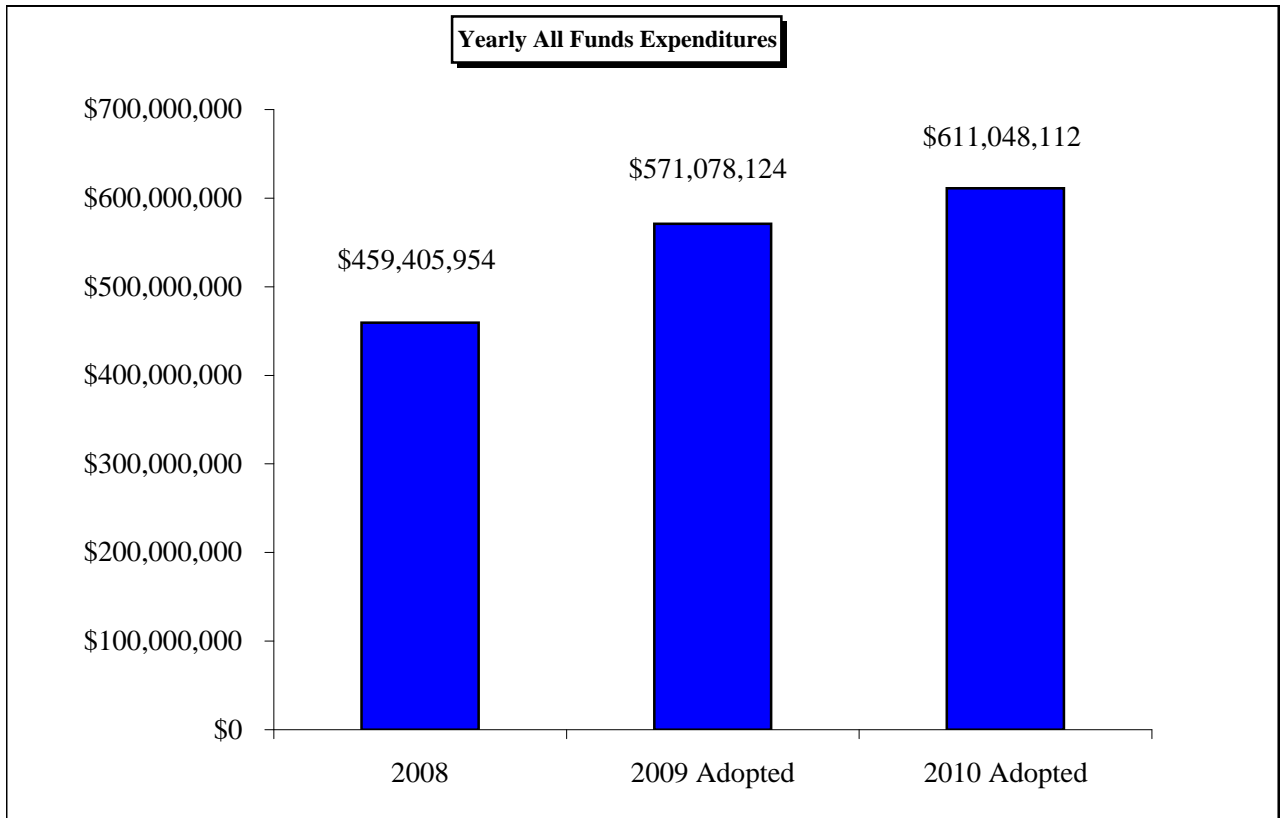
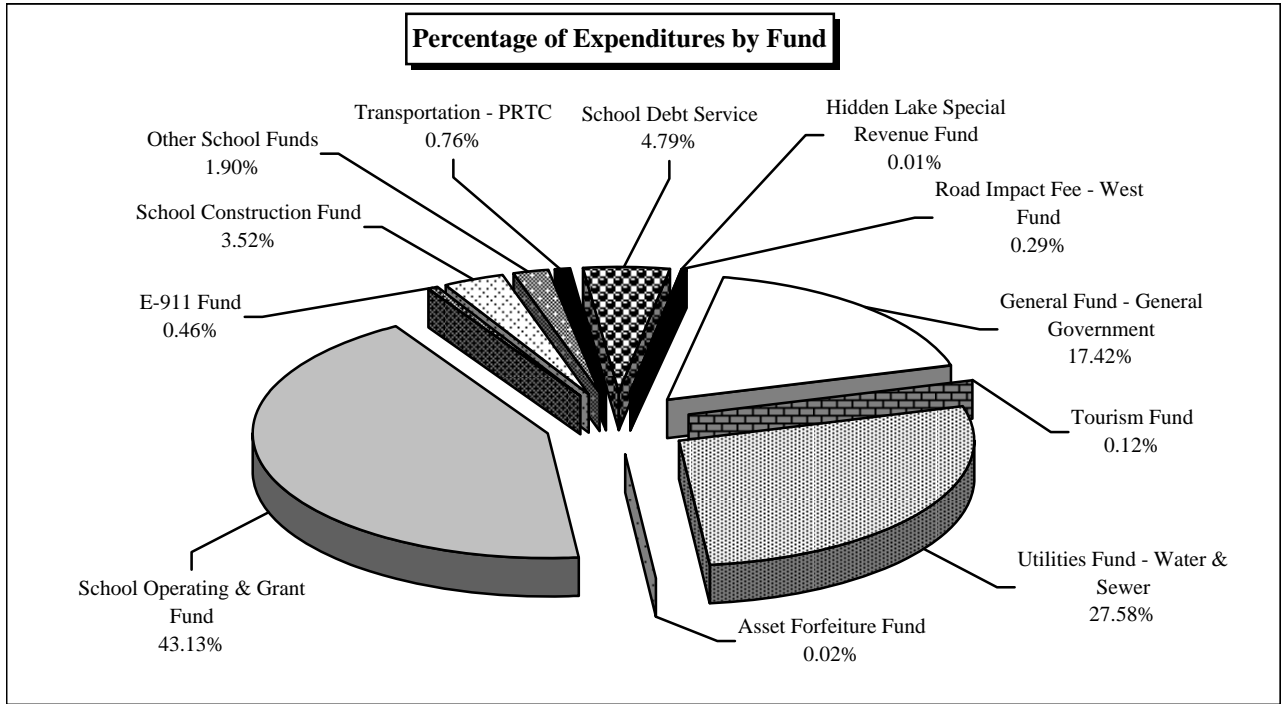


## ALL FUNDS SCHEDULE REVENUE

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

Revenue Plan	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted	Changes '09 Adopted to '10 Adopted	
<b>General Fund</b>					
Property Taxes	\$151,725,707	\$165,957,645	\$165,392,750	(\$564,895)	-0.3%
Other Local Taxes	27,483,941	27,563,349	29,050,150	1,486,801	5.4%
State & Federal	28,865,329	28,242,866	27,926,829	(316,037)	-1.1%
Other Revenue	22,686,164	16,101,004	14,985,957	(1,115,047)	-6.9%
Prior Year Fund Balance	3,051,959	0	0	0	0.0%
Use of Money & Property	1,587,283	1,724,030	1,149,977	(574,053)	-33.3%
<b>Total</b>	<b>\$235,400,383</b>	<b>\$239,588,894</b>	<b>\$238,505,663</b>	<b>(\$1,083,231)</b>	<b>-0.5%</b>
<b>Transportation Fund (PRTC)</b>					
2% Fuels Tax	\$4,600,260	\$3,470,929	\$2,995,020	(\$475,909)	-13.7%
Use of Money & Property	103,988	58,212	35,000	(23,212)	-39.9%
State Recordation Road/Schools	763,678	668,000	668,000	0	0.0%
Miscellaneous	943,336	27,000	0	(27,000)	-100.0%
Prior Year Fund Balance	0	1,082,270	0	(1,082,270)	-100.0%
BPOL	0	0	947,250	947,250	100.0%
<b>Total</b>	<b>\$6,411,262</b>	<b>\$5,306,411</b>	<b>\$4,645,270</b>	<b>(\$661,141)</b>	<b>-12.5%</b>
<b>E-911 Fund</b>					
E-911 Service Charge	\$1,613,961	\$2,404,651	\$2,411,241	\$6,590	0.3%
State	414,292	428,741	421,140	(7,601)	-1.8%
<b>Total</b>	<b>\$2,028,253</b>	<b>\$2,833,392</b>	<b>\$2,832,381</b>	<b>(\$1,011)</b>	<b>0.0%</b>
<b>Asset Forfeiture Fund</b>					
Drug Seizure	\$80,141	\$120,000	\$105,000	(\$15,000)	-12.5%
<b>Total</b>	<b>\$80,141</b>	<b>\$120,000</b>	<b>\$105,000</b>	<b>(\$15,000)</b>	<b>-12.5%</b>
<b>Tourism Fund</b>					
3% Transit Occupancy Tax	\$738,209	\$720,000	\$720,000	\$0	0.0%
2% Transit Occupancy Tax	493,508	480,000	480,000	0	0.0%
Other Revenue	5,000	5,000	5,000	0	0.0%
Prior Year Fund Balance	0	437,042	0	(437,042)	-100.0%
<b>Total</b>	<b>\$1,236,717</b>	<b>\$1,642,042</b>	<b>\$1,205,000</b>	<b>(\$437,042)</b>	<b>-26.6%</b>
<b>Hidden Lake Special Revenue Fund</b>					
<b>Total</b>	<b>\$872,668</b>	<b>\$0</b>	<b>\$72,938</b>	<b>\$72,938</b>	<b>100.0%</b>
<b>Road Impact Fee - West Fund</b>					
<b>Total</b>	<b>\$193,989</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>	<b>100.0%</b>
<b>Utilities Fund</b>					
Water & Sewer Fees	\$19,988,123	\$19,980,000	\$21,819,900	\$1,839,900	9.2%
Prior Year Fund Balance	0	29,324,952	26,569,846	(2,755,106)	-9.4%
Availability/ Pro Rata Fees	6,016,234	7,989,000	6,945,900	(1,043,100)	-13.1%
Other Charges and Fees	1,266,696	1,509,200	1,587,000	77,800	5.2%
Grant	1,857,407	5,461,000	0	(5,461,000)	-100.0%
Donated Assets	8,446,184	0	0	0	0.0%
Revenue Bond Proceeds	0	70,600,000	110,000,000	39,400,000	55.8%
Use of Money/Property	3,344,436	2,637,000	1,575,200	(1,061,800)	-40.3%
<b>Total</b>	<b>\$40,919,080</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.5%</b>
<b>School Funds</b>					
State and Federal	\$146,067,192	\$152,396,312	\$155,261,984	\$2,865,672	1.9%
Use of Money/Property	742,742	1,805,243	1,806,743	1,500	0.1%
Bond Proceeds	22,861,950	16,443,332	18,620,405	2,177,073	13.2%
User Fees	6,948,489	8,349,320	7,901,531	(447,789)	-5.4%
Other Revenue	2,219,467	5,092,026	10,293,351	5,201,325	102.1%
<b>Total</b>	<b>\$178,839,840</b>	<b>\$184,086,233</b>	<b>\$193,884,014</b>	<b>\$9,797,781</b>	<b>5.3%</b>
<b>Total Revenues - All Funds</b>	<b>\$465,982,333</b>	<b>\$571,078,124</b>	<b>\$611,548,112</b>	<b>\$40,469,988</b>	<b>7.1%</b>

# ALL FUNDS EXPENDITURE GRAPHS



# ALL FUNDS SCHEDULE EXPENDITURES

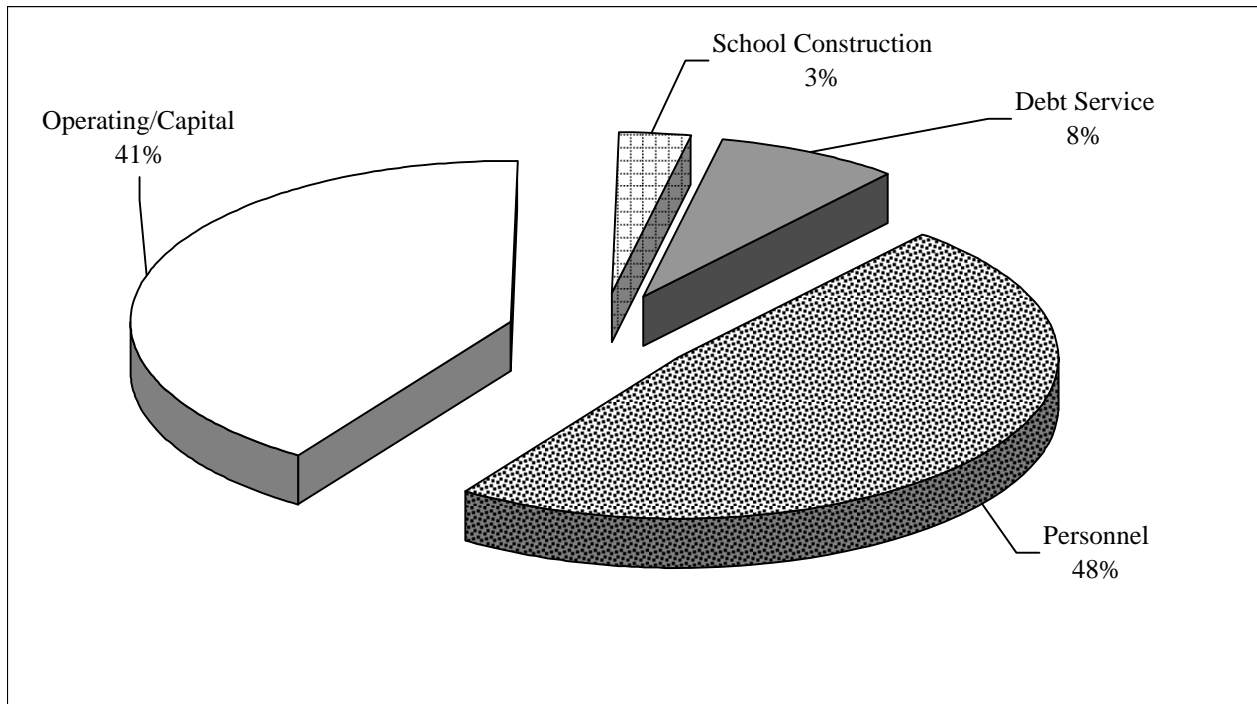
The all Funds Expenditure Schedule represents all County Budgets with the exception of the Fleet Services Fund, Capital Improvements Bond Fund and Parks and Recreation Bond Fund. The Fleet Services Fund is a Internal Service Fund and is fully supported by the School Operating, General Fund and Utilities Fund. The Capital Improvements Bond Fund and Parks and Recreation Bond Fund is used to post Bond and/or Lease Proceeds and these funds are transferred to the appropriate fund. All Funds listed below require appropriation and in addition to these funds the Fleet Services Fund, Capital Improvements Bond Fund and Parks and Recreation Bond Fund as require appropriation.

Expenditure Plan	FY2008 Actual	FY2009 Adopted Budget	FY2010		
			Adopted	Changes '09 Adopted to '10 Adopted	
General Fund - General Government					
Personnel	\$53,429,829	\$54,861,127	\$55,089,828	\$228,701	0.4%
Operating	36,707,037	38,529,115	36,699,194	(1,829,921)	-4.7%
Capital	8,215,791	3,573,944	2,514,079	(1,059,865)	-29.7%
Debt Service	5,862,648	9,737,208	12,185,406	2,448,198	25.1%
<b>Total</b>	<b>\$104,215,305</b>	<b>\$106,701,394</b>	<b>\$106,488,507</b>	<b>(\$212,887)</b>	<b>-0.2%</b>
Transportation - PRTC					
Personnel	\$246,991	\$349,482	\$0	(\$349,482)	-100.0%
Operating	3,148,017	3,658,649	3,940,869	282,220	7.7%
Capital	635,689	1,298,280	704,401	(593,879)	-45.7%
<b>Total</b>	<b>\$4,030,697</b>	<b>\$5,306,411</b>	<b>\$4,645,270</b>	<b>(\$661,141)</b>	<b>-12.5%</b>
E-911 Fund					
Personnel	\$2,403,192	\$2,554,579	\$2,436,834	(\$117,745)	-4.6%
Operating	296,198	278,813	395,547	116,734	41.9%
<b>Total</b>	<b>\$2,699,390</b>	<b>\$2,833,392</b>	<b>\$2,832,381</b>	<b>(\$1,011)</b>	<b>0.0%</b>
Asset Forfeiture Fund					
Operating	\$45,303	\$120,000	\$105,000	(\$15,000)	-12.5%
<b>Total</b>	<b>\$45,303</b>	<b>\$120,000</b>	<b>\$105,000</b>	<b>(\$15,000)</b>	<b>-12.5%</b>
Tourism Fund					
Operating	\$409,305	\$665,225	\$517,486	(\$147,739)	-22.2%
Personnel	143,048	147,498	168,394	20,896	14.2%
Tourism Programs	74,319	49,319	39,120	(10,199)	-20.7%
Capital	67,954	300,000	0	(300,000)	-100.0%
<b>Total</b>	<b>\$694,626</b>	<b>\$1,162,042</b>	<b>\$725,000</b>	<b>(\$437,042)</b>	<b>-37.6%</b>
Hidden Lake Special Revenue Fund					
Personnel	\$0	\$0	\$7,031	\$7,031	100.0%
Operating	630	0	5,000	5,000	100.0%
Debt Service	37,272	0	60,907	60,907	100.0%
<b>Total</b>	<b>\$37,902</b>	<b>\$0</b>	<b>\$72,938</b>	<b>\$72,938</b>	<b>100.0%</b>
Road Impact Fee - West Fund					
<b>Total (Capital)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,800,000</b>	<b>\$1,800,000</b>	<b>100.0%</b>
Utilities Fund - Water & Sewer					
Operating	\$10,102,525	\$18,115,822	\$19,853,383	\$1,737,561	9.6%
Capital	19,009,236	103,106,000	131,618,300	28,512,300	27.7%
Personnel	10,992,288	11,699,507	11,516,505	(183,002)	-1.6%
Debt Service	4,159,086	4,579,823	5,509,658	929,835	20.3%
<b>Total</b>	<b>\$44,263,135</b>	<b>\$137,501,152</b>	<b>\$168,497,846</b>	<b>\$30,996,694</b>	<b>22.5%</b>
School Operating & Grant Fund					
Personnel	\$202,282,540	\$217,256,633	\$218,845,003	\$1,588,370	0.7%
Operating / Capital	39,167,349	38,863,371	44,299,381	5,436,010	14.0%
Debt Service	392,900	394,898	386,910	(7,988)	-2.0%
<b>Total</b>	<b>\$241,842,789</b>	<b>\$256,514,902</b>	<b>\$263,531,294</b>	<b>\$7,016,392</b>	<b>2.7%</b>
School Debt Service					
<b>Total</b>	<b>\$29,695,995</b>	<b>\$30,592,541</b>	<b>\$29,260,623</b>	<b>(\$1,331,918)</b>	<b>-4.4%</b>
School Construction Fund					
Personnel	\$263,491	\$342,689	\$479,336	\$136,647	39.9%
Operating	2,730,594	2,485,336	2,919,300	433,964	17.5%
Capital	18,220,906	15,974,238	18,080,700	2,106,462	13.2%
<b>Total</b>	<b>\$21,214,991</b>	<b>\$18,802,263</b>	<b>\$21,479,336</b>	<b>\$2,677,073</b>	<b>14.2%</b>
Other School Funds					
Personnel	\$5,073,032	\$5,623,067	\$5,951,447	\$328,380	5.8%
Operating	5,477,420	5,814,460	5,557,470	(256,990)	-4.4%
Capital	115,369	106,500	101,000	(5,500)	-5.2%
<b>Total</b>	<b>\$10,665,821</b>	<b>\$11,544,027</b>	<b>\$11,609,917</b>	<b>\$65,890</b>	<b>0.6%</b>
<b>Total Expenditures - All Funds</b>	<b>\$459,405,954</b>	<b>\$571,078,124</b>	<b>\$611,048,112</b>	<b>\$39,969,988</b>	<b>7.0%</b>

## SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

Below is a summary of the All Funds Schedule of Expenditures. 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.

	FY2008 Actual	FY2009 Adopted Budget	Adopted Budget	FY2010 Changes '09 Adopted to '10 Adopted	
Personnel	\$274,834,411	\$292,834,582	\$294,494,378	\$1,659,796	0.57%
Operating/Capital	126,202,736	216,964,834	251,069,530	34,104,696	15.72%
School Construction	18,220,906	15,974,238	18,080,700	2,106,462	13.19%
Debt Service	40,147,901	45,304,470	47,403,504	2,099,034	4.63%
<b>Total Expenditures</b>	<b><u>\$459,405,954</u></b>	<b><u>\$571,078,124</u></b>	<b><u>\$611,048,112</u></b>	<b><u>\$39,969,988</u></b>	<b><u>7.00%</u></b>





**FY2010 ADOPTED BUDGET ALL FUND TYPES**

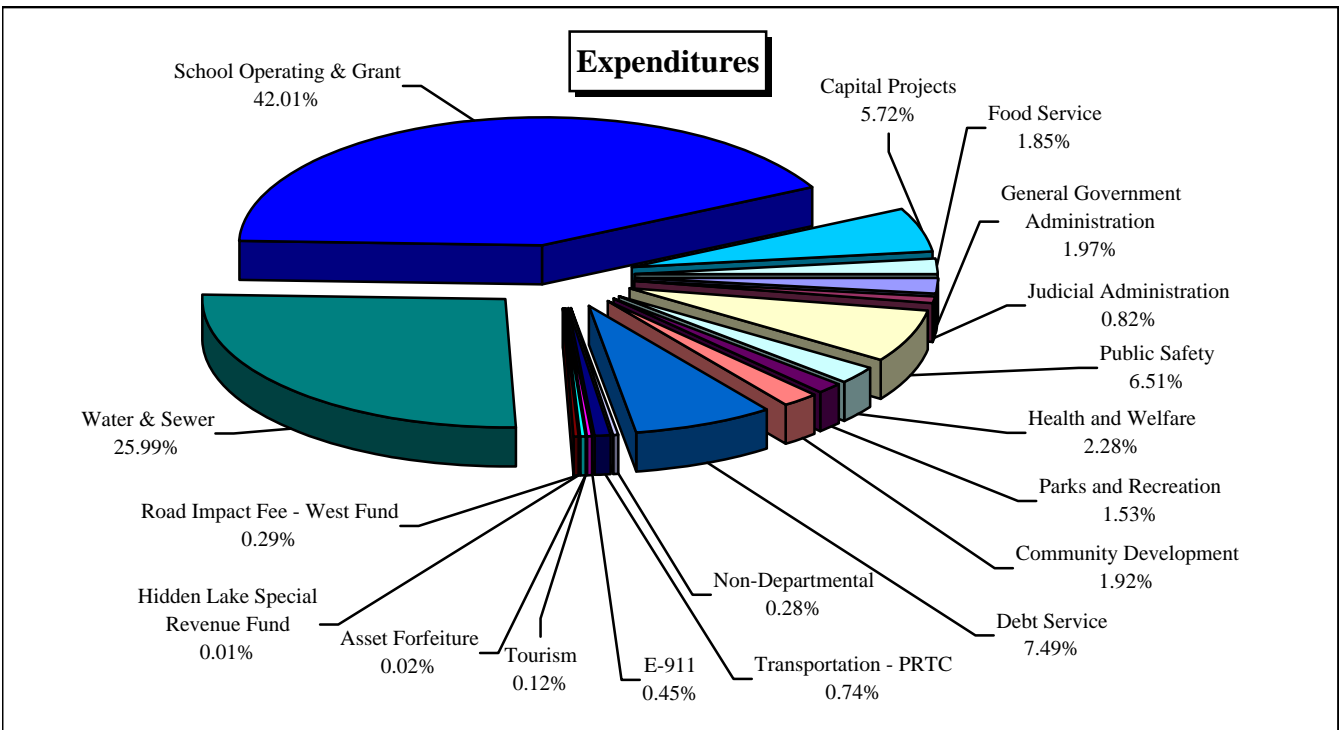
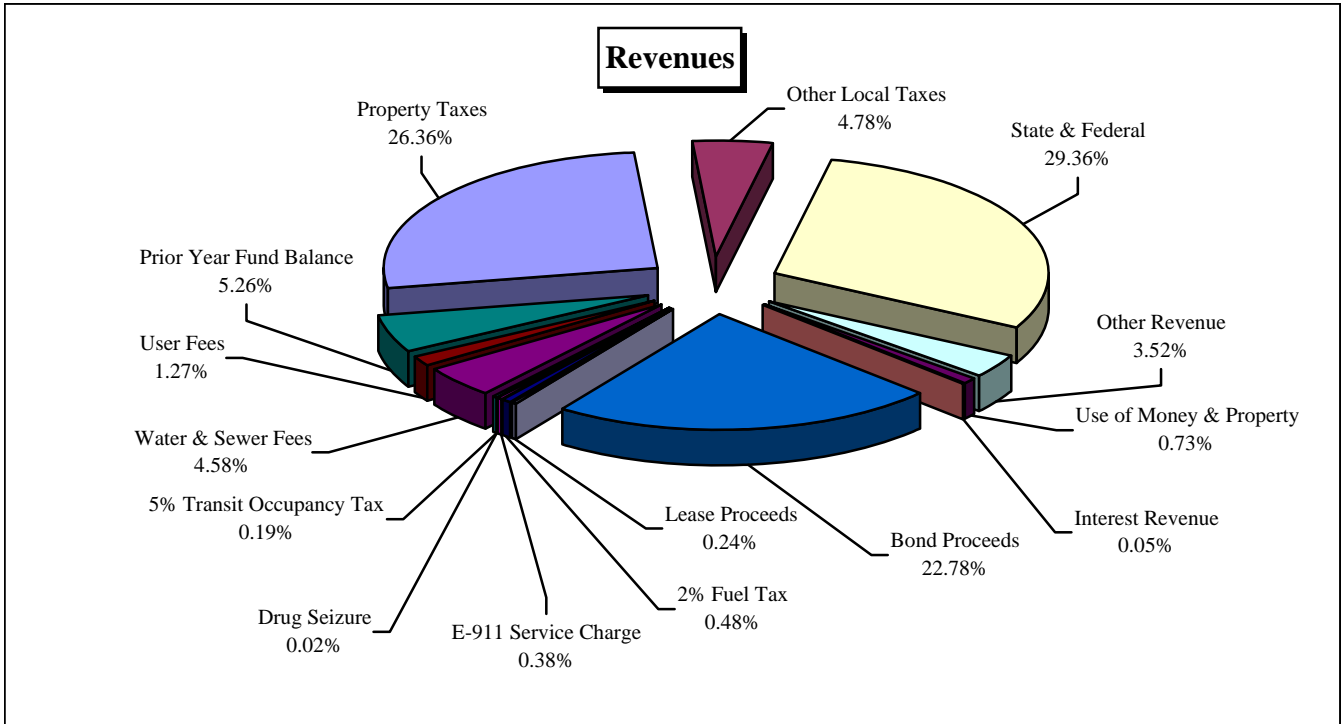
	Governmental Funds				Proprietary Funds	Total 2010 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
<b>Revenues</b>						
Property Taxes	\$165,392,750		\$72,000			\$165,464,750
Other Local Taxes	29,050,150		947,250			29,997,400
State & Federal	27,926,829		1,089,140	155,261,984		184,277,953
Other Revenue	14,985,957		35,000	5,493,338	1,587,000	22,101,295
Use of Money & Property	1,149,977		35,938	1,806,743	1,575,200	4,567,858
Interest Revenue		297,374				297,374
Bond Proceeds		32,996,400			110,000,000	142,996,400
Lease Proceeds		1,500,000				1,500,000
2% Fuel Tax			2,995,020			2,995,020
E-911 Service Charge			2,411,241			2,411,241
Drug Seizure			105,000			105,000
5% Transit Occupancy Tax			1,200,000			1,200,000
Water & Sewer Fees					28,765,800	28,765,800
User Fees			95,000	7,901,531		7,996,531
Prior Year Fund Balance			1,675,000	4,800,013	26,569,846	33,044,859
<b>Total</b>	<b>\$238,505,663</b>	<b>\$34,793,774</b>	<b>\$10,660,589</b>	<b>\$175,263,609</b>	<b>\$168,497,846</b>	<b>\$627,721,481</b>
<b>Expenditures</b>						
General Government Administration	\$12,052,039	\$297,374				\$12,349,413
Judicial Administration	5,172,771					5,172,771
Public Safety	39,350,885	1,500,000				40,850,885
Health and Welfare	14,323,515					14,323,515
Parks and Recreation	9,597,958					9,597,958
Community Development	12,040,928					12,040,928
Debt Service	41,446,029				5,509,658	46,955,687
Non-Departmental	1,765,005					1,765,005
Transportation - PRTC			4,645,270			4,645,270
E-911			2,832,381			2,832,381
Asset Forfeiture			105,000			105,000
Tourism			725,000			725,000
Hidden Lake Special Revenue Fund			72,938			72,938
Road Impact Fee - West Fund			1,800,000			1,800,000
Water & Sewer					162,988,188	162,988,188
School Operating & Grant				263,531,294		263,531,294
Capital Projects		14,375,995		21,479,336		35,855,331
Food Service				11,609,917		11,609,917
<b>Total</b>	<b>\$135,749,130</b>	<b>\$16,173,369</b>	<b>\$10,180,589</b>	<b>\$296,620,547</b>	<b>\$168,497,846</b>	<b>\$627,221,481</b>
<b>Other Financing Sources (Uses)</b>						
Operating Transfers In	\$480,000			\$121,356,938		\$121,836,938
Operating Transfers Out	(102,736,533)	(18,620,405)	(480,000)			(121,836,938)
<b>Total Other Financing Sources (Uses)</b>	<b>(\$102,256,533)</b>	<b>(\$18,620,405)</b>	<b>(\$480,000)</b>	<b>\$121,356,938</b>	<b>\$0</b>	<b>\$0</b>
<b>Fund Balance, Beginning of Year</b>						
	\$23,263,397	\$40,196,892	\$4,984,600	\$29,156,072	\$57,930,000	\$155,530,961
<b>Fund Balance, end of Year</b>						
	\$23,763,397	\$40,196,892	\$3,309,600	\$24,356,059	\$59,961,154 *	\$151,587,102

\* Utilities Fund ending fund balance adjusted to reflect anticipated unspent capital funds



# ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2010 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



# DEMOGRAPHICS

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<b>Formed as an Independent County</b> .....	September 27, 1664
<b>Present form of Government</b> .....	Traditional Board of Supervisors - County Administrator (Seven Board Members by Election District)
<b>Area</b> .....	277 sq. miles/177,280 acres
<b>Population (July 2009 Estimate)</b> .....	124,900
<b>Registered Voters (November 2008)</b> .....	74,892
<b>At Place Employment (June 2008)</b> .....	35,290
<b>Median Age (2008 Estimate)</b> .....	32.8
<b>Median Household Income (2008 Estimate)</b> .....	\$88,431
<b>Unemployment Rate (Average Annual 2008)</b> .....	3.4%
<b>Taxable Sales (2008)</b> .....	\$861,043,682
<b>New Dwelling Units (2008)</b> .....	457

**Full-time County Employees (FTEs): Job Categories – As of February 2009**

Officials & Administration .....	85
Professionals .....	127
Technicians .....	123
Protective Services .....	141
Paraprofessionals .....	30
Administrative Support .....	159
Skilled Crafts .....	118
Service Maintenance .....	43
Total Regular FTEs .....	826

**Education**

Number of Elementary Schools .....	17
Number of Middle Schools .....	8
Number of High Schools .....	5
Membership-FY2009-2010 Year .....	26,661

**Fire and Rescue Protection**

Number of Fire and Rescue Stations .....	16
Career Personnel .....	98
Volunteer Personnel .....	350
2006 Emergency Incidents .....	22,839

**Libraries – As of December 2008**

Number of Facilities .....	2
Patrons Registered .....	94,145
Total Circulation .....	3,214,190

**Parks and Recreation**

County Parks .....	10 (1,025 acres)
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# DEMOGRAPHICS

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Regional Parks .....	3 (157 acres)
State and National Parks .....	2 (1,184 acres)
Athletic Fields.....	41
Playgrounds .....	7
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.....	3
Public Fishing Lakes.....	2
Public Beach .....	2 (43 acres)
Public Swimming Pool .....	2 (1 year round facility)
Gymnastics Training Center .....	1
Senior Citizens Center .....	1
Recreation Centers .....	3

**Police Protection**

Number of Employees .....	240
Police Operations .....	162 (14 part-time)
Court Services/Civil Process.....	29 (3 part-time)
Communications (EOC).....	37
Animal Control .....	12

**Water and Sewer Utility (As of October 31, 2007)**

Number of Water/Sewer Accounts .....	32,000
Water Plant Capacity .....	18.0 mgd
Average Water Consumption.....	10.6 mgd
Water Mains.....	569 miles
Sewer Mains.....	411 miles
Water Storage.....	16.7 million gallons
Reservoirs .....	2 lakes
Wastewater Plant Capacity .....	10.5 mgd
Average Wastewater Flow .....	8.9 mgd
Pumping Stations .....	86

\*mgd=million gallons per day

## SELECTED FISCAL INDICATORS FY 2002-2010

	<b>FY2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>	<b>FY2009 Adopted Budget</b>	<b>FY2010 Adopted Budget</b>
<b>Dollars (000)</b>									
Total Exp All Funds	\$267,321	\$295,139	\$345,602	\$423,820	\$462,679	\$461,041	\$459,406	\$571,078	\$611,048
General Fund Revenues	\$138,747	\$146,170	\$162,400	\$181,608	\$199,124	\$215,148	\$232,348	\$240,069	\$238,986
Total School Funds Exp & Debt	\$186,626	\$203,104	\$232,164	\$304,067	\$314,478	\$314,484	\$303,420	\$317,454	\$325,881
Local School Funding	\$75,880	\$84,000	\$89,219	\$93,452	\$114,427	\$121,194	\$130,513	\$133,368	\$131,997
<b>Shares</b>									
Total School Funds & Debt As % of Total Funds	69.8%	68.8%	67.2%	71.7%	68.0%	68.2%	66.0%	55.6%	53.3%
School Debt Service As % of School Op Fund	11.5%	10.9%	10.0%	11.3%	10.2%	10.9%	11.1%	10.8%	10.2%
<b>People</b>									
Resident Population	98,000	104,100	109,700	114,900	118,903	118,949	122,793	123,690	124,900
Authorized County Positions	683	778	780	840	952	1,014	1,060	1,060	1,054
School Enrollment (ADM) (1)	22,332	23,698	24,639	25,419	25,871	26,181	26,114	26,392	26,661
Assessed Value (000)									
Real Property (2)	6,184,377	6,663,645	8,920,630	9,499,678	16,293,674	16,912,468	16,266,629	16,314,008	16,477,148
Tax Rates									
Real Property	1.18	1.18/1.14	1.14/.97	0.97	0.97/0.63	0.63/.0.70	0.70/.84	0.840	0.840
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49	5.49	5.49	6.89
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.20	2.76

(1) (ADM) Average Daily Membership

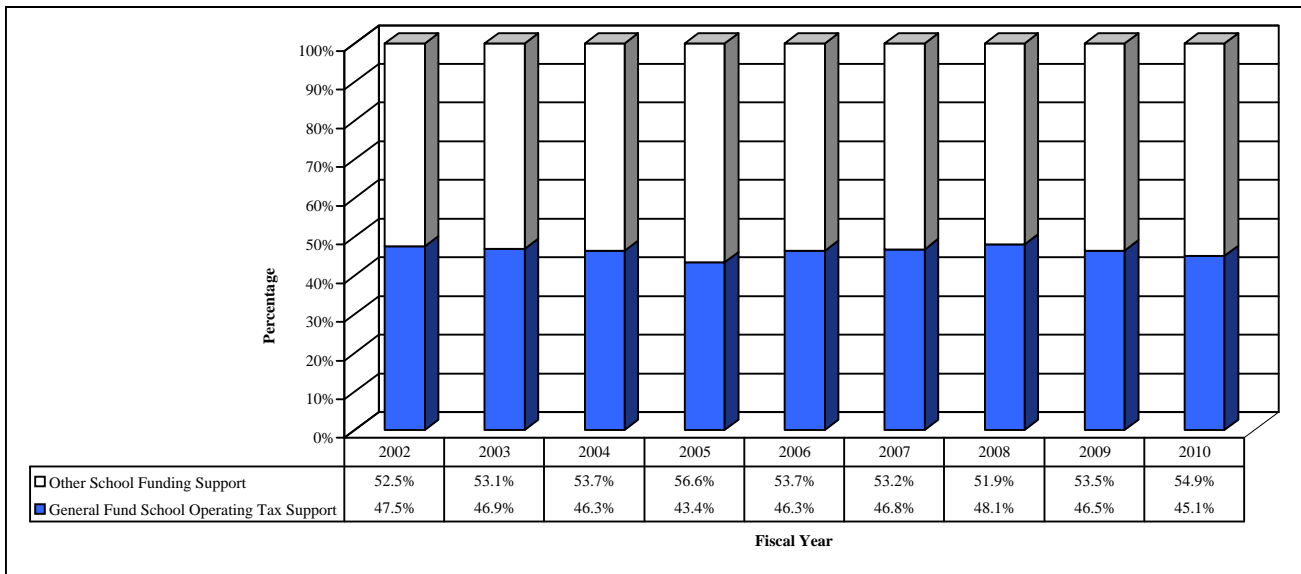
(2) Calendar Year Value

## EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2010 is \$131,997,156. This is a \$1,370,344 decrease or -1.0% compared to Fiscal Year 2009.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2010 *	26,661	1.0%	124,900	1.0%	292,792	5,684	2.0%	10,982	2,344
2009 *	26,392	1.1%	123,690	0.7%	287,107	15,569	5.7%	10,879	2,321
2008	26,114	-0.3%	122,793	3.2%	271,539	12,465	4.8%	10,398	2,211
2007	26,181	1.2%	118,949	0.0%	259,074	11,944	4.8%	9,895	2,178
2006	25,871	1.8%	118,903	3.5%	247,130	31,688	14.7%	9,552	2,078
2005	25,419	3.2%	114,900	4.7%	215,442	22,945	11.9%	8,476	1,875
2004	24,639	4.0%	109,700	5.4%	192,497	13,437	7.5%	7,813	1,755
2003	23,698	6.1%	104,100	6.2%	179,060	19,391	12.1%	7,556	1,720
2002	22,332	5.8%	98,000	6.0%	159,669	9,228	6.1%	7,150	1,629

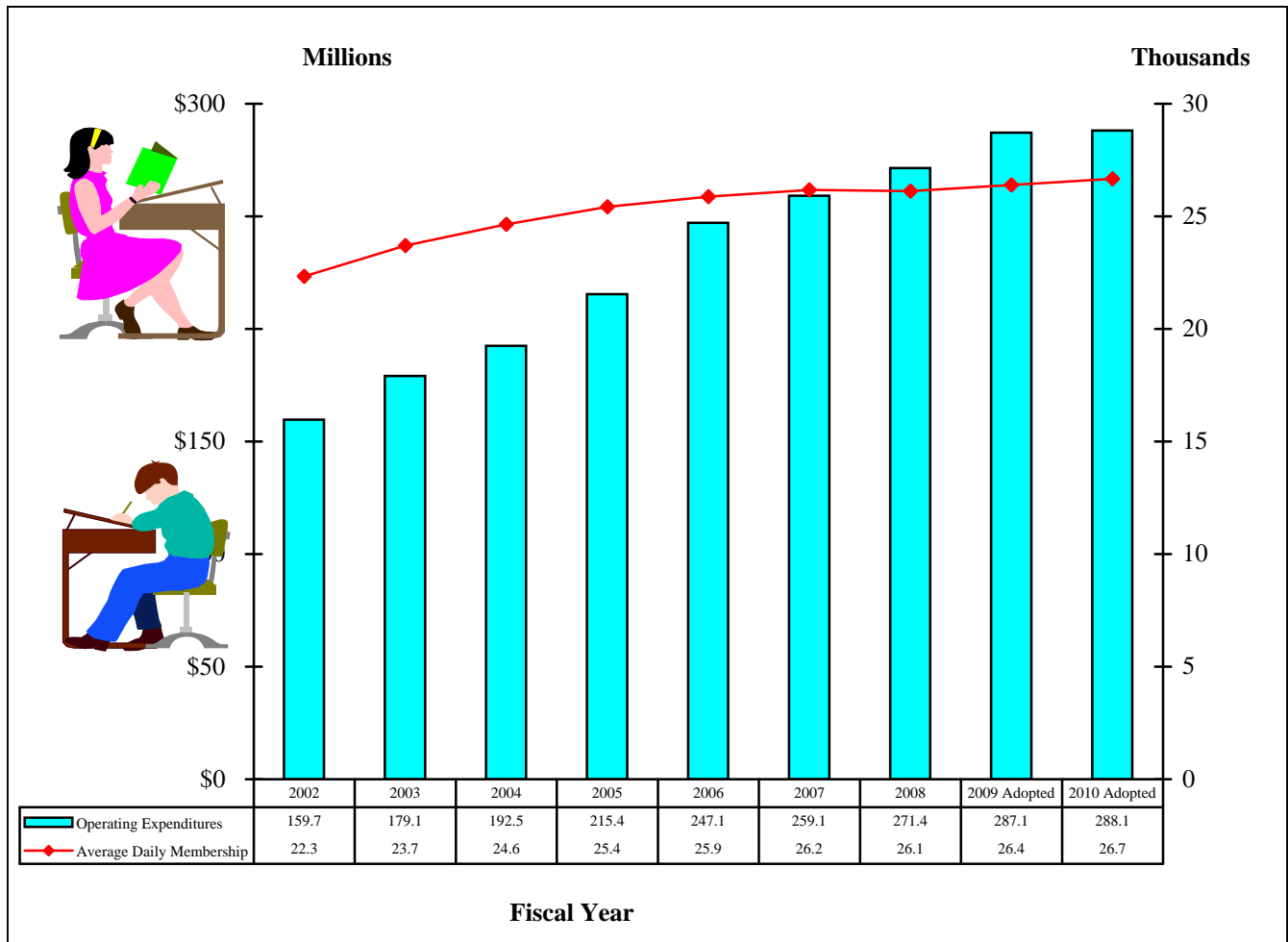
Fiscal Year	School Enrollment		County Population		General Fund Transfer					% of Oper. Fund
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	
2010 *	26,661	1.0%	124,900	1.0%	131,997	(1,371)	-1.0%	4,951	1,057	45.1%
2009 *	26,392	1.1%	123,690	0.7%	133,368	2,855	2.2%	5,053	1,078	46.5%
2008	26,114	-0.3%	122,793	3.7%	130,513	9,319	7.7%	4,998	1,063	48.1%
2007	26,181	1.2%	118,384	1.6%	121,194	6,767	5.9%	4,629	1,024	46.8%
2006	25,871	1.8%	116,545	3.0%	114,427	20,975	22.4%	4,423	982	46.3%
2005	25,419	3.2%	113,173	3.8%	93,452	4,233	4.7%	3,676	826	43.4%
2004	24,639	4.0%	108,994	5.2%	89,219	5,219	6.2%	3,621	819	46.3%
2003	23,698	6.1%	103,606	5.7%	84,000	8,120	10.7%	3,545	811	46.9%
2002	22,332	5.8%	98,060	6.1%	75,880	6,552	9.5%	3,398	774	47.5%



\* Fiscal Year 2009 and 2010 are adopted budget.

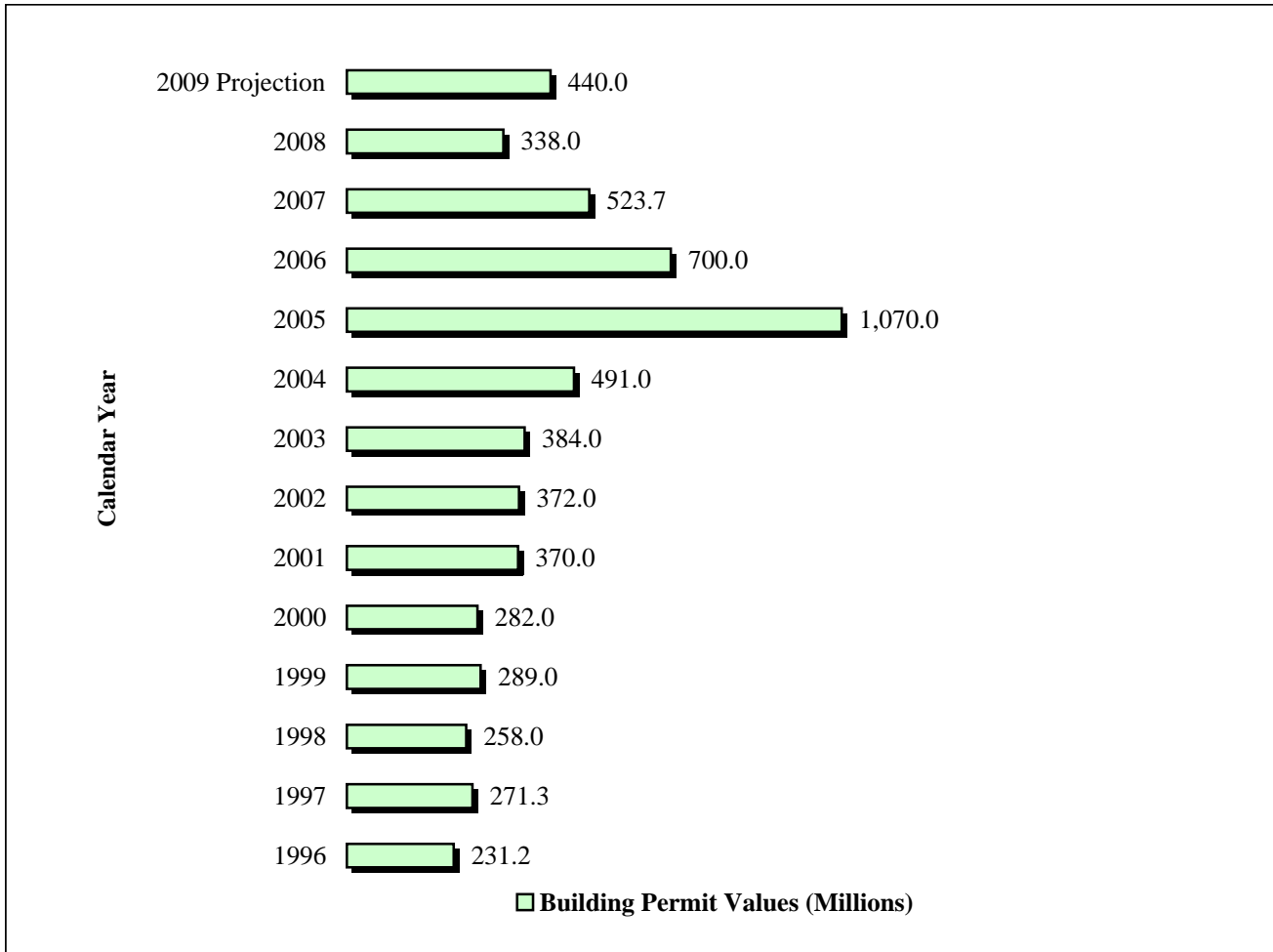
## SCHOOL OPERATING VS. ENROLLMENT

Estimated school average daily membership for Fiscal Year 2010 is 26,661 a 1.02% increase over Fiscal Year 2009 adopted budget estimate and a school operating budget of \$288.1 million (Including Debt Service) a .35% increase over Fiscal Year 2009.



## BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is estimated to be \$440,000,000 in 2009.

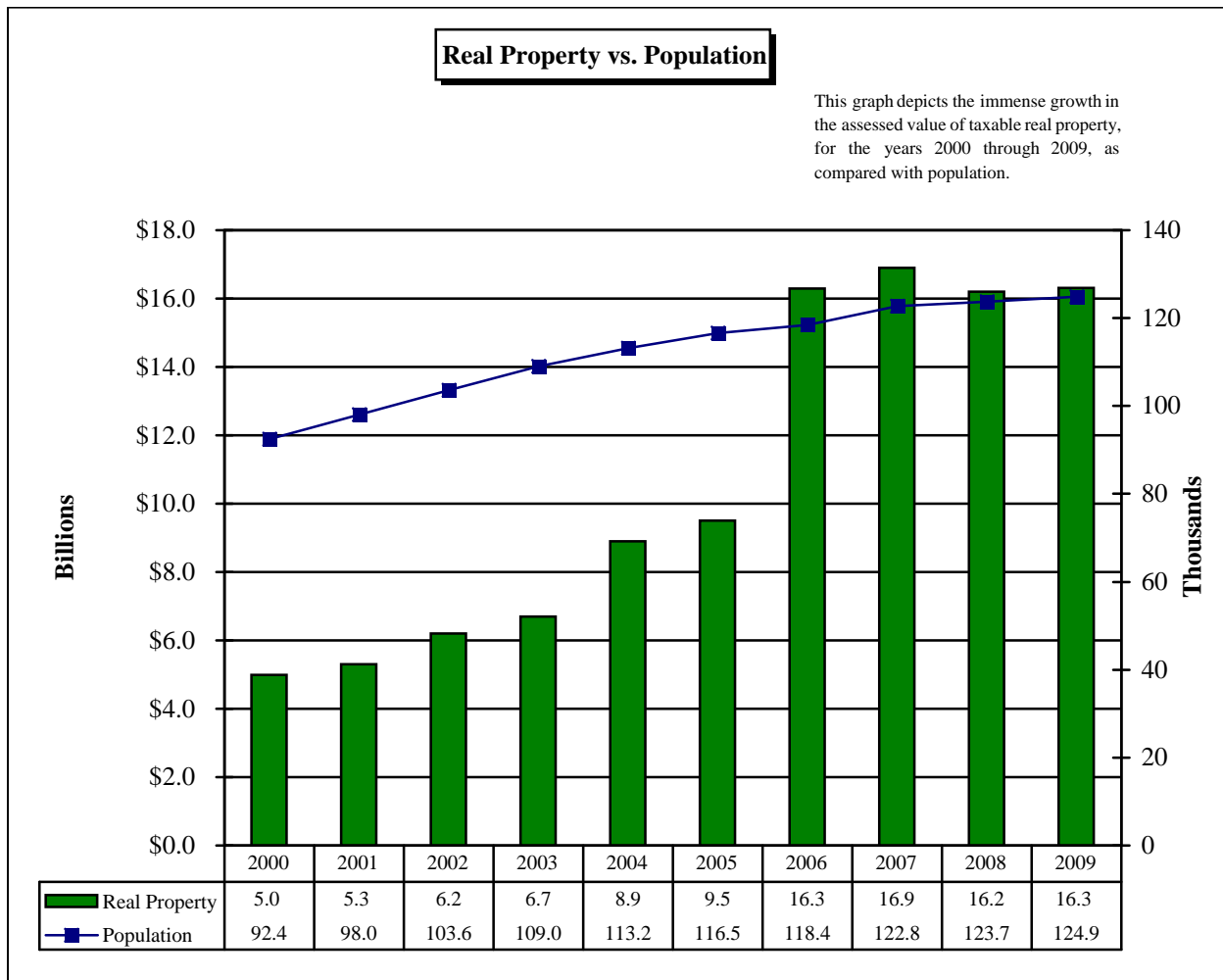


## ASSESSED VALUE OF REAL PROPERTY

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 2010. The proposed budget reflects values as of January 1, 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).

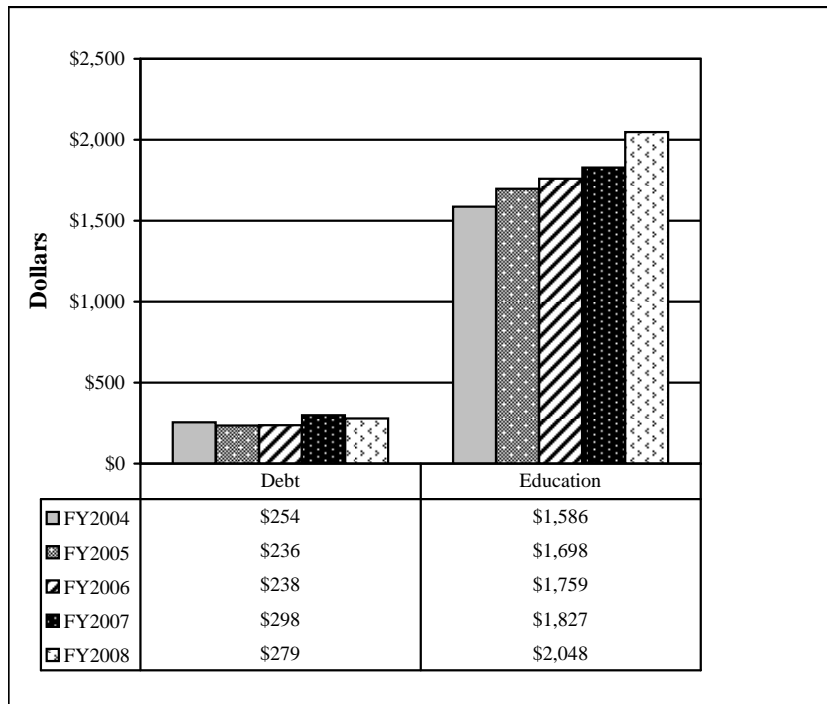
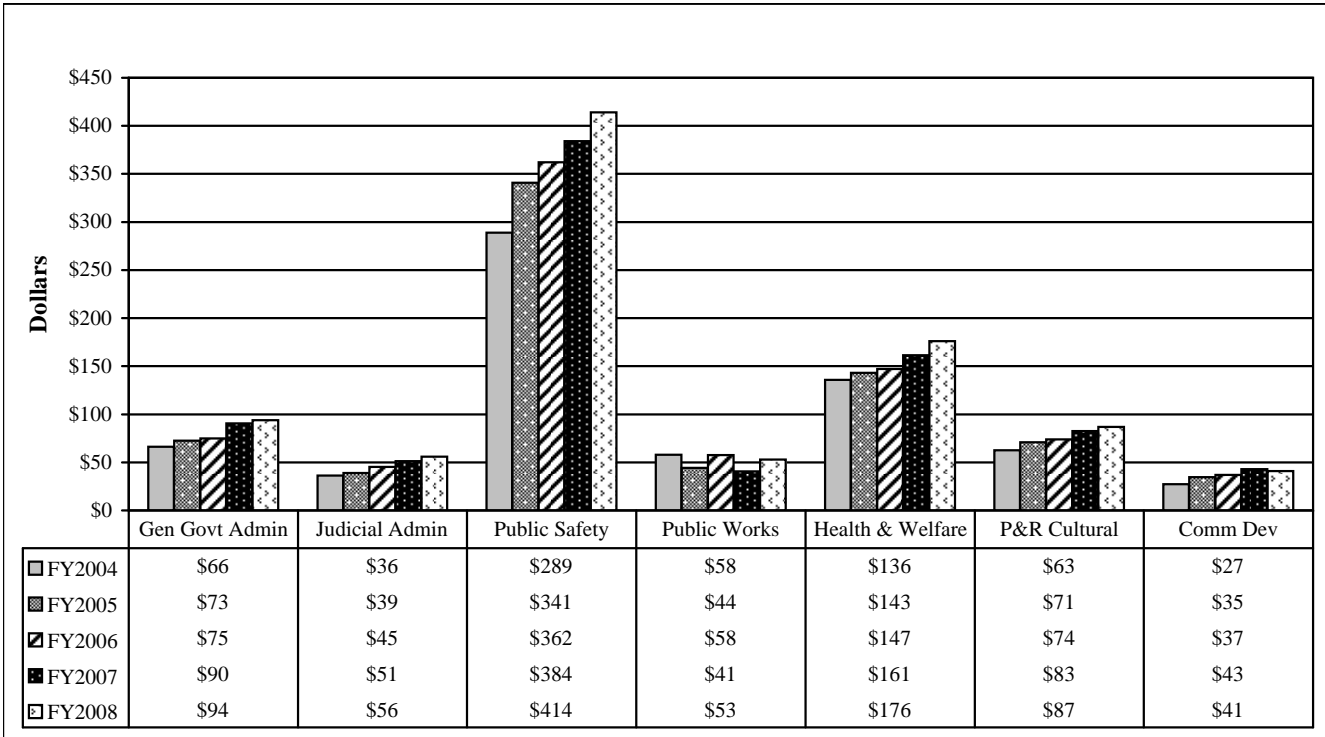
Since 2000, the assessed value of taxable real property has grown from \$5.1 billion to \$16.3 billion in 2009, an increase of 325%. Over the last 10 years, property values have increased at an average annual rate of 15.6%. However, the 2008 reassessment reflects the downturn in the residential real estate market, with values declining approximately 4.5% overall. Residential properties declined an average of 15%, while commercial properties increased by an average of 28%. An additional decrease in real property value is expected in the upcoming reassessment.





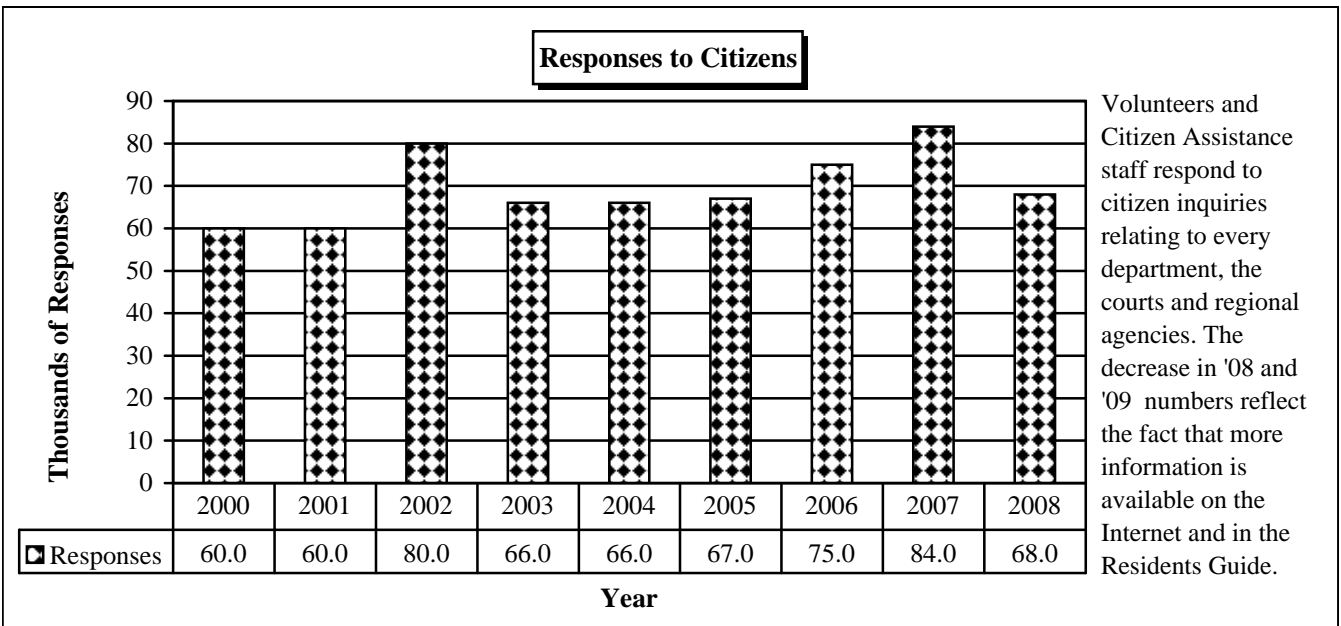
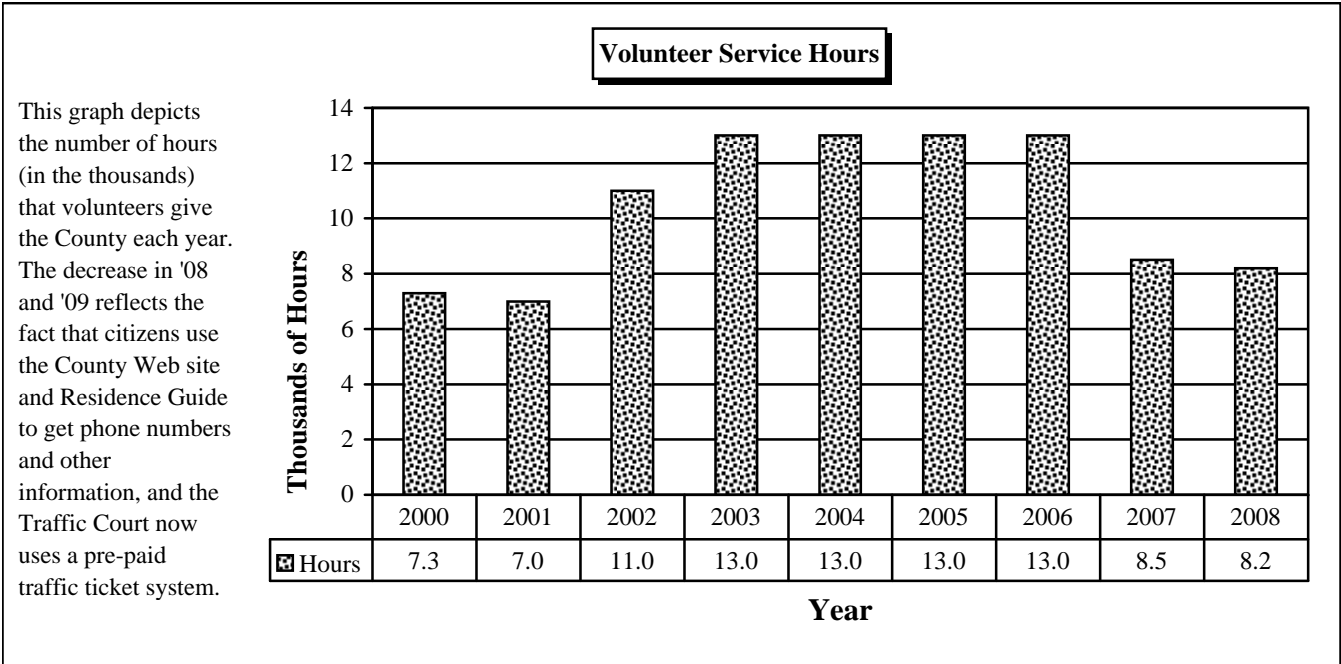
# PER CAPITA EXPENDITURES

These graphs represents Stafford's per capita expenditures for general government, debt and education for Fiscal Years 2004 through 2008, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.



# CITIZEN ASSISTANCE AND VOLUNTEER SERVICES

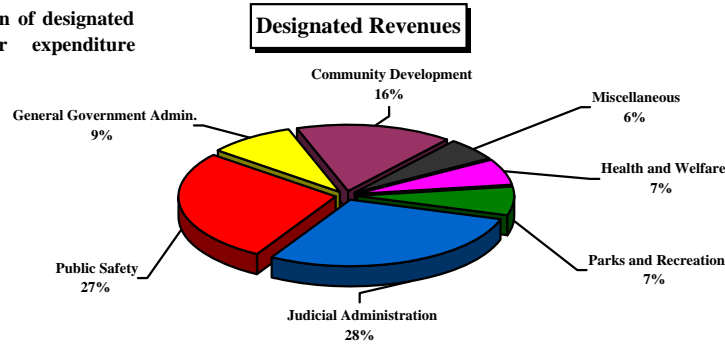
Citizen Assistance and Volunteer Services provides ombudsman, switchboard and reception desk services daily in Stafford's Judicial and Administration Centers. The Office recruits and trains a corps of 100 volunteers who assist in the courts, reception duties in county offices, traffic trailers, speedwatch and data entry in the Sheriff's department, walking dogs and animal care at the Animal Shelter, and serve as tour guides for Stafford County Schools 3rd grade tour program. A new team of volunteers have recently been added to this office which is the Cemetery Committee who researches, preserves and maintains Stafford County cemeteries.



# CURRENT SERVICE COSTS PROPERTY TAXES

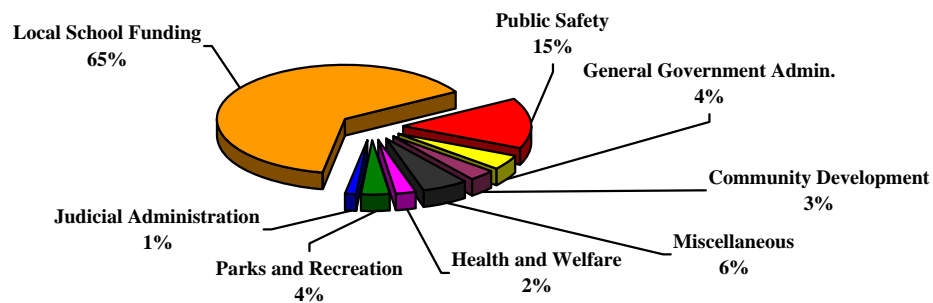
Service Type	FY2010			Property Tax Required	
	Service Costs	Revenues			
		Designated	Undesignated	Total	Per Capita
Local School Funding	\$131,997,156	\$0	\$18,188,027	\$113,809,129	\$911.20
Public Safety	39,350,885	7,623,598	5,422,200	26,305,087	210.61
General Government Admin.	12,052,039	2,472,112	1,660,663	7,919,264	63.40
Community Development	12,040,928	4,467,100	1,659,132	5,914,696	47.36
Miscellaneous	13,950,411	1,545,531	1,922,242	10,482,638	83.93
Health and Welfare	14,323,515	7,926,107	1,973,652	4,423,756	35.42
Parks and Recreation	9,597,958	1,829,068	1,322,513	6,446,377	51.61
Judicial Administration	5,172,771	1,921,769	712,762	2,538,240	20.32
<b>Total</b>	<b>\$238,485,663</b>	<b>\$27,785,285</b>	<b>\$32,861,191</b>	<b>\$177,839,187</b>	<b>\$1,423.85</b>

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



**Property Tax Required**

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



## 2009 PROPERTY TAX RATES

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate	.84
Motor Vehicles	6.89
Tangible Personal Property - Other	5.49
Motor Vehicles Specially Equipped for the Disabled	.10
Personal Property Volunteer Fire & Rescue	.0001
Disabled Veterans as defined in VA Code §46.2-100	.0001
Motor Carrier Transportation	.75
Machinery and Tools	.75
Merchant's Capital	.50
Mobile Homes	.84
Aircraft	.0001
Garrisonville Road Special Service District	.076
Warrenton Road Special Service District	.081
Hidden Lake Subdivision Service District	.22
Hartlake Estates Special Service District	.00

The tax rate for vehicles is based on assessed value which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.76 per \$100 of estimated fair market value.



## 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 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.

Between 6/30/99 and 6/30/08, total Direct Debt for the County rose from \$153.4 to \$403.8 million. Direct Debt includes general obligation bonds, revenue bonds and other long-term debt instruments including vehicle and equipment lease-purchase agreements for the County's Governmental, Component Unit- School Board and Enterprise funds. The outstanding debt per capita for fiscal year 2008 was \$3,440. 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 Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

"Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources."

Accordingly, Stafford County examined its debt program and adopted debt policy limits. According to the policy adopted August 2008, General Government debt service expenditures (General Fund and School Funds) cannot exceed 12% of the budget for General Government expenditures. For the fiscal year 2008, the figure is 9.1%. There is no state mandated limit. While Stafford has felt the effects of the housing crisis and has seen a dramatic decrease in the growth rate in the last two years, the County remains a desirable location for continued rapid growth once the economy recovers and expects 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.

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 2008, the total of net bonded debt was 2.38% of the total value of real property.

## DEBT MANAGEMENT

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Moody's Investors Service has awarded Stafford County an Aa3 credit rating. Standard and Poor's Corporation rates Stafford with their AA- credit rating. Fitch Ratings has assigned a rating of AA-. These fiscal year 2008 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.

The following exhibits provide further detail regarding the County's current debt obligations.

The Analysis of Outstanding Debt Fiscal Year 2010-2014 exhibit displays the principal amounts owed at the current time. Included in this schedule is a graph confirming compliance with the adopted policy that total general government debt cannot exceed 4.5% of the assessed value of real property in the County and illustrating the capacity for future borrowings.

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 Debt Service Requirement for Fiscal Years 1996-2014 shows the trend of debt service requirements over time and confirms compliance with the adopted policy that total debt service cannot exceed 12% of the budgeted expenditures in a fiscal year and also illustrating the capacity for future borrowings.

## ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2010-2014

### General Obligation Bonds

School Bond - VPSA				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	258,048,806	0	14,276,866	243,771,940
2011	243,771,940	0	14,012,306	229,759,634
2012	229,759,634	0	13,679,536	216,080,098
2013	216,080,098	0	13,214,830	202,865,268
2014	202,865,268	0	13,029,735	189,835,533

Literary Fund Loans				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	5,409,931	0	656,149	4,753,782
2011	4,753,782	0	581,149	4,172,633
2012	4,172,633	0	511,149	3,661,484
2013	3,661,484	0	466,149	3,195,335
2014	3,195,335	0	466,149	2,729,186

Bonds for County Projects				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	8,600,000	0	905,000	7,695,000
2011	7,695,000	0	895,000	6,800,000
2012	6,800,000	0	740,000	6,060,000
2013	6,060,000	0	740,000	5,320,000
2014	5,320,000	0	735,000	4,585,000

Total General Obligation Bonds				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	272,058,737	0	15,838,015	256,220,722
2011	256,220,722	0	15,488,455	240,732,267
2012	240,732,267	0	14,930,685	225,801,582
2013	225,801,582	0	14,420,979	211,380,603
2014	211,380,603	0	14,230,884	197,149,719

### Revenue Bonds

Lease Revenue Bonds				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	91,090,000	0	3,660,000	87,430,000
2011	87,430,000	0	3,710,000	83,720,000
2012	83,720,000	0	3,755,000	79,965,000
2013	79,965,000	0	3,460,000	76,505,000
2014	76,505,000	0	3,500,000	73,005,000

General Government - Financing Lease - Crow's Nest				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	9,147,259	0	363,402	8,783,857
2011	8,783,857	0	374,386	8,409,471
2012	8,409,471	0	385,702	8,023,769
2013	8,023,769	0	397,360	7,626,409
2014	7,626,409	0	409,370	7,217,039

### Other Debt

Other- Equipment Leases- School Equipment				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	5,534,841	0	1,961,242	3,573,599
2011	3,573,599	0	1,599,056	1,974,543
2012	1,974,543	0	902,434	1,072,109
2013	1,072,109	0	775,025	297,084
2014	297,084	0	297,084	0

Other- Equipment Leases- County Equipment				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	5,066,889	0	862,490	4,204,399
2011	4,204,399	0	897,783	3,306,616
2012	3,306,616	0	726,237	2,580,379
2013	2,580,379	0	552,594	2,027,785
2014	2,027,785	0	453,372	1,574,413

Total Other- Equipment Leases, County and Schools				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	10,601,730	0	2,823,732	7,777,998
2011	7,777,998	0	2,496,839	5,281,159
2012	5,281,159	0	1,628,671	3,652,488
2013	3,652,488	0	1,327,619	2,324,869



## ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2010-2014

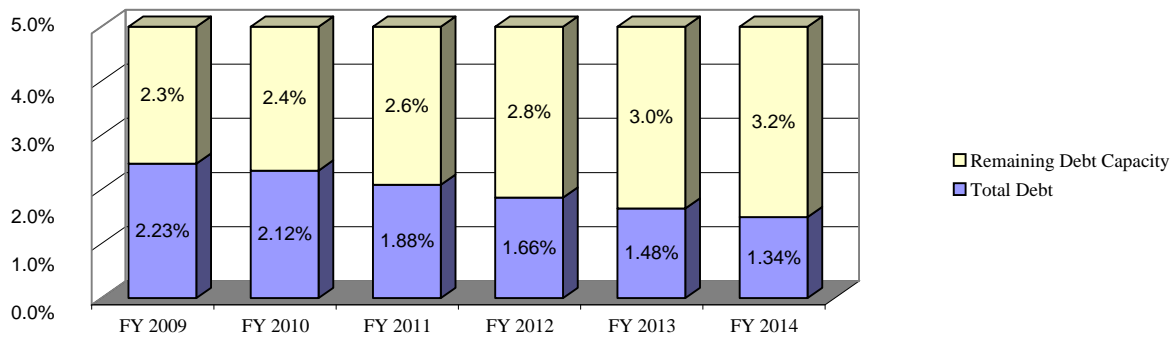
### Utilities Fund

Revenue Bonds					Total Utilities Debt				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30	Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	12,240,000	0	3,435,000	8,805,000	2010	12,240,000	0	3,435,000	8,805,000
2011	8,805,000	0	2,920,000	5,885,000	2011	8,805,000	0	2,920,000	5,885,000
2012	5,885,000	0	3,205,000	2,680,000	2012	5,885,000	0	3,205,000	2,680,000
2013	2,680,000	0	670,000	2,010,000	2013	2,680,000	0	670,000	2,010,000
2014	2,010,000	0	670,000	1,340,000	2014	2,010,000	0	670,000	1,340,000

### All Funds

Total All Funds Debt				
Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2010	393,437,726	0	26,120,149	369,017,577
2011	369,017,577	0	24,989,680	344,027,897
2012	344,027,897	0	23,905,058	320,122,839
2013	320,122,839	0	20,275,958	299,846,881
2014	299,846,881	0	19,560,710	280,286,171

Total Debt Compared to Assessed Value of Property  
not to exceed 4.5%



This graph shows the outstanding 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
	\$4,122,053	\$1,025,305	\$5,147,358	

### 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
	\$11,000,000	\$5,397,255	\$16,397,255	

## GENERAL FUND BOND DEBT

<b>General Government Lease-Revenue Bonds, Series 2006 - Public Safety Building, Fire Stations</b>
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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	885,413	3,075,413	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	0
	\$47,030,000	\$43,771,976	\$90,801,976	

## GENERAL FUND BOND DEBT

**General Government Lease-Revenue Bonds, Series 2008 -  
 England Run Library, Patawomeck Park, Courthouse Renovations, Public  
 Safety Communications System, JDR Courthouse Design, Artificial Turf Fields**

Fiscal Year	Principal	Interest	Total	Balance
2008	\$0	\$0	\$0	\$45,165,000
2009	290,000	2,108,021	2,398,021	44,875,000
2010	2,810,000	2,033,919	4,843,919	42,065,000
2011	2,825,000	1,893,419	4,718,419	39,240,000
2012	2,835,000	1,780,419	4,615,419	36,405,000
2013	2,505,000	1,667,019	4,172,019	33,900,000
2014	2,505,000	1,566,819	4,071,819	31,395,000
2015	2,505,000	1,466,619	3,971,619	28,890,000
2016	2,505,000	1,341,369	3,846,369	26,385,000
2017	2,500,000	1,241,169	3,741,169	23,885,000
2018	2,500,000	1,141,169	3,641,169	21,385,000
2019	2,500,000	1,034,919	3,534,919	18,885,000
2020	2,500,000	909,919	3,409,919	16,385,000
2021	2,495,000	797,419	3,292,419	13,890,000
2022	2,495,000	682,025	3,177,025	11,395,000
2023	2,495,000	563,513	3,058,513	8,900,000
2024	890,000	445,000	1,335,000	8,010,000
2025	890,000	400,500	1,290,500	7,120,000
2026	890,000	356,000	1,246,000	6,230,000
2027	890,000	311,500	1,201,500	5,340,000
2028	890,000	267,000	1,157,000	4,450,000
2029	890,000	222,500	1,112,500	3,560,000
2030	890,000	178,000	1,068,000	2,670,000
2031	890,000	133,500	1,023,500	1,780,000
2032	890,000	89,000	979,000	890,000
2033	890,000	44,500	934,500	0
	\$45,165,000	\$22,675,233	\$67,840,233	

## GENERAL FUND BOND DEBT

### General Government - Crows Nest, Series 2008

Fiscal Year	Principal	Interest	Total	Balance
2008	\$0	\$0	\$0	\$9,500,000
2009	352,741	269,707	622,448	9,147,259
2010	363,402	271,713	635,115	8,783,857
2011	374,386	260,729	635,115	8,409,471
2012	385,702	249,413	635,115	8,023,769
2013	397,360	237,755	635,115	7,626,409
2014	409,370	225,745	635,115	7,217,039
2015	421,743	213,372	635,115	6,795,295
2016	434,491	200,624	635,115	6,360,805
2017	447,623	187,492	635,115	5,913,182
2018	461,152	173,963	635,115	5,452,029
2019	475,091	160,024	635,115	4,976,939
2020	489,450	145,665	635,115	4,487,488
2021	504,244	130,871	635,115	3,983,244
2022	519,485	115,630	635,115	3,463,760
2023	535,186	99,929	635,115	2,928,574
2024	551,362	83,753	635,115	2,377,211
2025	568,027	67,088	635,115	1,809,184
2026	585,196	49,919	635,115	1,223,989
2027	602,883	32,232	635,115	621,105
2028	621,105	14,010	635,115	0
	\$9,500,000	\$3,189,632	\$12,689,632	

## GENERAL FUND LEASE DEBT

### 405 Chatham Park Office Square

Fiscal Year	Principal	Interest	Total	Balance
	\$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
Total	\$478,000	\$232,383	\$710,383	

### Fire & Rescue Equipment - 2001

Fiscal Year	Principal	Interest	Total	Balance
	\$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
Total	\$582,000	\$176,320	\$758,320	

## 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
Total	\$212,000	\$129,849	\$299,396	

### 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
Total	\$554,000	\$134,718	\$688,718	



## GENERAL FUND LEASE DEBT

### 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	\$842,500	\$103,545	\$946,045	

### 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	\$89,960	\$11,554	\$101,514	

## GENERAL FUND LEASE DEBT

### Fire & Rescue - Pumper Trucks 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,012,740
2006	\$85,028	\$19,201	104,229	927,712
2007	369,848	35,992	405,840	557,864
2008	61,175	22,899	84,074	496,689
2009	63,517	18,749	82,266	433,172
2010	65,948	16,338	82,286	367,224
2011	68,472	13,834	82,306	298,752
2012	71,093	11,234	82,327	227,658
2013	73,815	8,742	82,557	153,843
2014	76,640	6,158	82,798	77,203
2015	77,203	3,264	80,467	0
<b>Total</b>	<b>\$1,012,740</b>	<b>\$156,411</b>	<b>\$1,169,151</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
Total	\$1,846,739	\$211,251	\$2,057,990	

### 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
Total	\$2,099,163	\$340,130	\$2,439,293	

### Fire & Rescue - Ambulances 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$226,966
2006	0	302	302	226,966
2007	41,877	8,648	50,525	185,089
2008	43,565	6,960	50,525	141,524
2009	45,322	5,203	50,525	96,202
2010	47,150	3,376	50,526	49,052
2011	49,052	1,474	50,526	0
Total	\$226,966	\$25,963	\$252,929	

## GENERAL FUND LEASE DEBT

### Fire & Rescue - Pumper Truck Chassis 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$406,242
2006	0	692	692	406,242
2007	73,276	19,844	93,120	332,966
2008	77,053	16,068	93,121	255,913
2009	81,033	12,088	93,121	174,880
2010	85,229	7,891	93,120	89,651
2011	89,651	3,467	93,118	0
Total	<u>\$406,242</u>	<u>\$60,050</u>	<u>\$466,292</u>	

### School Buses - 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,720,885
2008	199,927	112,190	312,117	1,520,958
2009	213,570	98,549	312,119	1,307,388
2010	228,145	83,975	312,120	1,079,243
2011	243,712	68,406	312,118	835,531
2012	260,341	51,778	312,119	575,190
2013	278,106	34,012	312,118	297,084
2014	297,084	15,036	312,120	0
Total	<u>\$1,720,885</u>	<u>\$463,946</u>	<u>\$2,184,831</u>	

### School Technology - 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$664,183
2008	211,983	26,483	238,466	452,200
2009	221,259	17,207	238,466	230,941
2010	230,941	7,525	238,466	0
Total	<u>\$664,183</u>	<u>\$51,215</u>	<u>\$715,398</u>	

## GENERAL FUND LEASE DEBT

### Fire & Rescue Equipment - Fire Trucks- 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$521,281
2008	42,407	22,771	65,178	478,874
2009	44,317	20,860	65,177	434,557
2010	46,315	18,862	65,177	388,242
2011	48,403	16,774	65,177	339,839
2012	50,585	14,593	65,178	289,254
2013	52,865	12,312	65,177	236,389
2014	55,249	9,929	65,178	181,140
2015	57,739	7,439	65,178	123,401
2016	60,342	4,836	65,178	63,059
2017	63,059	2,116	65,175	0
Total	\$521,281	\$130,492	\$651,773	

### Ambulances - 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$545,341
2008	100,074	22,172	122,246	445,267
2009	104,383	17,864	122,247	340,884
2010	108,874	13,372	122,246	232,010
2011	113,560	8,685	122,245	118,450
2012	118,450	3,797	122,247	0
Total	\$545,341	\$65,890	\$611,231	

## GENERAL FUND LEASE DEBT

### Fire & Rescue Equipment - 2008

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,104,623
2009	170,043	95,311	265,355	1,934,580
2010	177,912	87,443	265,355	1,756,667
2011	186,162	79,193	265,355	1,570,505
2012	194,813	70,542	265,355	1,375,693
2013	203,884	61,471	265,355	1,171,809
2014	213,398	51,957	265,355	958,411
2015	223,377	41,977	265,355	735,033
2016	233,846	31,508	265,355	501,187
2017	244,831	20,524	265,355	256,356
2018	256,356	8,998	265,355	0
Total	<u>\$2,104,623</u>	<u>\$548,925</u>	<u>\$2,653,548</u>	

### Ambulances - 2008

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$550,896
2009	101,899	20,343	5,194	448,997
2010	105,880	16,362	4,177	343,117
2011	110,017	12,224	3,121	233,099
2012	114,316	7,926	2,024	118,783
2013	118,783	3,459	883	0
Total	<u>\$550,896</u>	<u>\$60,314</u>	<u>\$15,399</u>	

### Fire & Rescue Equipment - Pierce Arrow Rescue Pumper - 2009

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$649,060
2010	53,604	26,322	79,926	595,456
2011	55,846	24,080	79,926	539,610
2012	58,182	21,744	79,926	481,427
2013	60,616	19,310	79,926	420,811
2014	63,151	16,775	79,926	357,660
2015	65,793	14,133	79,926	291,867
2016	68,545	11,381	79,926	223,322
2017	71,412	8,514	79,926	151,910
2018	74,399	5,527	79,926	77,511
2019	77,511	2,415	79,926	0
Total	<u>\$649,060</u>	<u>\$150,201</u>	<u>\$799,261</u>	

## 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
<b>Total</b>	\$13,420,000	\$6,204,069	\$19,624,069	

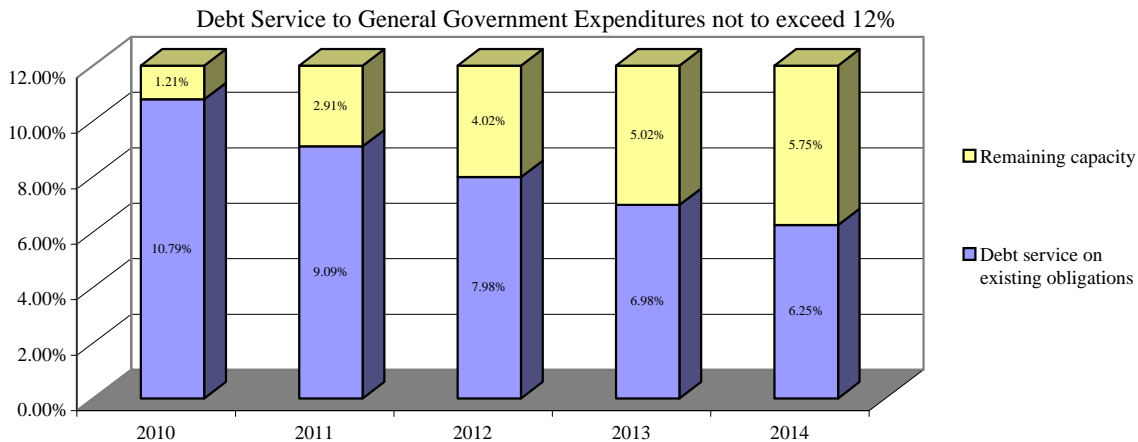
### \$22,915,000 Revenue Refunding Bonds, Series 2003

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
<b>Total</b>	\$22,915,000	\$4,642,595	\$27,557,595	

## DEBT SERVICE REQUIREMENT FISCAL YEARS 1996-2014

This schedule shows the debt service requirement for existing obligations for the General Fund and the Utilities Fund. 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. In Fiscal Year 2006, the County issued bonds for the construction of Public Safety Facilities. In FY2008, the Board approved financing of a number of capital projects including design and construction of a new Juvenile and Domestic Relations Court and a second County library, parks and recreation projects, a public safety radio communications system and refinancing of a fire & rescue station loan. It was determined that bonds would be sold in two phases, as required to meet the cash flow needs of the projects. For the first phase, bonds in the amount of \$45.2 million were issued in March, 2008. The timing of the second issue has yet to be determined.

Fiscal Year	General Fund	Utilities Fund
1996	13,424,373	4,375,877
1997	14,284,683	5,588,313
1998	15,207,509	5,602,402
1999	18,008,212	5,544,244
2000	18,301,900	5,508,908
2001	19,549,362	5,359,777
2002	20,477,905	5,326,365
2003	22,752,176	28,958,832
2004	28,938,343	4,455,260
2005	27,483,979	4,426,655
2006	28,008,642	4,088,380
2007	31,428,524	4,062,635
2008	33,256,659	4,719,720
2009	40,329,749	3,994,823
2010	41,445,669	3,968,268
2011	39,121,948	3,331,580
2012	36,749,095	3,482,500
2013	34,380,381	787,250
2014	32,939,439	753,750
	<u>\$ 461,799,758</u>	<u>\$ 107,181,751</u>



This graph shows the current General Fund debt service compared to the current and projected General Government budgets (General Fund and Schools Fund). 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. Revenue constraints have meant that the County's budget growth has slowed considerably. The graph anticipates a return to more normal budget growth in future years.



# 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

**BPOL** – Business, Professional and Occupational License

**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

**LOSAP** - Length of Service Award Program

**LUP** – Land Use Plan

**MG** – Master Gardener

**mgd** – millions gallons per day

**NACO** – National Association of Counties

# ACRONYMS

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**OSHA** – Occupational Safety and Hazardous Act

**OPEB** - Other Post Employment Benefits

**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

**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 Expenditures** – 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 owing 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 basic 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.



# GLOSSARY

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**Objective** – Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

**Operating Expenses** – Includes the cost of contractual services, supplies, materials and equipment.

**Operating Revenues** – County revenues which have been received and set aside to finance current operating expenses.

**Outcome Indicator** – A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

**Output Indicator** – A unit of work accomplished, without reference to the resources required to do work

**Pay-As-We-Go** – Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

**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).

## GLOSSARY

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**Revenue** – Revenue is an increase in assets or financial resources, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities and does not represent an increase in contributed capital.

**Revenue Bonds** – Bonds that are issued with the repayment based on pledged revenues from a revenue-generating facility.

**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.

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