



Stafford County FY13 Adopted Budget



Cultivating a Great Community



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BOARD OF SUPERVISORS

Susan B. Stimpson, Chairman
Falmouth District

Cord A. Sterling, Vice Chairman
Rock Hill District

Jack R. Cavalier
Griffis-Widewater District

Paul V. Milde III
Aquia District

Ty A. Schieber
Garrisonville District

Gary F. Snellings
Hartwood District

Robert M. "Bob" Thomas
George Washington District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Dawson Jeffrey R. Erwin

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, 2011.

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

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

COUNTY ADMINISTRATIVE STAFF

Anthony J. Romanello
County Administrator

Keith C. Dayton
Deputy County Administrator

Timothy J. Baroody
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Nancy A. Collins
Budget Division Director

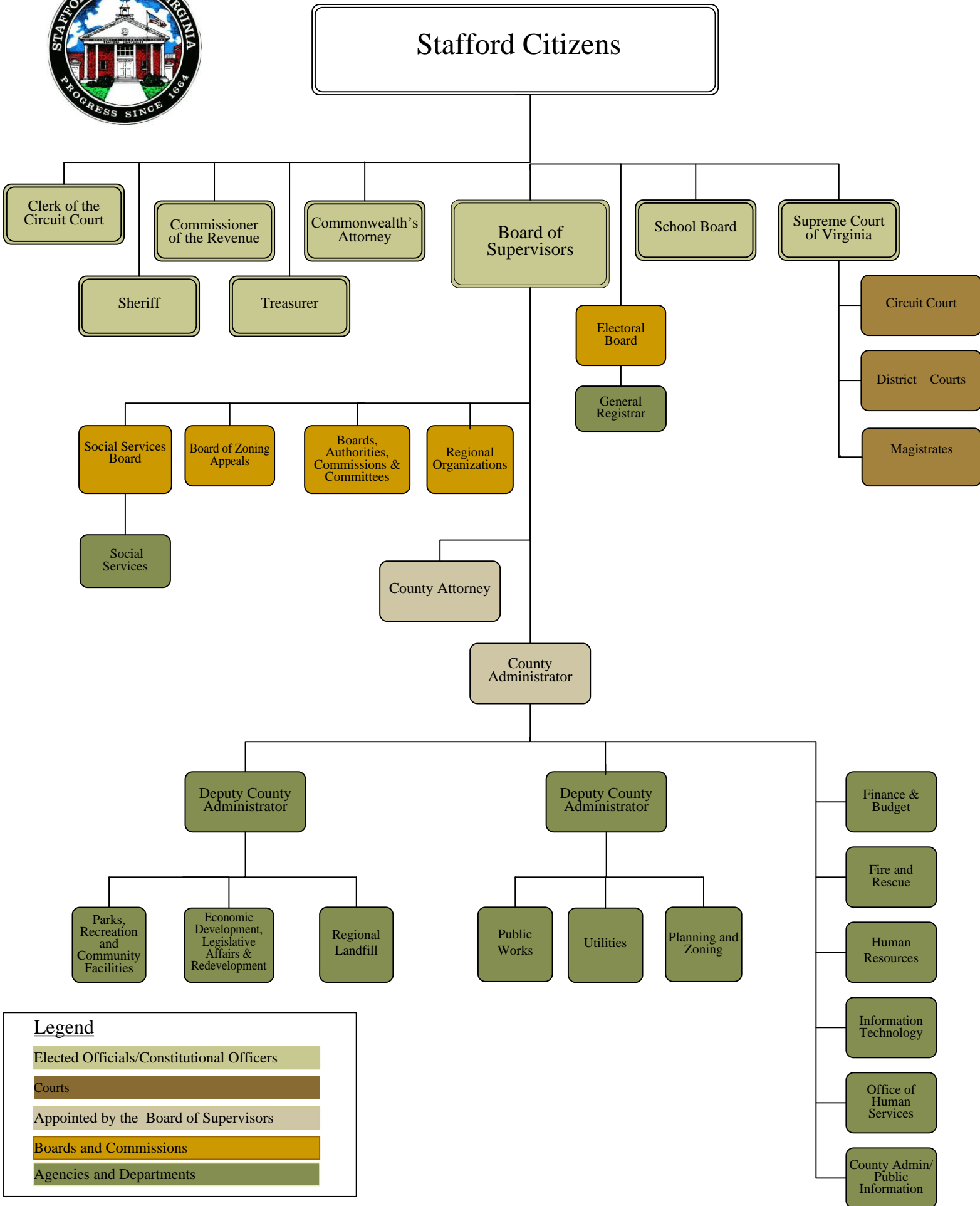
Kimberly A. Herman
Budget Manager

Donna M. Olsen
Budget Analyst

Cathy Vollbrecht
Director of Communications

Donna Krauss
CSA Administrator

COUNTY OF STAFFORD, VIRGINIA



Legend

Elected Officials/Constitutional Officers

Courts

Appointed by the Board of Supervisors

Boards and Commissions

Agencies and Departments

STAFFORD *Virginia*

Board of Supervisors

Susan B. Stimpson, Chairman
Cord A. Sterling, Vice Chairman
Jack R. Cavalier
Paul V. Milde, III
Ty A. Schieber
Gary F. Snellings
Robert "Bob" Thomas, Jr.

Anthony J. Romanello, ICMA-CM
County Administrator

July 1, 2012

Dear Ms. Stimpson and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2013 which was developed for information and planning purposes. Our goal with this budget, as in every budget, is to build a great community in Stafford, one in which people can live, work and raise a family. This budget, and the Board's priorities for the community, help to move us closer to that goal. The budget reflects how we are trying to enhance the quality of life for our residents, and it represents revenues and expenditures for the year beginning July 1, 2012 and ending June 30, 2013.

In February 2012, the Board "reaffirmed" its priorities for the community at a special meeting. They are: Education, Public Safety, Infrastructure, Economic Development, and Service Excellence, all of which are encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden. These are the priorities that helped to shape the FY13 Budget. Other factors that formed the budget include required increases in the Virginia Retirement System (VRS), maintenance of the public safety radio communication system, mandates in corrections, and the County's financial policies.

EDUCATION

This budget provides the largest school operating transfer in Stafford's history and the largest increase in the FY2013 budget at \$5.2 million.

The Schools faced a challenge of a large gap created by a VRS-mandated increase that was not fully funded by the state. Additionally, the loss of federal stimulus funds added to the difficulty of balancing the School budget.

Funding is provided to increase the scope of the public day school. This national award-winning partnership between the Schools and County provides the least restrictive community based services to special education students in Stafford, saving \$300,000 per year.



PUBLIC SAFETY

The budget provides funding for key public safety initiatives to include:

- One additional court deputy and two additional telecommunicators
- A full year of operating and maintenance costs for the public safety communications system
- Replacement of Sheriff's vehicles and ambulances

INFRASTRUCTURE

The budget fully funds cash capital in accordance with the Financial Policies. It includes \$1.4 million for replacement of public safety vehicles an additional \$300,000 for parks improvements. Paying for infrastructure projects with cash reduces the County's need to create additional debt.

The budget maintains funding in our capital improvement program for roads and parks bonds projects and school renovations.

ECONOMIC DEVELOPMENT

There is a \$100,000 increase for the Economic Development Authority for the Stafford Research and Technology Park at the Quantico Corporate Center.

SERVICE EXCELLENCE

The budget provides a number of new initiatives that reflect innovative thinking including a 311 customer service center, a Community Development Service Center, and technology upgrades for online permitting. Funding is included to restore Sunday and evening hours at the libraries.

Other projects underway include a celebration of the 350th anniversary of the founding of Stafford County, continued efforts with historic trails and wayfinding signs, Quantico joint land use study, and the Human Services master plan.

Numerous additional enhancements in service to the community are noted in departmental narratives, as departments pursue relentless advancement.

FISCAL RESPONSIBILITY/REDUCED TAX BURDEN

This budget includes a real estate tax rate reduction from \$1.08 to \$1.07. This is the third year in a row that the Board has reduced the real estate tax rate. When adjusted for inflation, this is a 12% decrease for the average resident over the period.

The Garrisonville Road Service District tax rate was equalized at \$0.88.

The tax rate for the Warrenton Road Service District was reduced to \$0.0. The service district was originally formed to fund road improvements along Route 17. Major improvements will be funded by the state. The County must still fund a bike lane, but revenues collected to date are expected to be sufficient to cover those costs.

Building upon strong financial performance, the Board approved enhancements to the County's financial policies. This budget is a springboard for the Board's quest to enhance the County's bond rating. It is structurally balanced and adheres to all financial policies, as directed by the Board.

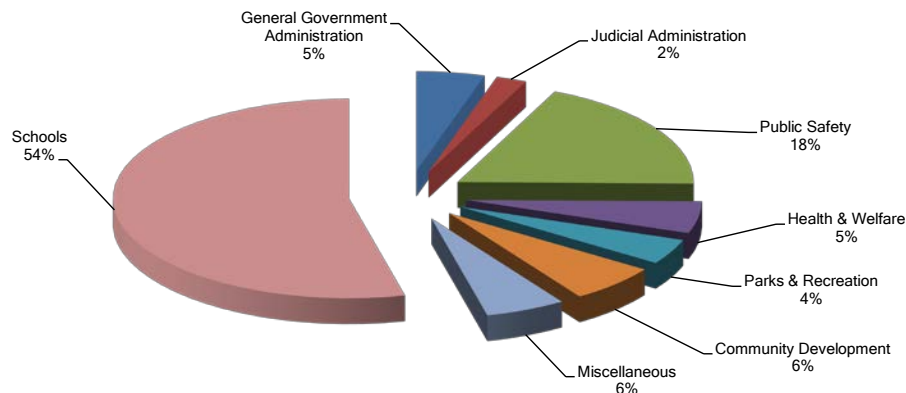
ALL FUNDS

The total FY2012 expenditure plan for all County funds is \$511.6 million. This is an increase of \$9.8 million (2%) over the FY2012 budget.

	FY2012	FY2013	Change
General Fund (not including local school funding)	\$112,091,610	\$114,237,428	\$2,145,818
Transportation Fund	9,246,073	9,308,256	62,183
Asset Forfeiture Fund	300,000	300,000	0
Tourism Fund	755,000	879,759	124,759
Hidden Lake Special Revenue Fund	108,401	105,449	-2,952
Garrisonville Road Service District Fee Special Revenue Fund	0	1,870,000	1,870,000
Warrenton Road Service District	0	776,000	776,000
General Capital Project Fund	333,704	530,390	196,686
Utilities Fund	87,692,680	86,867,441	(825,239)
School Operating & Grants Funds	248,083,384	258,604,504	10,521,120
School Debt Service	27,388,986	26,203,740	(1,185,246)
School Construction Fund	4,700,000	245,618	(4,454,382)
School Nutrition Service Fund	11,111,936	11,675,504	563,568
Total	\$501,811,774	\$511,604,089	\$9,792,315

GENERAL FUND

The FY2013 General Fund Budget totals \$247.3 million, \$2.1 million higher than last year, with increased funding for the Board's priorities for the community.



UTILITIES FUND

The Utilities Fund budget totals \$86.9 million. Included in this total are operating and maintenance (O&M) expenses related to the two water treatment facilities, two wastewater treatment facilities, the water distribution system, and the wastewater collection system. In addition, the budget includes debt service and capital projects including the new Rocky Pen Run dam, reservoir, water treatment facility, and other water infrastructure projects required to take advantage of the new water source when it is placed in service in 2014. On the wastewater side, nutrient reduction upgrades were recently completed at the Little Falls Run Wastewater Treatment Facility (WWTF) and the Aquia WWTF. These upgrades ensure that both wastewater treatment facilities remain in compliance with new regulations intended to assist in improving the water quality in the Chesapeake Bay and its tributaries. Other wastewater projects include the replacement of several major sewer interceptors because of age and deteriorating condition. In addition, the capital budget includes funding for maintenance and repair of water and wastewater infrastructure at levels that will provide for continued sustainability of both systems.

The Utilities system is self-supporting. Rates and fees are set to ensure that all the costs of operations are fully recovered and the future of the enterprise is secure. The FY2013 budget includes an 8% user fee rate increase, approved by the Board in June 2010. Reserves equal to at least 150 days of O&M expenses are maintained to offset any revenue shortfalls and/or unanticipated O&M expenses. In addition, a 10-year financial model is maintained and is presented to the Board annually as part of the budget process. The model, as well as longer-term projections (up to 20 years out), are used to determine both short-term and long-term funding needs to maintain the sustainability of the water and wastewater systems, meet all regulatory requirements, minimize the need for large rate increases, and work toward strengthening the department's fiscal position.

COMPENSATION AND STAFFING

Increased VRS contribution rates are a driving force of the FY2013 budget. This budget fully funds the County's pension liability. In 2012, the General Assembly enacted legislation requiring employees to pay 5% of the costs of their retirement, with a corresponding salary increase. The legislation included the option of phasing this in over a five-year period. This budget fully implements the state's 5/5 pension reform requirement. Beginning July 1, 2012, County employees will pay approximately one-third of their pension costs.

The County will continue its Pay-for-Performance program with an average increase of 2.5% effective January 1, 2013. This increase will be partially offset with health insurance savings with implementation of phase 3 of the employee contribution strategy.

Health insurance savings from FY2012 will fund a partial year health insurance holiday for County employees.

County employees continue to provide efficient service to the community. In fact, non-public safety staffing levels are lower today than in 2004. Stafford continues to be the most efficient

local government among our comparatives, with the lowest cost per capita for general government services.

DEBT AND CAPITAL PLANNING

This budget fully funds the School and County debt service obligations. In FY2012, the Board used FY2011 carryover funds to retire General Government and Schools master lease debt for all issues except the Public Safety Radio Communications System. This action reinforces the Board's commitment to fiscal responsibility by reducing the County's reliance on debt. It resulted in a savings in FY2013 of \$718k for the General Government and \$822k for the Schools.

The Adopted FY2013 - FY2022 Capital Improvements Program (CIP) includes projects for General Government, Schools, Transportation, and Utilities. The CIP outlines projects based on the County's ability to afford debt service and operating costs. It includes projections of operating revenues, savings, and expenditures associated with the projects.

Some of these projects are:

- Stafford High School rebuild
- Renovations to Stafford Elementary School, Grafton Village Elementary School
- Funding for parks bond projects and transportation bond projects as approved by the voters
- Boswell's Corner improvements (Route 1 widening);
- Falmouth Safety improvements (sidewalks)
- Bike trails in the Warrenton Road corridor
- Self-contained breathing apparatus for Fire and Rescue

In recognition that many financial decisions have more than a one-year impact, the budget includes a Five-Year Operating Model to assist with long-term planning. This also provides a link between the CIP and the operating budget. Consistent with direction from the Board, the FY2014 has been balanced to projected revenues.

Additionally, the FY2013 budget includes \$1.3M for cash capital and \$1.4M for public safety vehicles. Paying for infrastructure projects with cash reduces the County's need to create additional debt.

THE ECONOMY

The budget is not developed in a vacuum. Paramount to the underlying financial assumptions is the state of the economy. We continue to deal with what is perhaps the most challenging economy in a generation. Uncertainty at the federal and state level uncertainty still remains. Recovery has been slow, and weaknesses in some segments of the economy are still evident. We continue to see signs of improvement in the local economy, however, particularly in personal property, sales tax and meals tax.

To ensure that the County can respond to changing economic conditions, revenue estimates have been conservative.

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. Fitch Ratings Services lists the receipt of financial reporting and budgeting awards among best practices, which are influential in ratings assignment.

Stafford County has received 23 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

SUMMARY

This budget reflects how we are building a great community in Stafford County by being is-a responsible and accountable government that is making Stafford a great place to live, work and raise a family. It funds critical areas and continues to reduce the tax burden on citizens. We continue to look for new and improved ways to enhance our services.

I would like to thank all staff and Constitutional Officers for their fine work in the development of the budget. I would especially like to express my appreciation to the Finance and Budget department for their assistance.

Sincerely,



Anthony J. Romanello, ICMA-CM

County Administrator

"Budget Tweet"

Cultivating a great community by investing in:

- What's most important
- Service Excellence
- Strategy for enhanced bond rating

Responsible/ Accountable Government	Budget "Tweet"	<p>Cultivating a great community by investing in:</p> <ul style="list-style-type: none"> • what's most important • service excellence • strategy for enhanced bond rating
	Key Facts	<ul style="list-style-type: none"> • Largest County school operating transfer in Stafford's history (\$5.2M increase) • <u>From FY 08 to FY 13 (inflation-adjusted basis):</u> <ul style="list-style-type: none"> • Homeowner's real estate tax bill down 11.7% • Non-public safety staffing lower today than 2004

Board Theme	Budget Initiatives
Reducing the Tax Burden/Fiscal Responsibility	<ul style="list-style-type: none"> • Real estate tax rate decreased from \$1.08 in FY12 to \$1.07 in FY13 • Residential real estate taxes down 11.7% over 5 years (inflation-adjusted) • For citizens driving the same car as last year, tax bill is down 7% on average • Financial policies/ reserve levels are met. VRS obligation is fully funded • Eliminate \$1.8M in FY 13 debt service through early payment of debt • Rte 17 Service District rate reduced from 9.9¢ to 0. • Garrisonville Rd Service District rate equalized from 9.2¢ to 8.8¢
Board Priority	Budget Initiatives
Education	<ul style="list-style-type: none"> • Largest County school operating transfer in Stafford's history (\$5.2M increase) <ul style="list-style-type: none"> • Education is the largest increase in the FY13 Budget • Funds expansion of Special Ed Day School to defray costs of mandated children's services.
Public Safety	<ul style="list-style-type: none"> • Enhanced court security with 1 additional court deputy sheriff and two additional telecommunicators • Full-year funding of radio communications system maintenance
Infrastructure	<ul style="list-style-type: none"> • Maintains capital program in current CIP including: <ul style="list-style-type: none"> • Roads and Parks bonds projects • Schools renovation/rebuild projects and Career & Tech Ed Center • Fully leverages \$10M annually in state revenue sharing for roads • Provides one-time cash for parks improvements (\$300,000)
Economic Development	<ul style="list-style-type: none"> • \$100,000 increase for Economic Development Authority (Research & Technology Park) • Stafford Opportunity Fund fully funded • Technology upgrades for online permitting
Service Excellence	<ul style="list-style-type: none"> • Citizen's Survey in 2012 • Community Development Service Center and 311 Center open this summer • Restore Sunday hours at Porter and England Run libraries • More Competitive Compensation: shift costs from health insurance to salary at no additional County cost: <ul style="list-style-type: none"> • Continue pay for performance 1/1/13 – average 2.5% • Health insurance premium holiday from July 2012 – March 2013 • Employee contribution for health insurance increases to 10 percent /employee only, 15 percent/dependent cost for the Key Care 15+. Key Care 30 contribution rates unchanged at 2.5 percent/employee only and 5 percent /dependent cost • Provides for VRS 5/5; employees will receive a 5% salary increase but will have to pay 5% of their new annual salary to VRS



HOW TO USE THE BUDGET DOCUMENT

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

[Executive Summary](#)

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

[Policy & Goals](#)

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

[General Fund Revenues](#)

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

[General Fund Expenditures](#)

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

[General Government Departments](#)

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

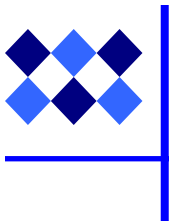
- *Personnel* - Cost related to compensating employees, including salaries, wages, and fringe benefit costs.
- *Operating* - Also known as operating and maintenance costs, these are expenses of day-to-day operations such as office supplies, maintenance of equipment, and contractual services.
- *Capital*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

[Partner Agencies](#)

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

[School Fund](#)

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



HOW TO USE THE BUDGET DOCUMENT

[Transportation Fund](#)

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

[Utilities Fund](#)

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

[Other Funds](#)

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

[Five Year Plan](#)

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

[Personnel](#)

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

[Capital Improvement Program](#)

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

[Statistics](#)

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

[Glossary](#)

Provides a description of terms frequently used in budgeting.

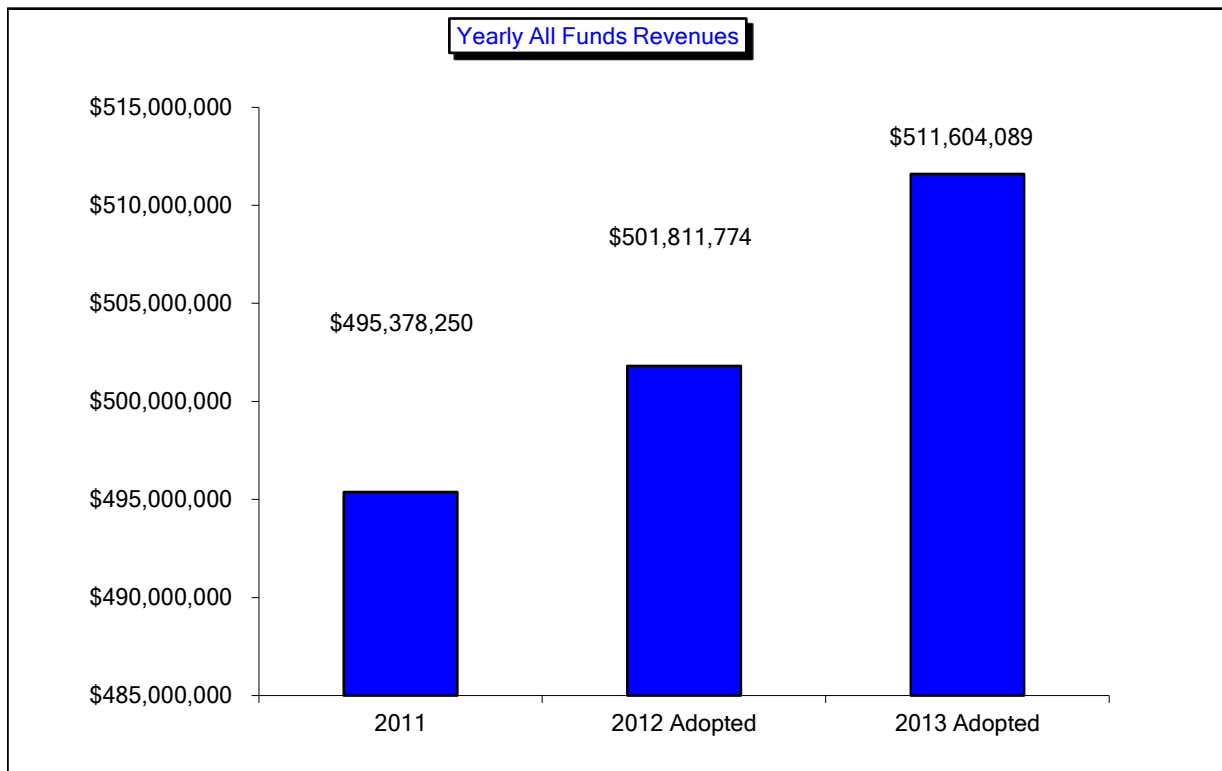
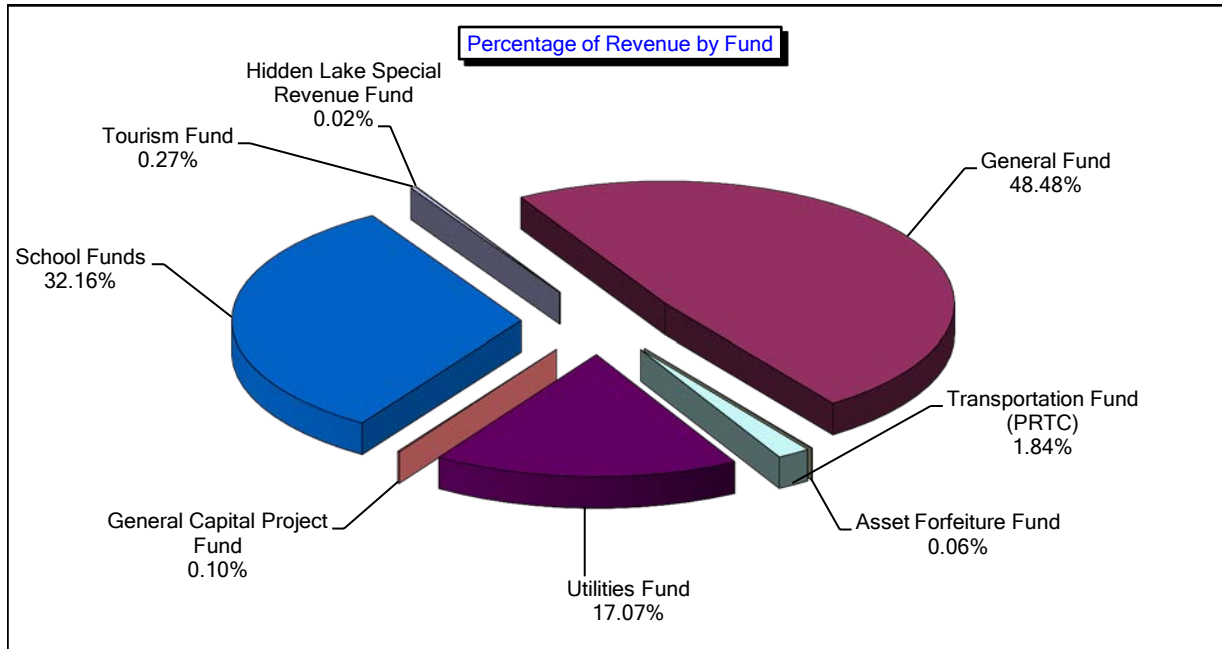


FUND STRUCTURE

County Funds	Type of Fund	Fund Description
General Fund	General Operating Fund of the County	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.
School Operating Fund	Component Unit	This fund accounts for the operations of the County's public school system.
School Nutrition Service Fund	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	Component Unit	This fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.
School Grant Fund	Component Unit	This fund accounts for the revenues and expenditures associated with outside grant funding.
School Workers' Compensation Fund	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	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.
Asset Forfeiture Fund	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.
Capital Projects Fund	Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities.
Fleet Services Fund	Internal Service Fund	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.
Garrisonville Road Service District Fund	Special Revenue Fund	Accounts for valorum tax receipts from property owners to fund road improvements and transportation enhancements in the district.
Hidden Lake Dam	Special Revenue Fund	Accounts for ad valorum tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and maintenance cost of the dam and subdivision roads.
Road Impact Fee Funds	Special Revenue Fund	Accounts for impact fee receipts from new development in a designated service area in the western and southeastern portions of the County. Disbursements from these funds are for road improvements attributable to the new development.
Tourism Fund	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.
Transportation Fund	Special Revenue Fund	This fund is used to account for the receipt and disbursement of the state motor fuels tax to be used for a variety of County transportation projects.



ALL FUNDS REVENUE GRAPHS





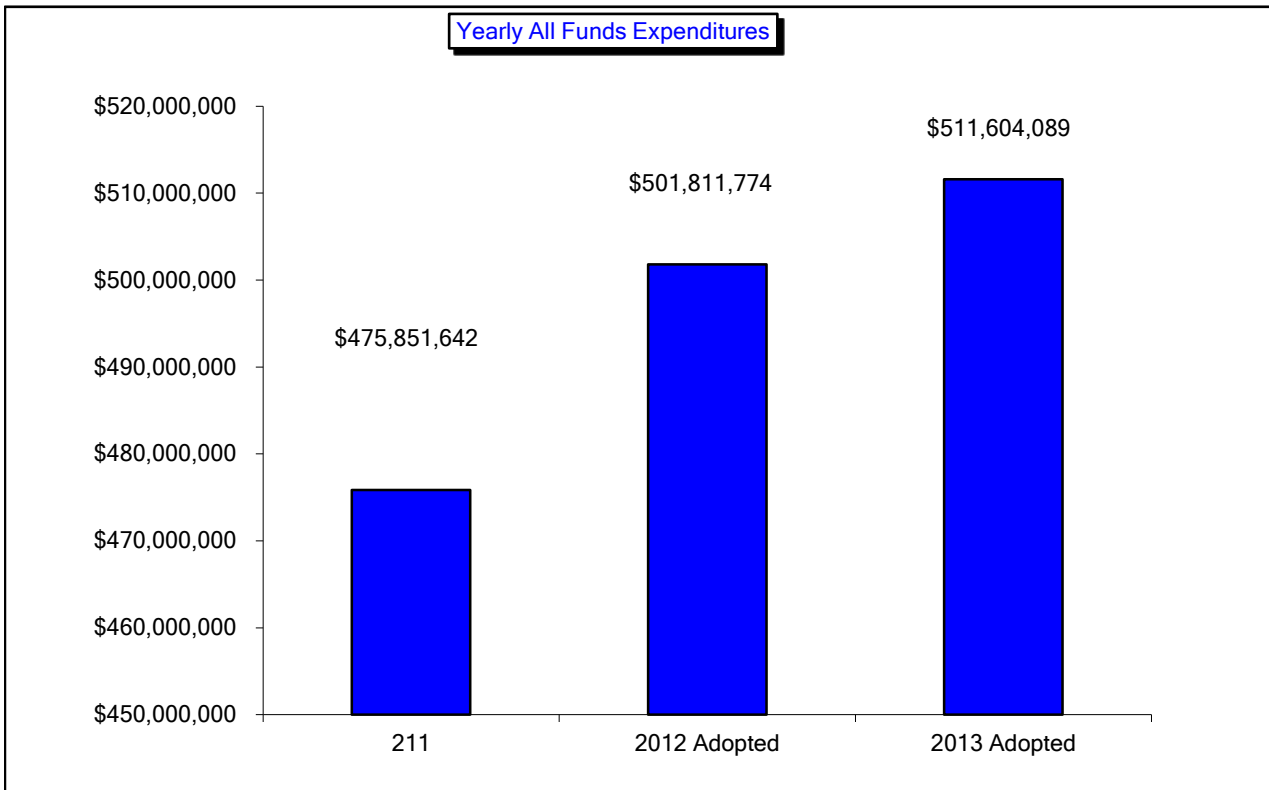
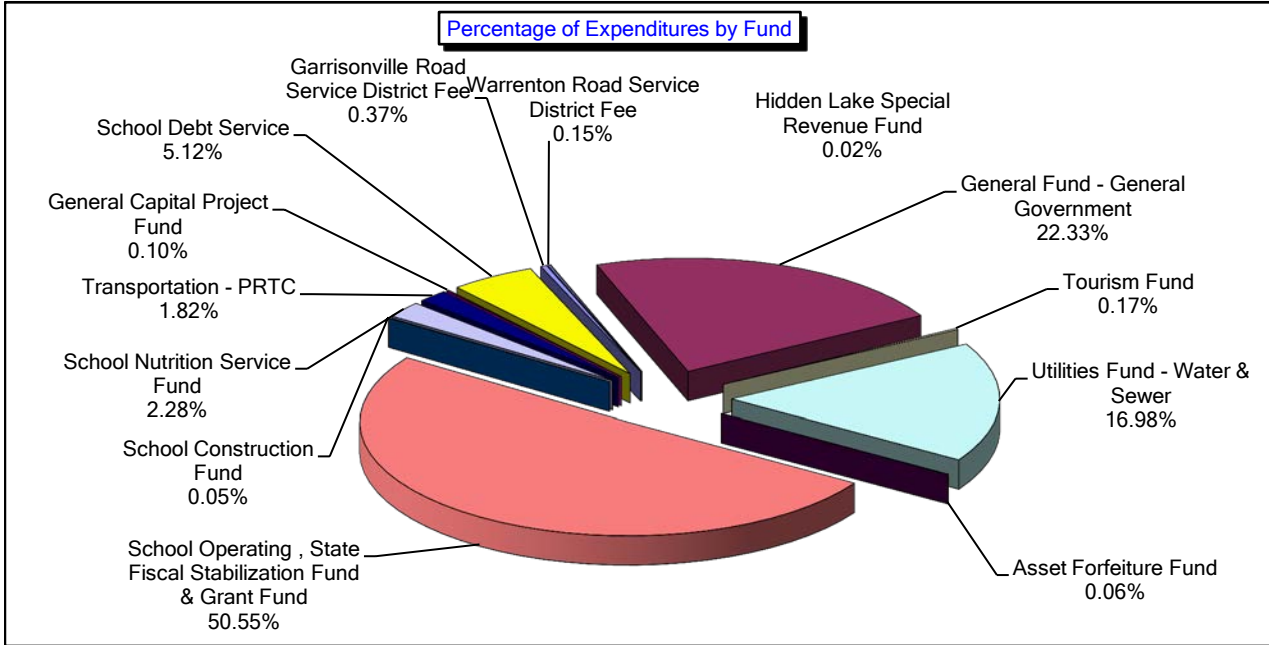
ALL FUNDS SCHEDULE REVENUE

The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund are Internal Service Funds.

Revenue Plan	FY2013			Changes '12 to '13	
	FY2011 Actual	FY2012 Adopted Budget	Adopted		
General Fund					
Property Taxes	\$183,628,474	\$182,506,013	\$187,159,504	\$4,653,491	2.5%
Other Local Taxes	31,608,079	31,575,532	32,692,192	1,116,660	3.5%
State & Federal	18,050,011	14,552,423	13,691,157	(861,266)	-5.9%
Other Revenue	12,824,334	11,653,272	12,344,885	691,613	5.9%
Prior Year Fund Balance	0	0	500,000	500,000	100.0%
Use of Money & Property	384,031	347,130	364,204	17,074	4.9%
Total	\$246,494,929	\$240,634,370	\$246,751,942	\$6,117,572	2.5%
Transportation Fund (PRTC)					
2% Fuels Tax	\$5,238,825	\$4,384,273	\$5,240,779	\$856,506	19.5%
State Recordation Road/Schools	714,506	396,600	715,000	318,400	80.3%
Federal Revenue	139,175	0	0	0	0.0%
Prior Year Fund Balance	0	4,501,200	3,389,977	(1,111,223)	-24.7%
Miscellaneous	97,852	4,000	2,500	(1,500)	-37.5%
Total	\$6,190,358	\$9,286,073	\$9,348,256	\$62,183	0.7%
Asset Forfeiture Fund					
Drug Seizure	\$263,350	\$300,000	\$300,000	\$0	0.0%
Total	\$263,350	\$300,000	\$300,000	\$0	0.0%
Tourism Fund					
3% Transit Occupancy Tax	\$763,125	\$750,000	\$763,125	\$13,125	1.8%
2% Transit Occupancy Tax	511,634	500,000	511,634	11,634	2.3%
Other Revenue	4,923	5,000	5,000	0	0.0%
Prior Year Fund Balance	0	0	100,000	100,000	0.0%
Total	\$1,279,682	\$1,255,000	\$1,379,759	\$124,759	9.9%
Hidden Lake Special Revenue Fund					
Total	\$93,079	\$108,401	\$105,449	(\$2,952)	-2.7%
Road Impact Fee - West Fund					
Total	\$205,782	\$0	\$0	\$0	0.0%
Road Impact Fee - South East Fund					
Total	\$120,726	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Total	\$537,792	\$0	\$1,870,000	\$1,870,000	100.0%
Warrenton Road Service District Fee					
Total	\$680,524	\$0	\$776,000	\$776,000	100.0%
General Capital Project Fund					
Total	\$21,274,882	\$333,704	\$530,390	\$196,686	58.9%
Utilities Fund					
Water & Sewer Fees	\$21,990,884	\$24,145,000	\$25,143,000	\$998,000	4.1%
Prior Year Fund Balance	0	33,680,680	19,459,441	(14,221,239)	-42.2%
Availability/ Pro Rata Fees	4,625,722	6,089,000	8,307,000	2,218,000	36.4%
Other Charges and Fees	1,083,729	1,263,000	1,399,000	136,000	10.8%
Grant/Donated Assets	2,914,691	340,000	67,000	(273,000)	-80.3%
Revenue Bond Proceeds	13,548,644	21,600,000	32,265,000	10,665,000	49.4%
Use of Money/Property	596,926	575,000	227,000	(348,000)	-60.5%
Total	\$44,760,596	\$87,692,680	\$86,867,441	(\$825,239)	-0.9%
School Funds					
State and Federal	\$152,194,795	\$139,825,731	\$148,518,853	\$8,693,122	6.2%
Use of Money/Property	12,304	0	145,618	145,618	100.0%
Bond Proceeds	9,604,026	0	0	0	0.0%
Prior Year Fund Balance	0	0	2,298,046	2,298,046	100.0%
User Fees	7,271,565	7,258,300	7,600,556	342,256	4.7%
Other Revenue	4,393,860	15,117,515	5,111,779	(10,005,736)	-66.2%
Total	\$173,476,550	\$162,201,546	\$163,674,852	\$1,473,306	0.9%
Total Revenues - All Funds	\$495,378,250	\$501,811,774	\$511,604,089	\$9,792,315	2.0%



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, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Funds are Internal Service Funds. All Funds listed below require appropriation and the Internal Services Funds also require appropriation. Appropriation is legal authorization to expend.

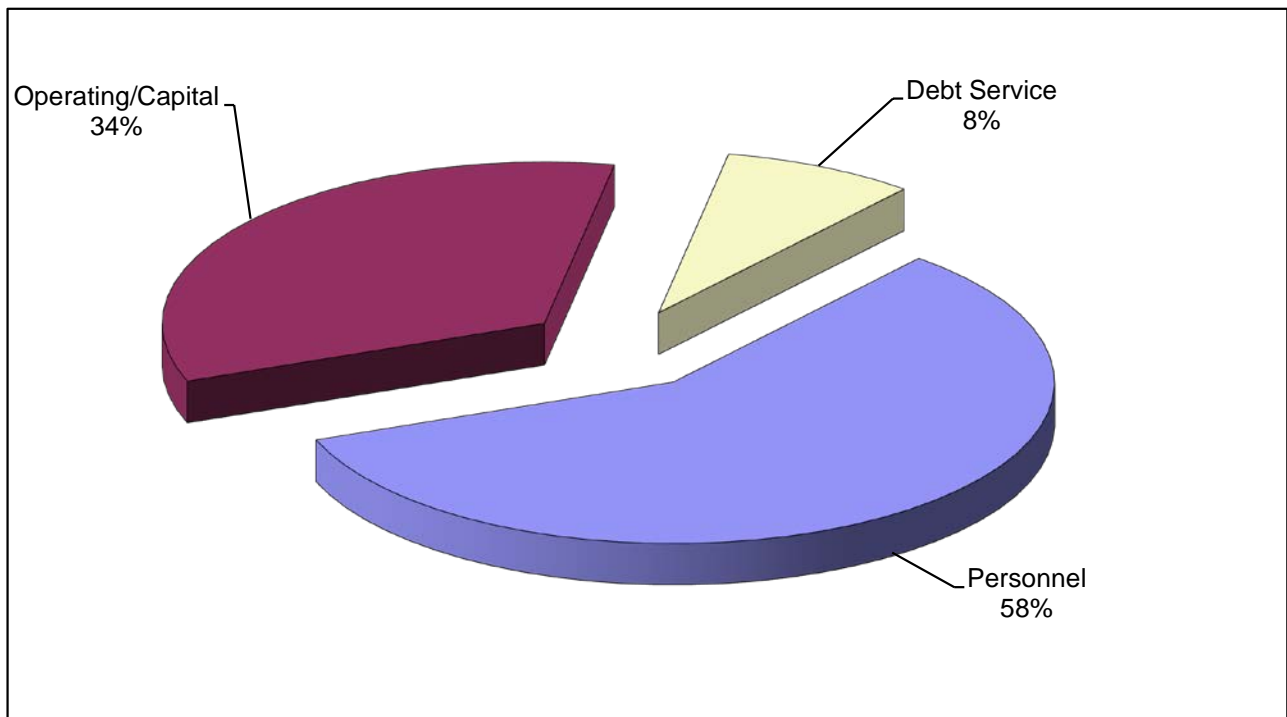
Expenditure Plan	FY2011	FY2012	FY2013		Changes '12 to '13
	Actual	Adopted Budget	Adopted		
General Fund - General Government					
Personnel	\$54,149,833	\$57,134,342	\$59,480,456	\$2,346,114	4.1%
Operating	38,470,711	39,762,271	39,910,520	148,249	0.4%
Capital	5,797,469	3,624,368	4,866,934	1,242,566	34.3%
Debt Service	11,176,976	11,570,629	9,979,518	(1,591,111)	-13.8%
Total	\$109,594,989	\$112,091,610	\$114,237,428	\$2,145,818	1.9%
Transportation - PRTC					
Operating	3,372,526	3,315,823	2,849,256	(466,567)	-14.1%
Capital	933,230	5,930,250	6,459,000	528,750	8.9%
Total	\$4,305,756	\$9,246,073	\$9,308,256	\$62,183	0.7%
Asset Forfeiture Fund					
Operating	\$339,008	\$300,000	\$300,000	\$0	0.0%
Capital	21,262	0	0	0	0.0%
Total	\$360,270	\$300,000	\$300,000	\$0	0.0%
Tourism Fund					
Operating	\$434,529	\$541,930	\$648,194	\$106,264	19.6%
Personnel	136,525	169,950	188,445	18,495	10.9%
Tourism Programs	43,120	43,120	43,120	0	0.0%
Capital	452,960	0	0	0	0.0%
Total	\$1,067,134	\$755,000	\$879,759	\$124,759	16.5%
Hidden Lake Special Revenue Fund					
Personnel	\$0	\$6,735	\$7,387	\$652	9.7%
Operating	7,728	37,500	35,000	(2,500)	-6.7%
Debt Service	61,294	64,166	63,062	(1,104)	-1.7%
Total	\$69,022	\$108,401	\$105,449	(\$2,952)	-2.7%
Road Impact Fee - West Fund					
Total (Capital)	\$205,782	\$0	\$0	\$0	0.0%
Road Impact Fee - South East Fund					
Total (Capital)	\$0	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Total (Capital)	\$0	\$0	\$1,870,000	\$1,870,000	100.0%
Warrenton Road Service District Fee					
Total (Capital)	\$0	\$0	\$776,000	\$776,000	100.0%
General Capital Project Fund					
Personnel	\$302,250	\$321,139	\$517,790	\$196,651	61.2%
Operating	869,682	12,565	12,600	35	100.0%
Capital	20,102,950	0	0	0	0.0%
Total	\$21,274,882	\$333,704	\$530,390	\$196,686	58.9%
Utilities Fund - Water & Sewer					
Operating	\$15,211,869	\$26,915,937	\$16,765,590	(\$10,150,347)	-37.7%
Capital	18,993,000	45,408,000	53,845,000	8,437,000	18.6%
Personnel	10,886,856	10,754,797	11,132,851	378,054	3.5%
Debt Service	4,028,263	4,613,946	5,124,000	510,054	11.1%
Total	\$49,119,988	\$87,692,680	\$86,867,441	(\$825,239)	-0.9%
School Operating , State Fiscal Stabilization Fund & Grant Fund					
Personnel	\$204,332,705	\$210,053,576	\$219,686,365	\$9,632,789	4.6%
Operating / Capital	40,011,650	37,567,899	38,456,230	888,331	2.4%
Debt Service	469,864	461,909	461,909	0	0.0%
Total	\$244,814,219	\$248,083,384	\$258,604,504	\$10,521,120	4.2%
School Debt Service					
Total	\$25,582,528	\$27,388,986	\$26,203,740	(\$1,185,246)	-4.3%
School Construction Fund					
Personnel	184,037	228,935	242,573	\$13,638	6.0%
Operating / Capital	8,162,176	4,471,065	3,045	(4,468,020)	-99.9%
Total	\$8,346,213	\$4,700,000	\$245,618	(\$4,454,382)	-94.8%
School Nutrition Service Fund					
Personnel	\$5,295,061	\$5,611,224	\$5,811,760	\$200,536	3.6%
Operating	5,766,823	5,388,212	5,753,744	365,532	6.8%
Capital	48,975	112,500	110,000	(2,500)	-2.2%
Total	\$11,110,859	\$11,111,936	\$11,675,504	\$563,568	5.1%
Total Expenditures - All Funds	\$475,851,642	\$501,811,774	\$511,604,089	\$9,792,315	2.0%



SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

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

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Personnel	\$275,287,267	\$284,280,698	\$297,067,627	\$12,786,929	4.50%
Operating/Capital	159,245,450	173,431,440	172,704,233	(727,207)	-0.42%
Debt Service	41,318,925	44,099,636	41,832,229	(2,267,407)	-5.14%
Total Expenditures	\$475,851,642	\$501,811,774	\$511,604,089	\$9,792,315	1.95%





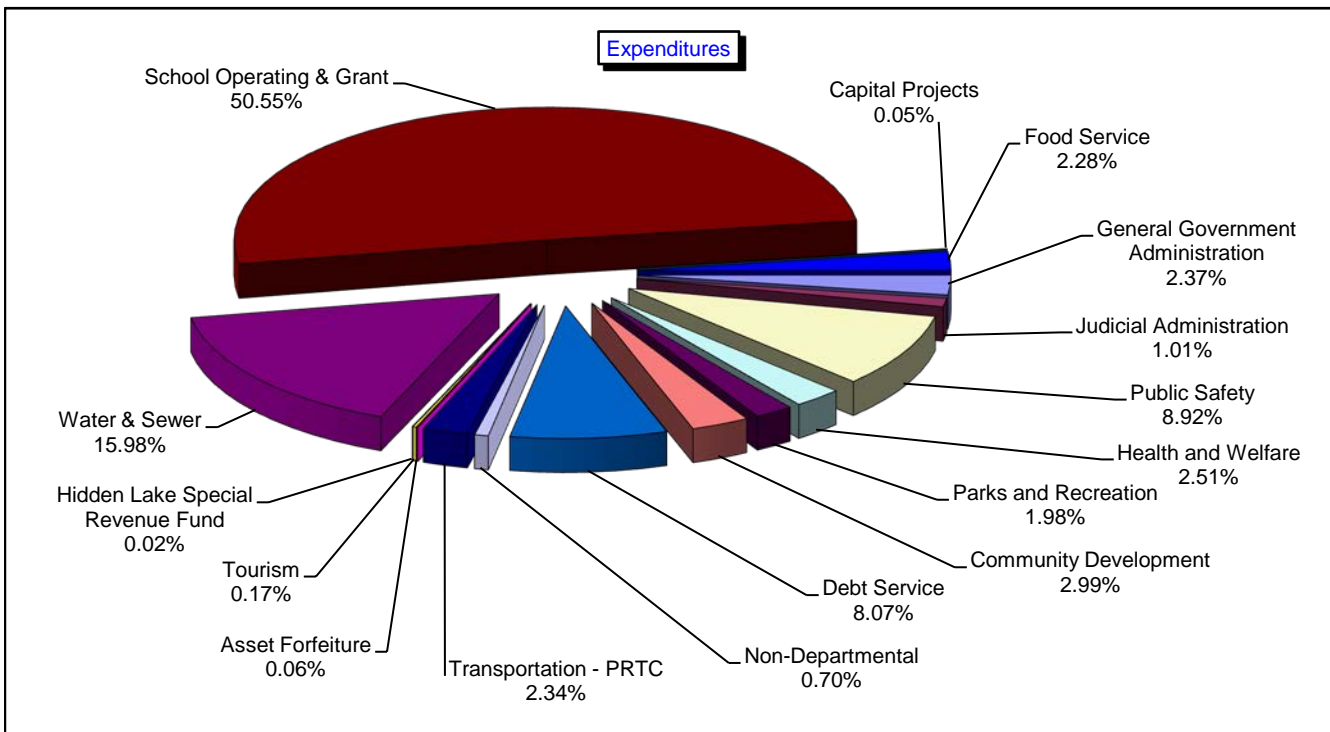
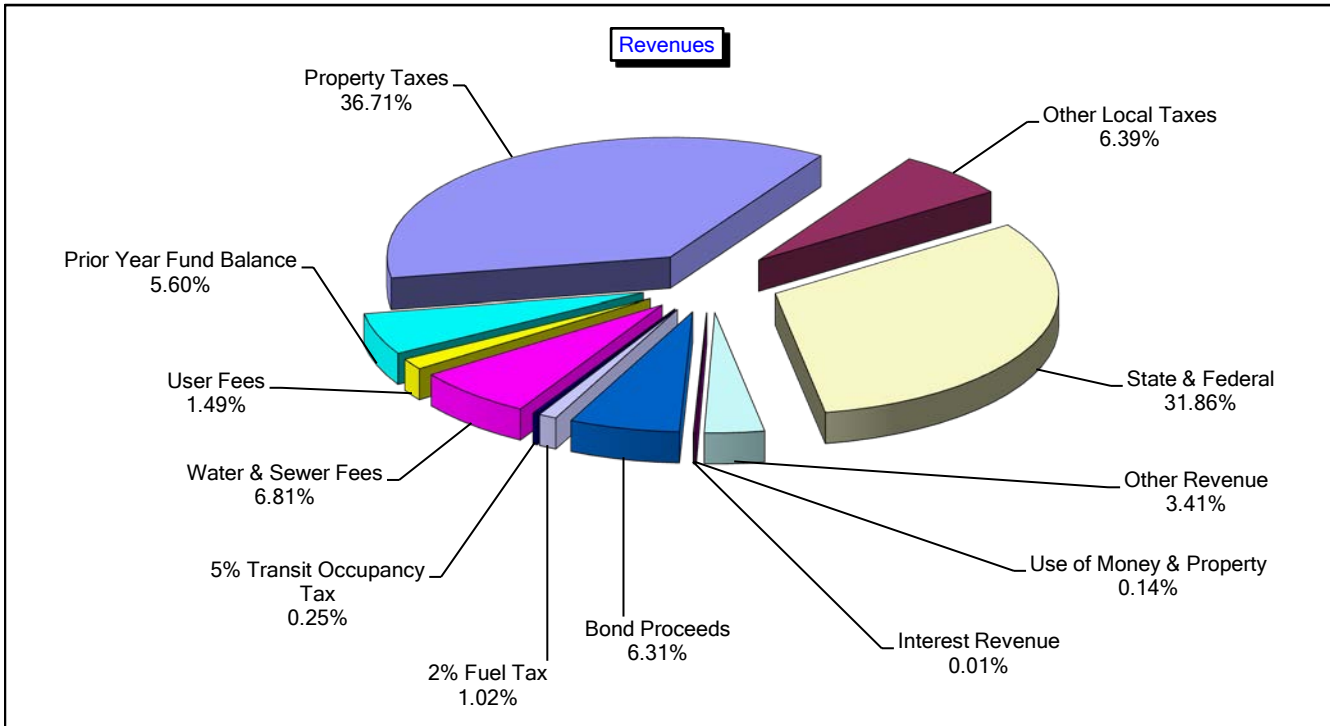
FY2013 ADOPTED BUDGET ALL FUND TYPES

	Governmental Funds				Proprietary Funds	Total 2013 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
Revenues						
Property Taxes	\$187,159,504		\$639,400			\$187,798,904
Other Local Taxes	32,692,192					32,692,192
State & Federal	13,691,157		715,000	148,518,853	67,000	162,992,010
Other Revenue	12,344,885		5,000	5,111,779		17,461,664
Use of Money & Property	364,204			145,618	227,000	736,822
Interest Revenue		20,000	6,049			26,049
Bond Proceeds					32,265,000	32,265,000
2% Fuel Tax			5,240,779			5,240,779
5% Transit Occupancy Tax			1,274,759			1,274,759
Water & Sewer Fees					34,849,000	34,849,000
User Fees				7,600,556		7,600,556
Prior Year Fund Balance	500,000	510,390	5,898,477	2,298,046	19,459,441	28,666,354
Total	\$246,751,942	\$530,390	\$13,779,464	\$163,674,852	\$86,867,441	\$511,604,089
Expenditures						
General Government Administration	\$11,575,891	\$530,390				\$12,106,281
Judicial Administration	5,179,106					5,179,106
Public Safety	45,635,594					45,635,594
Health and Welfare	12,820,080					12,820,080
Parks and Recreation	10,147,178					10,147,178
Community Development	15,287,615					15,287,615
Debt Service	36,183,258				5,124,000	41,307,258
Non-Departmental	3,612,446					3,612,446
Transportation - PRTC			11,954,256			11,954,256
Asset Forfeiture			300,000			300,000
Tourism			879,759			879,759
Hidden Lake Special Revenue Fund			105,449			105,449
Water & Sewer					81,743,441	81,743,441
School Operating & Grant				258,604,504		258,604,504
Capital Projects				245,618		245,618
Food Service				11,675,504		11,675,504
Total	\$140,441,168	\$530,390	\$13,239,464	\$270,525,626	\$86,867,441	\$511,604,089
Other Financing Sources (Uses)						
Operating Transfers In	\$540,000			\$106,850,774		\$107,390,774
Operating Transfers Out	(106,850,774)		(540,000)			(107,390,774)
Total Other Financing Sources (Uses)	(\$106,310,774)	\$0	(\$540,000)	\$106,850,774	\$0	\$0
Fund Balance, Beginning of Year	\$34,798,502	\$8,632,309	\$15,586,031	\$20,503,139	\$45,322,000	\$124,841,981
Fund Balance, end of Year	\$34,298,502	\$8,121,919	\$9,687,554	\$18,205,093	\$25,862,559	\$96,175,627



ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2013 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





HISTORY

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

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

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

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

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

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

TO OBTAIN INFORMATION

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



STAFFORD COUNTY AT A GLANCE

Area Demographics



Formed as an Independent County	September 27, 1664
Area	277 sq. miles/177,280 acres
Resident Population	134,279 (July 2012)
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator

Legislative Districts

Registered Voters	79,084
Falmouth	Susan B. Stimpson, Chairman
Rock Hill	Cord A. Sterling, Vice Chairman
Garrisonville	Ty A. Schieber
Aquia	Paul V. Milde, III
George Washington	Robert M. "Bob" Thomas
Hartwood	Gary Snellings
Griffis-Widewater	Jack R. Cavalier

Bond Ratings

Fitch	AA
Moody's	Aa2
S & P	AA

Tax Profile

Proposed Real Property Tax Rate	1.07
Garrisonville Road	0.088
Warrenton Road Special Service District	0.000
Hidden Lake Special Service	0.451
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.

Assessed Taxable Value of Real Property \$13 billion

Employment/Business Profile

Quality of Life

- 77.42% of homes are owner-occupied
- Low crime rate
- Bordered by Potomac & Rappahannock Rivers
- Named #1 "Best Place to Get Ahead" by Forbes Magazine in 2008
- Home to three award winning championship public golf courses and the Virginia Golf Trail

Workforce

- 45.1% have a 2-year degree or higher
- Median household income in Stafford County is estimated at \$88,179, the 6th highest household income among Virginia's counties and cities (2009)
- 4th highest business growth rate and 2nd highest job growth rate in Virginia (2005 - 2010)

Top Private Employers

- GEICO
- FBI Academy
- McLane Mid Atlantic
- Wal-Mart
- Stafford Hospital
- Fredericksburg Auto Auction
- BAE Systems
- Northrup Grumman Corp
- Hilldrup Moving and Storage



Accessibility

- 25 miles south of Washington Capital Beltway
- 50 miles north of Richmond, VA
- Within one day drive of 1/2 of the nation's population
- Located along I-95 with four interstate interchanges
- Major airports of Dulles, Reagan National, Baltimore, and Richmond are as close as 45 minutes away and home to Stafford Regional Airport
- East Coast's primary North-South rail line bisects Stafford
- Virginia Railway Express (VRE) provides commuter service to Washington DC
- Amtrak provides passenger service

Key Phone Numbers

Commissioner of the Revenue	658-4132
County Administrator's Office	658-8605
Department of Motor Vehicles	1-804-497-7100
Health Department	659-3101
Landfill - Administrative Office	658-4590
Landfill - Eskimo Hill Road	658-4592/7119
Landfill - Belman Road Recycling Ctr.	374-5086
Parks, Recreation and Community Facilities	658-4871
Planning	658-8668
Public Works	658-8650
Registrar	658-4000
Treasurer	658-8700
Utilities - Billing	658-8616
Utilities - Emergency	658-8695
Utilities - Emergency (After Hours)	658-4857



STAFFORD COUNTY AT A GLANCE

County Budget

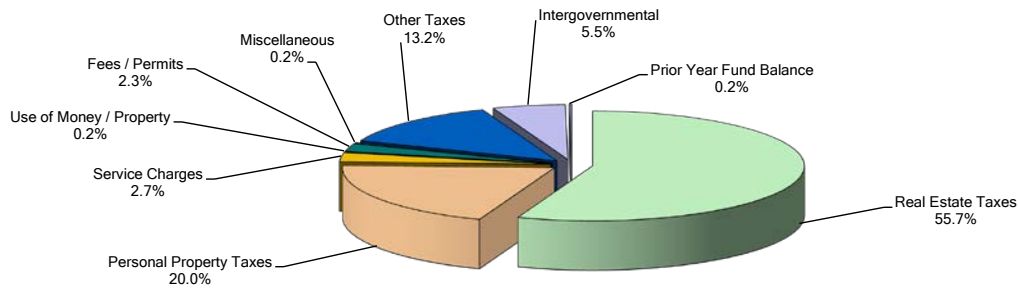
Total General Fund Budget (includes schools)	\$247,291,942	Local School Transfer (includes debt service)	\$133,054,514
County Budgeted Positions (includes public safety)			
full-time	818	School Positions	3,711
part-time	167	School Enrollment (ADM)	26,928

Budget Highlights

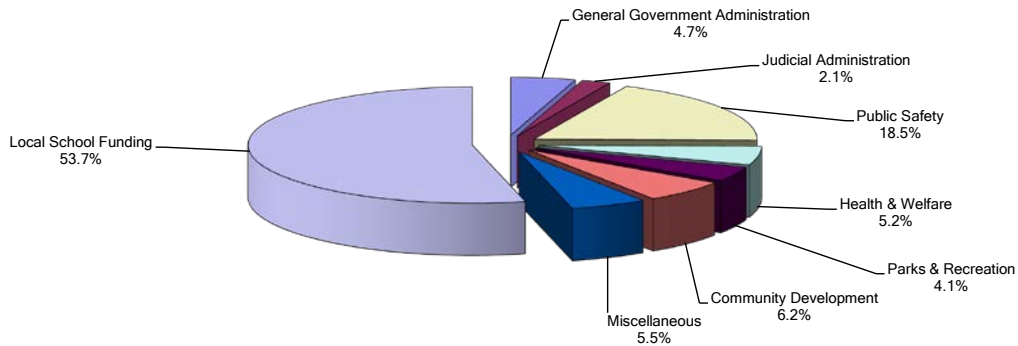
Board of Supervisor's Priorities
Fiscal Responsibility and Reducing the Tax Burden

- Education
- Public Safety
- Infrastructure
- Economic Development
- Service Excellence

General Fund Revenues



General Fund Expenditures



For additional information visit Stafford County's website at www.staffordcountyva.gov



ACCOMPLISHMENTS



Economic Development Ten-Point Plan. The Board of Supervisors adopted the Economic Development Ten-Point Plan in early 2010. The plan lays out steps for implementing the Board's mission of making Stafford a more desirable community through jobs for our citizens, a world-class school system, modern public safety services and abundant parks and recreation amenities.



Board Priorities for the Community. In February 2012, the Board reaffirmed their priorities for the community. Encompassed by an overall theme of fiscal responsibility and reducing the tax burden, the priorities are: public safety; education; transportation bond implementation; parks bond implementation; and economic development. In 2012, the Board reduced the overall real estate tax for the third year in a row. Non-public safety staffing levels are below 2004 levels, a reduction of 20% since 2009.



Principles of Responsible and Accountable Government. The Board recently adopted a resolution to revise financial guidelines and policies to reflect improving debt ratios and reserves much earlier than officials had originally planned. Adhering to the Principles of Responsible and Accountable Government helped the County achieve these goals and saved taxpayers money in long-term interest on debt. The County received the Government Finance Officers Association's Distinguished Budget Award for the 23rd consecutive year.



Master Redevelopment Plan. Adoption of the first ever economic-development based Master Redevelopment Plan. Adopted major capital improvements projects: widening Route 1 and improving Telegraph Road in Boswell's Corner: working on a streetscape, the intersection of Courthouse Road, and improving Upton Lane; and widening Butler Road and building a parking lot in Falmouth. Adoption of Stafford's first ever form-based code ordinance, RDA-1, in Boswell's Corner.



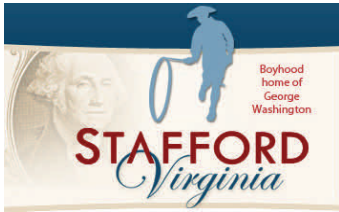
Job Growth and Bond Rating Upgrade. According to recent figures from the Virginia Employment Commission, Stafford County led the entire state in job growth over the last five years (2006-2011) among large communities. In addition, Stafford had the fastest job growth, by percentage of growth, in all of Northern Virginia over the last five years. The County's bond rating was raised by Standard and Poor's from AA- to AA. Newly released numbers from the Census Bureau indicate that Stafford has the 7th highest median household income among Counties in the United States, up from 12th place in the last ranking.



Ended Fiscal Year 2011 with \$6.6 Million Positive Results of Operations. Through a combination of fiscal restraint, lower taxes, prioritized funding and an aggressive pursuit of economic development, Stafford County ended FY 2011 with \$6.6 million positive results of operations. Stafford County has emerged from the recent economic downturn with a stronger balance sheet and bright future. In addition, Stafford County Public Schools had a \$3.2 million surplus.



ACCOMPLISHMENTS



Redesigned Website

Stafford County redesigned its website in early 2011 to enhance the site's accessibility and functionality features to make it more user-friendly for citizens. The new website features a more effective search engine, links to interactive County services such as online bill paying and mapping services, the latest news and public notices, videos on demand, a comprehensive events calendar and a rotating spotlight on key issues. Economic Development debuted their own website full of information for prospective businesses.



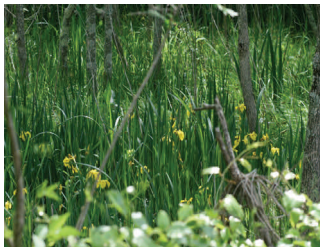
Stafford Research and Technology Park

The Board of Supervisors passed a Memorandum of Agreement to lease office space at the Quantico Corporate Center as a first step in establishing the Stafford Research and Technology Park. The Research and Technology Park is part of the Board of Supervisors' Economic Development 10-Point-Plan and reflects the Board's priority of economic development. The space will be used for classroom instruction and as a business incubator.



Belmont-Ferry Farm Trail

Sections 1, 2, 3 and 5 of this new walking, biking and running trail have been completed of the Belmont-Ferry Farm Trail, linking Belmont to Historic Falmouth to St. Clair Brooks Park and Pratt Park. The Belmont-Ferry Farm Trail System is part of a bigger trail system that is envisioned to connect Stafford's parks and historical resources along the Rappahannock River with those of Fredericksburg, forming the "Heritage Loop."



Parks and Recreation Bond Referendum Projects Makes Progress

In November 2009, Stafford County citizens voted to approve a Parks and Recreation Bond Referendum that will develop, improve or and renovate various parks. Also included in the referendum is the development of the Belmont-Ferry Farm Trail, the Dominion Virginia Power Easement Trail and the Belmont to Cannon Ridge Trail in Stafford. The Belmont-Ferry Farm Trail is currently under construction, with several phases already completed, and preliminary planning is underway for Musselman Park, Chichester Park and the Multi-Field Athletic Complex.



Transportation Bond Referendum

Design phases are underway for more than \$16 million worth of road improvements in Stafford. The construction will improve safety on portions of Brooke Road, Mountain View Road and Poplar Road.



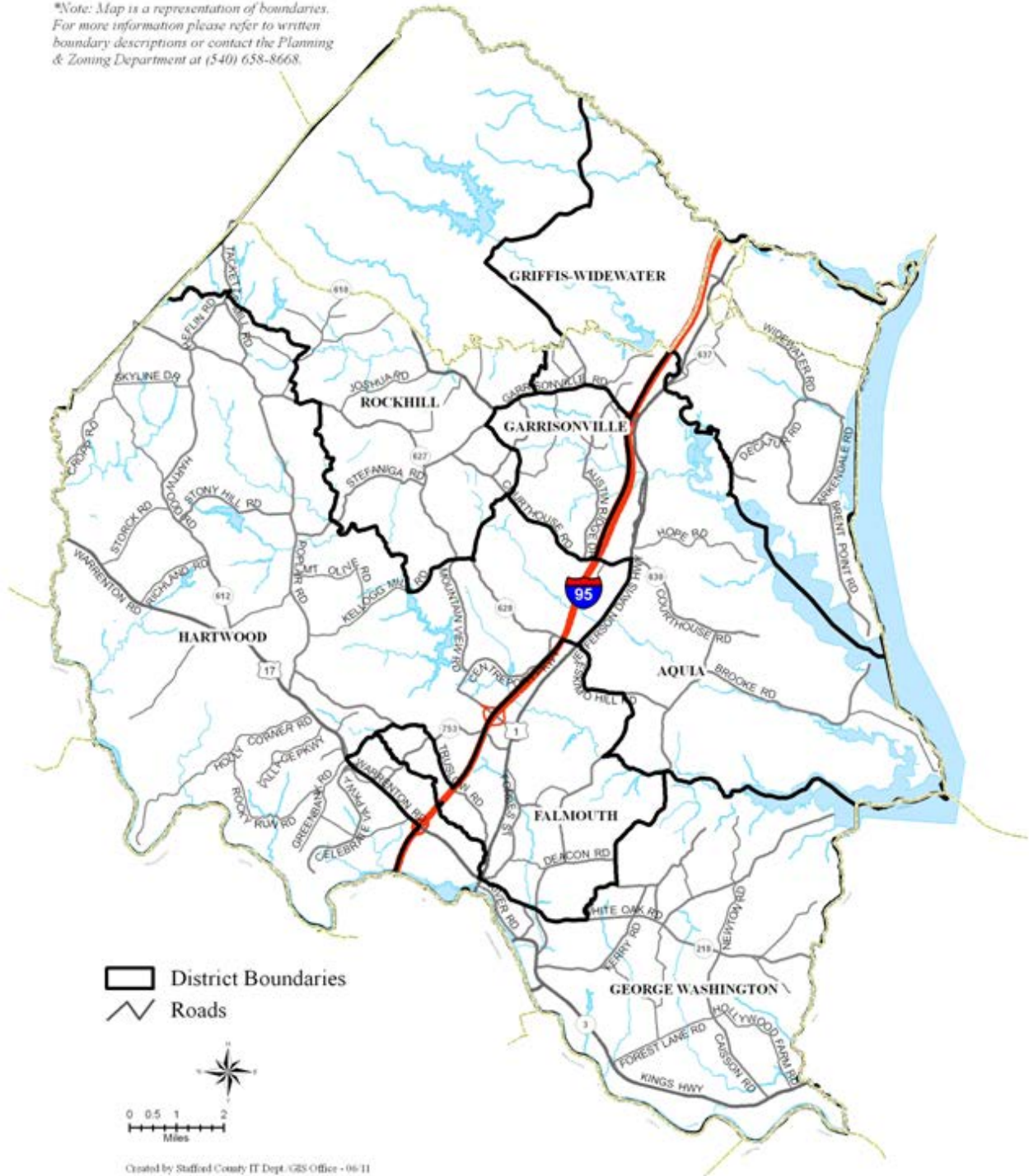
Stafford County's 350th Anniversary.

The 350th Blue Ribbon Anniversary Committee was formed to plan Stafford's year-long 350th Anniversary celebration in 2014. Members of the community are working on special events, publicity, and getting input from the community to commemorate Stafford's anniversary.



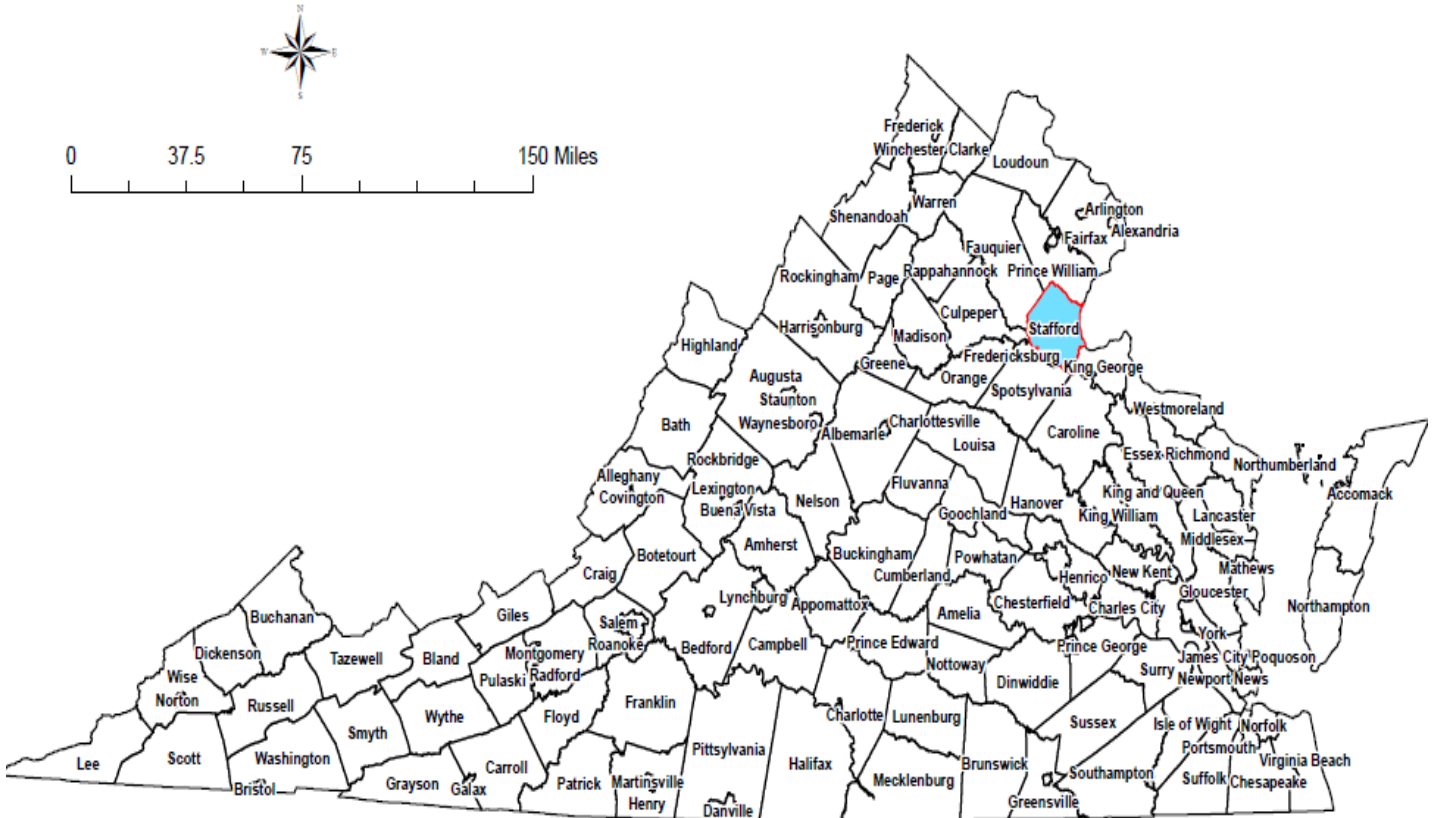
ELECTION DISTRICT BOUNDARIES

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



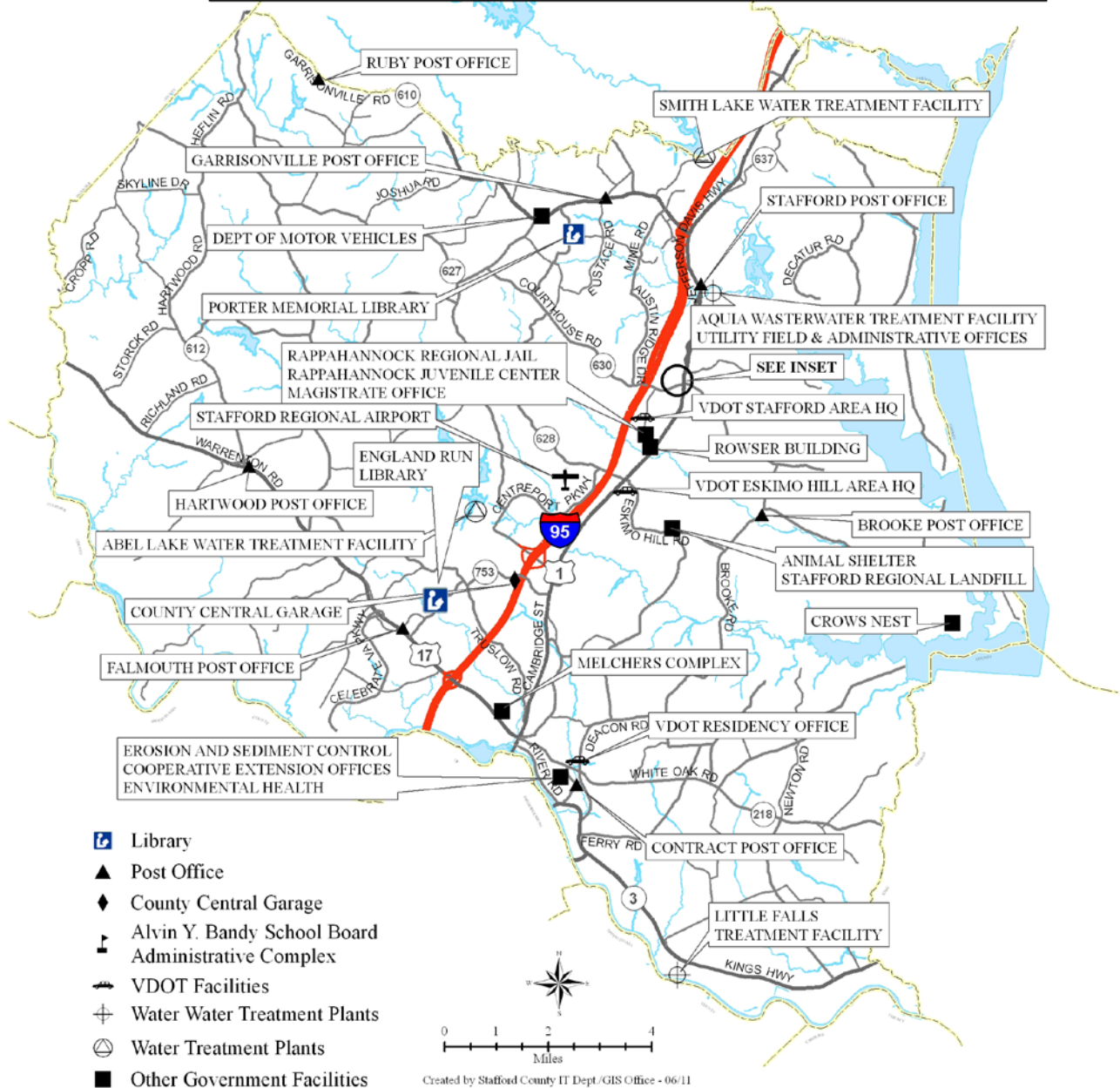
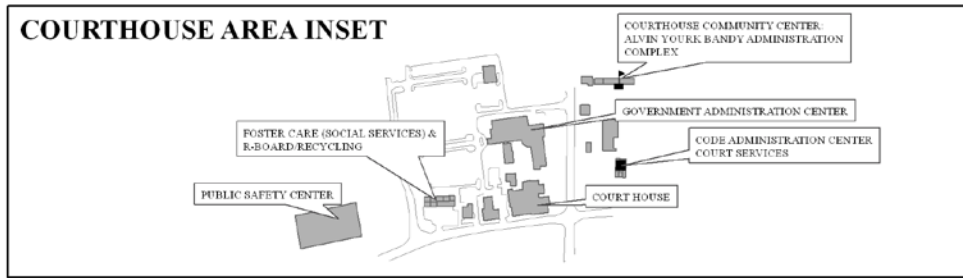


STAFFORD COUNTY, VIRGINIA





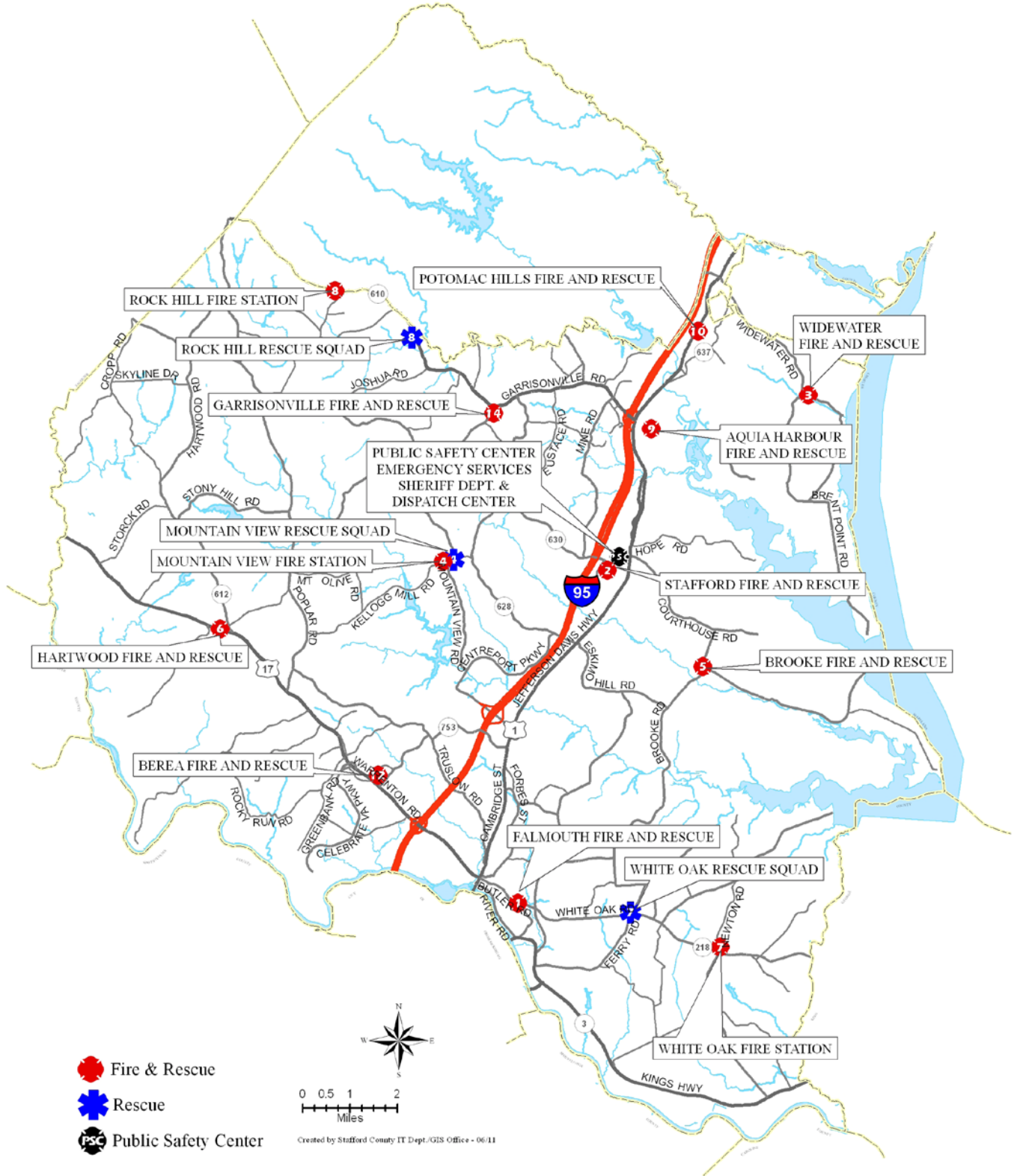
STAFFORD COUNTY FACILITIES



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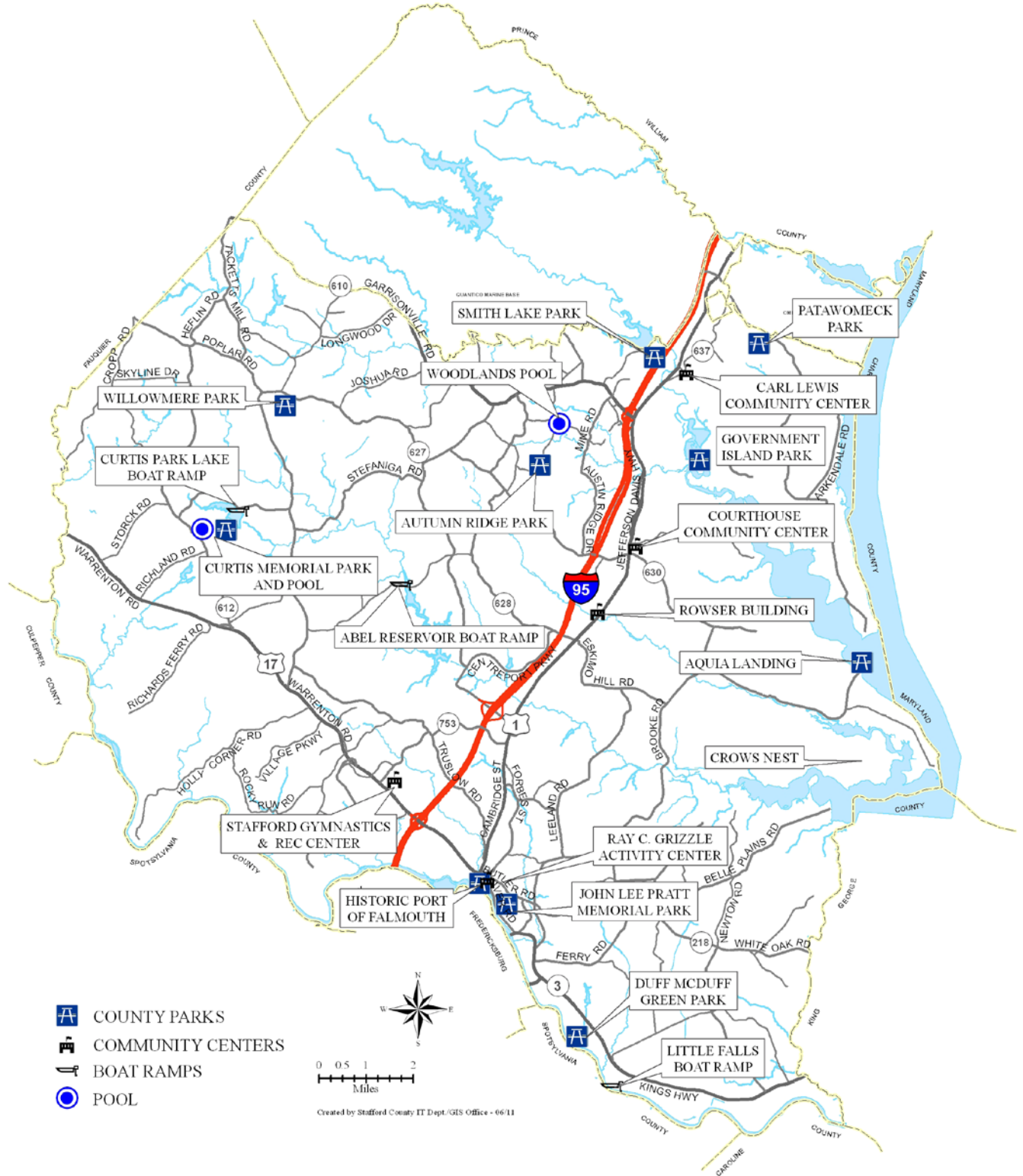


EMERGENCY SERVICES



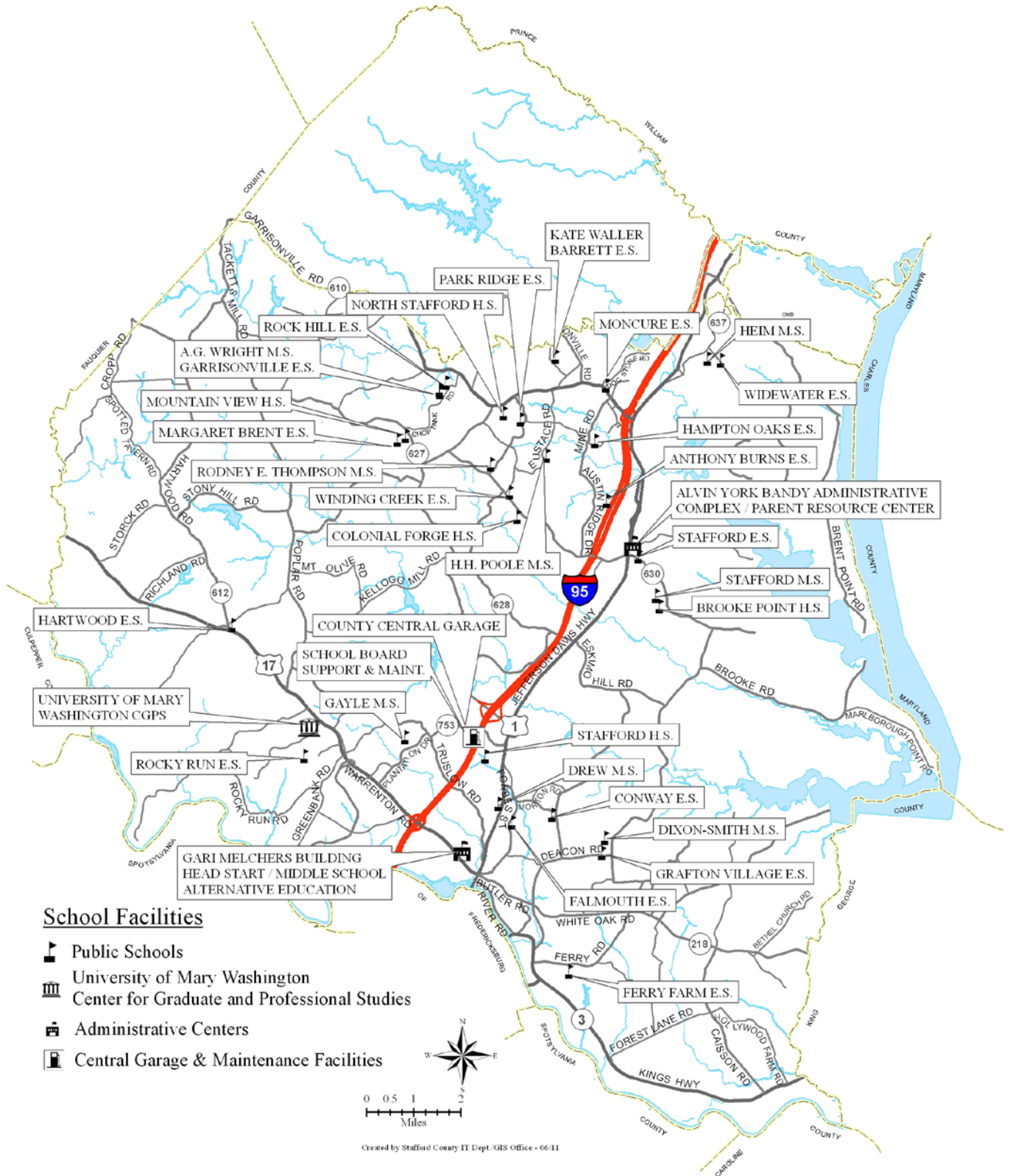


PARKS AND RECREATION





STAFFORD COUNTY SCHOOL FACILITIES



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 1st day of May, 2012:

<u>MEMBERS:</u>	<u>VOTE:</u>
Susan B. Stimpson, Chairman	Yes
Cord A. Sterling, Vice Chairman	Yes
Jack R. Cavalier	No
Paul V. Milde III	Yes
Ty A. Schieber	Yes
Gary F. Snellings	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Thomas, seconded by Mr. Snellings, which carried by a vote of 6 to 1, the following was adopted:

A RESOLUTION TO ESTABLISH TAX YEAR 2012 TAX RATES

WHEREAS, the Virginia Code requires that the governing body establish an annual levy of certain taxes for the calendar year; and

WHEREAS, a public hearing on the proposed calendar year 2012 tax rates was held on Wednesday, April 4, 2012, at 7:00 P.M. in the Board Chambers at the Stafford County Administration Center, 1300 Courthouse Road, Stafford, Virginia, 22554; and

WHEREAS, the Commissioner of the Revenue requires the timely establishment of tax levies to allow time for tax bills to be processed and received by the citizens;

NOW, THEREFORE, BE IT RESOLVED that all state recordation revenues be used for Transportation projects; and

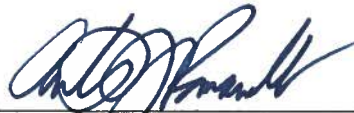
BE IT FURTHER RESOLVED by the Stafford County Board of Supervisors on this the 1st day of May, 2012, that the following rates be and they hereby are established for the tax year beginning January 1, 2012:

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>	<u>Effective Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate (Virginia Code § 58.1-3200.)	1.07	1.07
Tangible Personal Property (Virginia Code § 58.1-3500.) Includes all other classifications of personal property not specifically enumerated.)	6.89	2.76
Boats or watercraft. (Virginia Code §§ 58.1-3506 (1.a), (1.b), (12), (28), and (29).)	5.49	2.20
Motor Vehicles Specially Equipped for the Disabled (Virginia Code § 58.1-3506 (14).)	.10	0.04
Personal Property Volunteer Fire & Rescue (Virginia Code §§ 58.1-3506 (15) and (16).)	.0001	0.00
Camping trailers and recreational vehicles (Virginia Code §§ 58.1-3506 (18) and (30).)	5.49	2.20
One motor vehicle owned and regularly used by a veteran who has either lost, or lost the use of, one or both legs, or an arm or a hand, or who is blind or who is permanently and totally disabled as certified by the Department of Veterans Services. In order to qualify, the veteran shall provide a written statement to the commissioner of revenue or other assessing officer from the Department of Veterans Services that the veteran has been so designated or classified by the Department of Veterans Services as to meet the requirements of this section, and that his disability is service-connected. For purposes of this section, a person is blind if he meets the provisions of Virginia Code § 46.2-100. (Virginia Code § 58.1-3506 (19).)	.0001	0.00
Motor Carrier Transportation (Virginia Code § 58.1-3506 (25).)	.75	.30

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>	<u>Effective Rate Per One Hundred Dollars of Assessed Valuation</u>
All tangible personal property employed in a trade or business other than that described in Virginia Code §§ 58.1-3503 A.1. through A.18., except for subsection A.17. (Virginia Code § 58.1-3506 (26).)	5.49	1.92
Programmable computer equipment and peripherals employed in a trade or business (Virginia Code § 58.1-3506 (27).)	5.49	1.92
Machinery and Tools (Virginia Code § 58.1-3507.)	.75	0.30
Merchant's Capital (Virginia Code § 58.1-3509.)	.50	0.50
Mobile Homes (Virginia Code § 58.1-3506.)	1.07	1.07
Aircraft (Virginia Code §§ 58.1-3506(2) and (3).)	.0001	0.00
Garrisonville Road Special Service District (Virginia Code §§ 15.2-2400 through 15.2-2403.)	.088	.088
Warrenton Road Special Service District (Virginia Code §§ 15.2-2400 through 15.2-2403.)	.00	.00
Hidden Lake Special Service District (Virginia Code §§ 15.2-2400 through 15.2-2403.)	.451	.451
Hartlake Special Service District (Virginia Code §§ 15.2-2400 through 15.2-2403.)	.00	.00
Countywide Fire and Emergency Medical Services Tax District (Virginia Code § 27-23.1.)	.00	.00

In 2004, the General Assembly capped the amount of relief the State provided for Personal Property Tax Relief (PPTRA) at \$950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is \$12.5 million in CY2012. This allotment is to be distributed among all the qualifying vehicles. For tax year 2012, vehicles qualifying will be granted 41% relief.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nc

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 1st day of May, 2012:

<u>MEMBERS:</u>	<u>VOTE:</u>
Susan B. Stimpson, Chairman	Yes
Cord A. Sterling, Vice Chairman	No
Jack R. Cavalier	No
Paul V. Milde III	No
Ty A. Schieber	Yes
Gary F. Snellings	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Thomas, seconded by Mr. Snellings, which carried by a vote of 4 to 3, the following was adopted:

A RESOLUTION TO APPROVE THE FISCAL YEAR 2013 COUNTY BUDGETS

WHEREAS, a public hearing on the proposed Fiscal Year 2013 Budgets was held on Wednesday, April 4, 2012, at 7:00 P.M. in the Board Chambers of the Stafford County Administration Center, 1300 Courthouse Road, Stafford, VA; and

WHEREAS, the Board has held budget work sessions at which Board members have analyzed, deliberated, and reviewed citizen input; and

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

WHEREAS, the Board desires to support special education students in the County as identified by Stafford County Public Schools by providing educational services in the least restrictive, most cost effective environment, and within the community through expansion of the Public Day School; and

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 1st date of May, 2012, that the Fiscal Year 2013 Budgets for the various General Government Funds be and they hereby are adopted as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	247,291,942
Operating Budget Transfer to Schools	106,518,774
Public Day School Transfer to Schools	332,000
School Debt Service	26,203,740
Board of Supervisors	607,066
Capital Projects	2,865,782
Central Rappahannock Regional Library	4,967,212
Commissioner of the Revenue	2,576,931
Commonwealth's Attorney	2,864,733
Cooperative Extension	169,064
Corrections	7,819,046
County Administration	1,026,593
County Attorney	1,039,238
Clerk of the Circuit Court	1,456,220
Circuit Court	262,959
General District Court	102,556
Juvenile and Domestic Relations Court	68,223
Magistrate	9,328
15th District Court Services Unit	415,087
Debt Service County	9,979,518
Economic Development	696,070
Finance and Budget	1,490,772
Fire and Rescue	14,957,895
Human Resources	378,983
Human Services, Office of	4,298,505
Information Technology	2,122,646
Non-Departmental	3,612,446
Parks, Recreation and Community Facilities	10,147,178
Partner Agencies	1,866,077
Planning and Zoning	2,562,841
Public Works	4,026,646
Registrar & Electoral Board	422,574
Sheriff	22,858,653
Social Services	6,655,498
Treasurer	1,911,088

GENERAL GOVERNMENT FUNDS

Asset Forfeiture Fund	300,000
Fleet Services Fund	4,105,023
General Capital Improvements Fund	530,390
Hidden Lake Special Revenue Fund	105,449
Garrisonville Road Service District Fund	1,870,000
Warrenton Road Service District Fund	776,000
Tourism Fund	1,379,759
Transportation Fund	9,348,256
Utilities Funds	86,867,441

BE IT FURTHER RESOLVED that the Fiscal Year 2013 School Budget be and it hereby is approved in the following amounts:

II. SCHOOL FUNDS

Construction Fund	245,618
Grants Fund	11,157,482
Health Services Fund	24,668,261
Nutrition Services Fund	11,776,004
School Operating Fund	247,447,022
Workers' Compensation Fund	676,071

BE IT FURTHER RESOLVED that the Board of Supervisors is budgeting sufficient funds for and encourages the School Board to implement a 2.5% salary increase for all School employees; and

BE IT FURTHER RESOLVED that \$332,000 be included in the local transfer to the Schools, contingent on execution of a mutual agreement of understanding between the Superintendent and the County Administrator to provide the necessary supports to expand public day school services; and

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

General Fund	
Non-Public Safety	328
Public Safety	341
Utilities Fund	139
Capital Projects Fund	3
Tourism Fund	0
Grants Fund	<u>7</u>
Total	818

BE IT FURTHER RESOLVED that the Contribution Strategy for Employee Health Care, adopted in Resolution R09-165, be amended as follows:

	Key Care 15		Key Care 30	
	Employee Only	Dependent Coverage	Employee Only	Dependent Coverage
FY2012	5%	10%	2.50%	5%
FY2013	10%	15%	2.50%	5%

; and

BE IT FURTHER RESOLVED that FY2012 health insurance savings be used to grant a health insurance premium holiday for County employees from July, 2012, through March, 2013; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to continue the Employee Pay for Performance Program, effective January 1, 2013, with an average salary increase of 2.5%; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to implement the Virginia Retirement System (VRS) 5/5 whereby employees pay their share of retirement contribution and receive a salary increase in an equal amount, effective 7/1/12; and

BE IT FURTHER RESOLVED that Rollback Tax Revenues in excess of \$80,000 be dedicated to the County's Purchase of Development Rights program; and

BE IT FURTHER RESOLVED that the Board intends to purchase the upgrades to the land information software system using funds in the Capital Projects Reserve to be reimbursed by a technology fee levied on land development applications; and

BE IT FURTHER RESOLVED that the County Administrator be and hereby is authorized to approve contracts for the purchase of replacement public safety vehicles, consistent with the budget; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2013 Potomac and Rappahannock Transportation Commission subsidy of \$82,000 and the Virginia Railway Express subsidy of \$2,347,707, and authorizes the payment of the subsidies during FY2013 from the County's Motor Fuels Tax Revenue account.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nc

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 1st day of May, 2012:

<u>MEMBERS:</u>	<u>VOTE:</u>
Susan B. Stimpson, Chairman	Yes
Cord A. Sterling, Vice Chairman	No
Jack R. Cavalier	Yes
Paul V. Milde III	No
Ty A. Schieber	Yes
Gary F. Snellings	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Thomas, seconded by Mr. Snellings, which carried by a vote of 5 to 2, the following was adopted:

**A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2013
COUNTY BUDGETS**

WHEREAS, the Board held budget work sessions at which members have analyzed, deliberated, and reviewed citizen comments at the public hearing held on April 4, 2012; and

WHEREAS, the Board is committed to maintaining the undesignated fund balance and wishes to retain adequate budgetary control given the challenging economic climate; and

WHEREAS the Schools operating budget includes revenues in the amount of \$2,298,046 identified as prior year carry-forward funds that must be confirmed by the FY2012 audit prior to re-appropriation;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 1st day of May, 2012, that the General Fund General Government expenditures (other than debt service) and Local School Transfer (other than debt service) be and they hereby are appropriated at 95% of the Adopted FY2013 Budgets; and

BE IT FURTHER RESOLVED that debt service be and it hereby is appropriated at 100% of the Adopted FY2013 Budgets; and

BE IT FURTHER RESOLVED that the Fiscal Year 2013 Budgets for the various General Government Funds be and they hereby are appropriated as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	236,827,310
Operating Budget Transfer to Schools	101,192,835
Public Day School Transfer to Schools	315,400
School Debt Service	26,203,740
Board of Supervisors	576,713
Capital Projects	2,722,493
Central Rappahannock Regional Library	4,718,851
Commissioner of the Revenue	2,448,084
Commonwealth's Attorney	2,721,496
Cooperative Extension	160,611
Corrections	7,518,896
County Administration	975,263
County Attorney	987,276
Clerk of the Circuit Court	1,383,409
Circuit Court	249,811
General District Court	97,428
Juvenile and Domestic Relations Court	64,812
Magistrate	8,862
15th District Court Services Unit	394,333
Debt Service County	9,979,518
Economic Development	661,267
Finance and Budget	1,416,233
Fire and Rescue	14,210,000
Human Resources	360,034
Human Services, Office of	4,083,580
Information Technology	2,016,514
Non-Departmental	3,431,824
Parks, Recreation and Community Facilities	9,639,819
Partner Agencies	1,772,773
Planning and Zoning	2,434,699
Public Works	3,825,314
Registrar & Electoral Board	401,445
Sheriff	21,715,720
Social Services	6,322,723
Treasurer	1,815,534

GENERAL GOVERNMENT FUNDS

Asset Forfeiture Fund	300,000
Fleet Services Fund	4,105,023
General Capital Improvements Fund	530,390
Hidden Lake Special Revenue Fund	105,449
Garrisonville Road Service District Fund	1,870,000
Warrenton Road Service District Fund	776,000
Tourism Fund	1,379,759
Transportation Fund	9,348,256
Utilities Funds	86,867,441

BE IT FURTHER RESOLVED that the Fiscal Year 2013 School Budget be and it hereby is appropriated in the following amounts:

II. SCHOOL FUNDS

Construction Fund	245,618
Grants Fund	11,157,482
Health Services Fund	0
Nutrition Services Fund	11,776,004
School Operating Fund	239,806,437
Workers' Compensation Fund	676,071

BE IT FURTHER RESOLVED that the Board will consider the appropriation of the Health Services Fund following the receipt of detailed budget information from the Schools; and

BE IT FURTHER RESOLVED that the Board will consider the appropriation of the 5% balance of the General Fund, General Government budget (less debt service), and the Local School Transfer, following the mid-year review and the FY2012 audit completion, in consideration of current financial conditions; and

BE IT FURTHER RESOLVED that, after the midyear review, up to \$200,000 of any positive results of operations will be used for Parks Capital projects; and

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

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

BE IT FURTHER RESOLVED that in accordance with the Board's Principles of High Performance Financial Management, the Board will consider any requests for re-appropriation of Fiscal Year 2012 carryover funds for County and Schools following the completion of the FY2012 audit and in consideration of the current financial conditions; and

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

1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
2. Defaulted developer and builder securities to be used for uncompleted projects;
3. Donations for a specific purpose; and

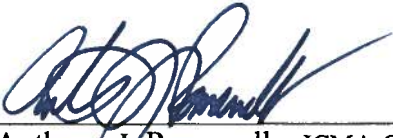
BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to approve insurance settlements less than \$100,000, in concurrence with the County's insurance carrier; and

BE IT FURTHER RESOLVED that to comply with Governmental Accounting Standards Board Statement No. 54 (GASB 54) and Generally Accepted Accounting Practices, some projects or sets of accounts may need to be moved between funds, and the County Administrator be and he hereby is authorized to make such transfers; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to extend the FY2012 financial accrual period until August 25, 2012, commensurate with the extended tax payment deadline; and

BE IT STILL FURTHER RESOLVED that to ensure the taxpayers of Stafford County are paying the lowest tax rates possible, all outside funding sources such as State Funds, Federal Funds, Proffers, and User Fees will be designated to be spent first, with any local matches that are required. After all these funds are spent, local tax dollars will be spent.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nac

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 1st day of May, 2012:

<u>MEMBERS:</u>	<u>VOTE:</u>
Susan B. Stimpson, Chairman	Yes
Cord A. Sterling, Vice Chairman	No
Jack R. Cavalier	Yes
Paul V. Milde III	No
Ty A. Schieber	Yes
Gary F. Snellings	Yes
Robert "Bob" Thomas, Jr.	Yes

On motion of Mr. Thomas, seconded by Mr. Snellings, which carried by a vote of 5 to 2, the following was adopted:

A RESOLUTION TO ADOPT THE FISCAL YEAR 2013-2022 CAPITAL IMPROVEMENTS PROGRAM WITH INTENT TO REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed Fiscal Year 2013-2022 Capital Improvement Program was held on Wednesday, April 4, 2012, at 7:00 P.M. in the Board Chambers of the Stafford County Administration Center, 1300 Courthouse Road, Stafford, VA; and

WHEREAS, the Board has considered the recommendations of the County Administrator and the public testimony at the public hearing; and

WHEREAS, the Ten-year Capital Improvements Program (CIP) is a significant part of the Comprehensive Plan; and

WHEREAS, the Board finds that it is necessary to identify needed capital improvements;

NOW, THEREFORE BE IT RESOLVED by the Stafford County Board of Supervisors on this the 1st day of May, 2012, that the FY2013-2022 CIP, as directed by the Board of Supervisors be and it hereby is adopted as part of the Comprehensive Plan; and

BE IT FURTHER RESOLVED that Intent to Reimburse Certain Capital Improvement Expenditures for projects indicated in the FY2013-2022 CIP be and it hereby is adopted as follows:

Fire Station #14	Route 1, Jefferson Davis Highway
Fire & Rescue Training Center	Route 608, Brooke Rd, South Of Eskimo Hill
Replacement Apparatus	Route 608, Brooke Road, East Of Raven Road
Fire & Rescue Station – Centerport	Route 616, Poplar Rd, North Of Kellogg Mill Rd
F&R Self-Contained Breathing Apparatus	Route 616, Poplar Rd, South Of Mt View Rd
Telegraph Road West	Route 627, Mountain View Road North Of Centreport Parkway
Boswell’s Corner Improvements	Route 627, Mt View Rd From Joshua Rd To Rose Hill Farm Rd
Upton Lane	Route 627, Mt View Rd, & Route 651, Kellogg Mill Rd, Intersection
Falmouth Safety & Parking Improvements	Route 644, Rock Hill Church Road
Butler Road	Route 17, Warrenton Road
IT Infrastructure	Route 610, Garrisonville Road
Land Acquisition	Courthouse Rd & Route 1 Intersection Improvements
Improvements to Existing Parks	Route 606, Ferry Road
Chichester Park	Route 630: Cedar Lane To Winding Creek Rd
Curtis Park Pool	Route 630: Winding Creek Rd To Shelton Shop Rd
McDuff Green Park Phase 2	Route 637, Telegraph Road
Musselman Park	Route 651, Kellogg Mill Road Relocation
Rectangular Fields with Land	Route 652, Truslow Road, East Of I-95
Bond Trails	Route 652, Truslow Road, West Of I-95
Future Park Bond Projects	Pedestrian Improvements
Park Infrastructure	Poplar Road Phase 1
Animal Shelter	Sebring Circle
Courthouse Addition	Courthouse Streetscape, Phase 1
Library	Courthouse Streetscape, Phase 2
Bike Trails	
Stormwater	
Route 627 Mt. View Rd Ext. To High School	
Staffordboro Parking Lot	
Transportation Future Projects	

Schools

Stafford High School	Moncure Elementary Replacement
Career & Technical Center	Pavement Upgrades
Fleet Services Addition	School Site Improvements
Grafton Elementary Renovation	Environmental Equipment Upgrades
Ferry Farm Elementary Replacement	Roof Repair or Replacement
Brooke Point High School Addition	Elementary School #18 with Head Start
Colonial Forge High School Addition	Mountain View High School Addition
Stafford Elementary Renovation	Fiber Optic

Utilities

Regional Water Interconnection	Small Water Projects
Rocky Pen Run WTF - Membranes	VDOT/Falmouth Interchange Water Project
342 Water Zone System Improvements	Water Distribution System Rehab Program
Moncure Water Booster Pump Station	480 Water Zone System Improvements
Courthouse Area Water Tank	Potomac Creek PS & FM Replacement
Courthouse Water System Improvements	Wastewater PS Rehabilitation
Celebrate Virginia Water Tank	Austin Run Pump Station Replacement
Rocky Pen Run Water Treatment Facility	Claiborne Run Gravity Sewer Replacement
Able Lake WTF Upgrade	Claiborne Run Pump Station & Force Main Replacement
Rocky Pen Run Mitigation Projects	County Ridge Pump Station Replacement
310 Zone water System Improvements	Ebenezer Church Pump Station Replacement
Rocky Pen Run Dam and Reservoir	Equipment Replacement – Aquia WWTF
Replacement of 650 ft. of Claiborne Run	Equipment Replacement – Little Falls Run WWTF
Sewer Interceptor	Falls Run Pump Station & Force Main Replacement
Route 1 North Sewer	Falls Run Sewer Interceptor Replacement – Phase 1
Small Sewer Projects	Falls Run Sewer Interceptor Replacement – Phase 2
Sweetbriar Woods Pump Station & Force	Gravity Sewer Along Austin Run
Main Replacement	Little Falls Run WWTF – 3 rd Treatment Train
Wastewater Collection System	N Stafford Industrial Park Pump Station Replacement
Rehabilitation Projects	Oaks of Stafford Pump Station Replacement
Wastewater Pump Station Replacements	Old Route 3 Pump Station Replacement
Wayside Sewer Interceptor	Vehicles & Equipment Replacements
	Stafford County Complex

NOTICE OF INTENT TO REIMBURSE
CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2013-2022 Capital Improvements Program (“Projects”) with tax-exempt or taxable bonds, or other obligations (“the “Bonds”) and to reimburse capital expenditures paid by Stafford County (including expenditures previously paid by the County to the extent permitted by law) in connection with the Projects before the issuance of the Bonds.

Section 2: Source of Interim Financing and Payment of Bonds. Stafford County expects to pay the capital expenditures related to the Projects, and incurred before the issuance of the Bonds, with an interfund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the projects to be financed in the FY2013-2022 Capital Improvements Program. The maximum amount of Bonds expected to be issued for the Projects is \$393,994,000.

Section 3: Effective Date; Public Inspection. This Resolution is adopted for the purposes of complying with Treasury Regulation Section 1.150-2 or any successor regulation, and shall be in full force and effect upon its adoption. The Clerk of the Board shall file a copy of this Resolution in the records of Stafford County, available for inspection by the general public during Stafford County's normal business hours.

A Copy, teste:



Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo



POLICY AND GOALS

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

- Board of Supervisor's Priorities
- 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 SUPERVISOR'S PRIORITIES

The Board of Supervisors held a special meeting on February 11th to discuss the FY2013 budget. The results are outlined below.

The Board identified its FY2013 top priorities for the community:

- Fiscal responsibility and reducing the tax burden
- Education
- Public safety
- Infrastructure
- Economic Development
- Service excellence

The Board provided the following direction to staff in crafting a proposed budget for FY2013:

- No tax increase
- Increase local funding for schools
- Take a critical look at Warrenton Road Service District
- Review personal property tax rates on vehicles

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.

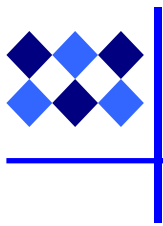
**Stafford County
Belongs To All Of Us**





COUNTY PLANNING PROCESSES

	TYPE OF PROCESS	DESCRIPTION OF PROCESS	BUDGET IMPACTS
Operating Budget Forecast	Five year operating plan to facilitate financial planning	Budget staff works with departments to determine key assumptions to project major revenue sources & expenditures.	Provides for budget stability, planning & direction for future resource allocation decision-making.
Capital Improvements Program	Ten year plan that includes project listing by plan year	County Administrator submits plan for Board of Supervisors approval by resolution with possible amendments.	Provides predictable funding level from year to year to allow adequate planning for debt service requirements & operating costs of new facilities & infrastructure improvements.
Economic Development Strategy	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.
Parks and Recreation	Fifteen year Facilities Plan for parks and open space recommends improvements to the County's present park and recreation facilities and undeveloped park lands	Department identifies projects based on needs and funding. Working together with the Parks and Recreation Commission prioritizes projects for recommendation to the Board of Supervisors in the form of 5 year CIP.	Long term planning for parks and facilities that integrate with the 5-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
Building Maintenance	Five year plan by facility & maintenance activity or project	Property Management Department prioritizes other Departments requests for projects along with known maintenance requirements.	Provides for a stable annual level of expenditures to insure the continued maintenance of county facilities.
Grounds Maintenance	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.
Strategic Technology Plan	Five year information systems plan	Major initiatives are established with departments, constitutional offices & schools.	Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.
Comprehensive Water & Wastewater Master Plan	Twenty year plan to define the County's anticipated water & wastewater needs	Department of Utilities develops a Comprehensive Water & Wastewater Master Plan that supports development of the County in accordance with its adopted Land Use Plan.	Identifies future costs for water & wastewater infrastructure & establishes current per gallon prices to be charged to developers in accordance with the County's Pro-Rata Policy.
Comprehensive Plan	Long range plan designed to manage & direct growth	Provides focal point for growth management policies, which attempt to achieve balanced development, phased in conjunction with the provision of adequate public facilities & infrastructure.	Provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development related ordinances.
Transportation Plan	Long-range plan to maintain & improve the County's transportation system	Planning develops the Transportation Plan based on build-out of the Land Use Plan. The Plan identifies transportation policies, programs & facilities necessary to meet local & regional transportation demands.	Long range planning for highway infrastructure needs.
Regional Stormwater Management Plan	A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds	The County has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site storm water management facilities located at each department project. Stafford County will maintain the ponds.	The construction of the ponds is funded through proffers and prorated share payments made by each user of the pond. Construction or maintenance may be funded in total by a storm water utility, if established by the Board of Supervisors.
Telecommunications Plan	A component of the Comprehensive Plan to ensure adequate provisions of a telecommunications infrastructure within the County that promotes public safety and economic development	The Planning Commission reviews the plan due to the proliferation of tower sites in the County. The Planning Commission's Comprehensive Plan Committee reviews the Plan with input from the telecommunications industry.	Ensures adequate infrastructure for communications needs.



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1.0 Introduction

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

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

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

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

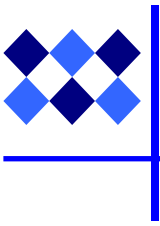
The Stafford County Comprehensive Plan emphasizes maintaining and enhancing the quality of life for existing and future residents of the County.



View of Crow's Nest from Accokeek Creek

1.1 Background

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



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Established in 1664, Stafford County has a rich history from pre-colonial days to the industrialization of the nineteenth century. The County has important associations with major events and people in our nation's history. This history is



Stafford County in Regional Context

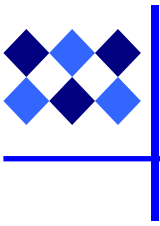
documented by the County's bountiful archaeological and architectural remains. Stafford remained mostly a rural community until the construction of Interstate 95 during the late 1960s. Since that time, the County has experienced a growth rate that, for a period of time, ranked it among the fastest growing jurisdictions in the nation.

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

1.2 Purpose of the Plan

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

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



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

1.3 Format of the Plan

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

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

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

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

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

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

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

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

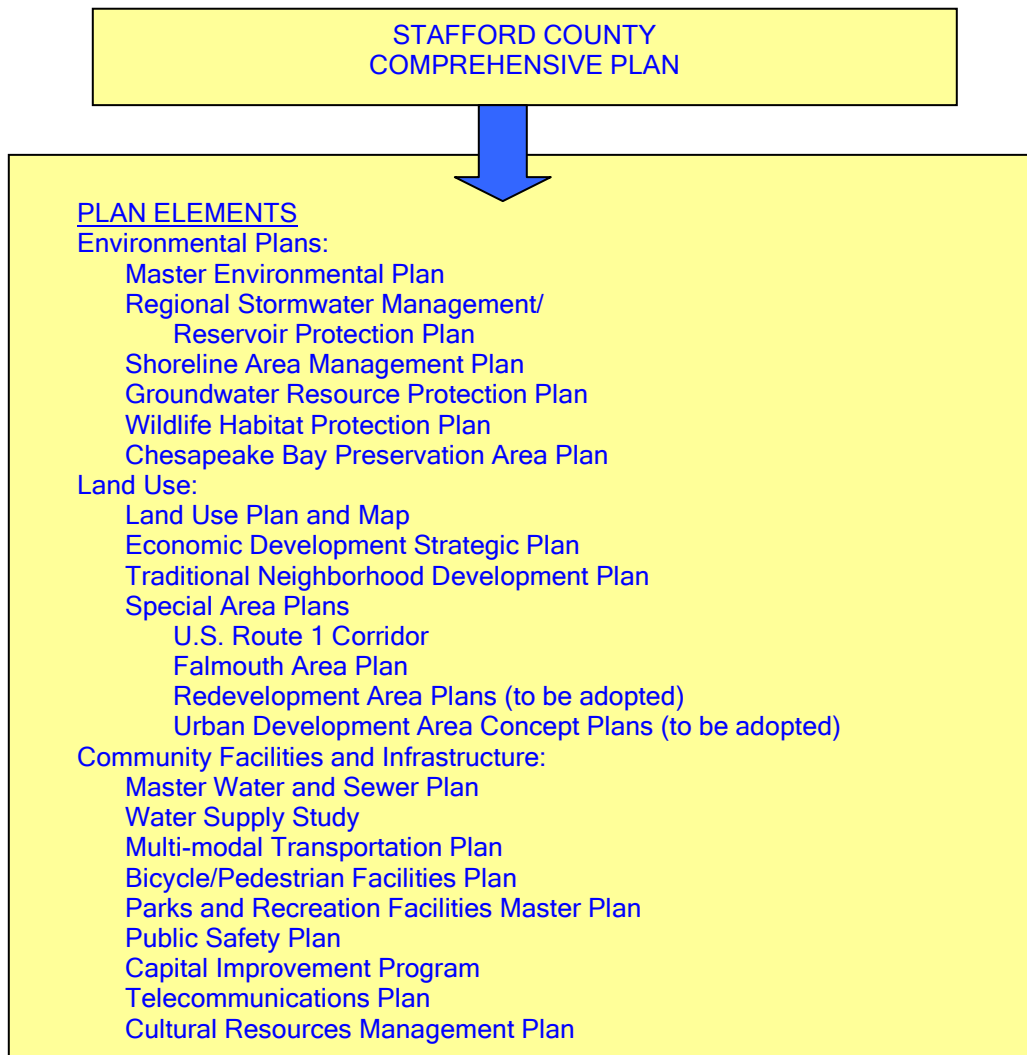
1.4 Relationship to other Plan Elements

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

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



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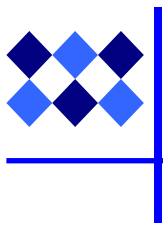


1.5 Legal Basis for the Plan

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

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

"The comprehensive plan shall be general in nature, in that it shall designate the General or approximate location, character, or extent of each feature, including any road improvement and any transportation



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improvement, shown on the plan and shall indicate where existing lands or facilities are proposed to be extended, widened, removed, relocated, vacated, narrowed, abandoned, or changed as the use may be.

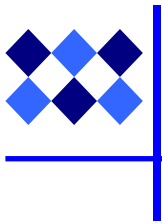
As part of the Comprehensive Plan, each locality shall develop a transportation plan that designates a system of transportation infrastructure needs and recommendations that may include the designation of new and expanded transportation facilities and that support the planned development of the territory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

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

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

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

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

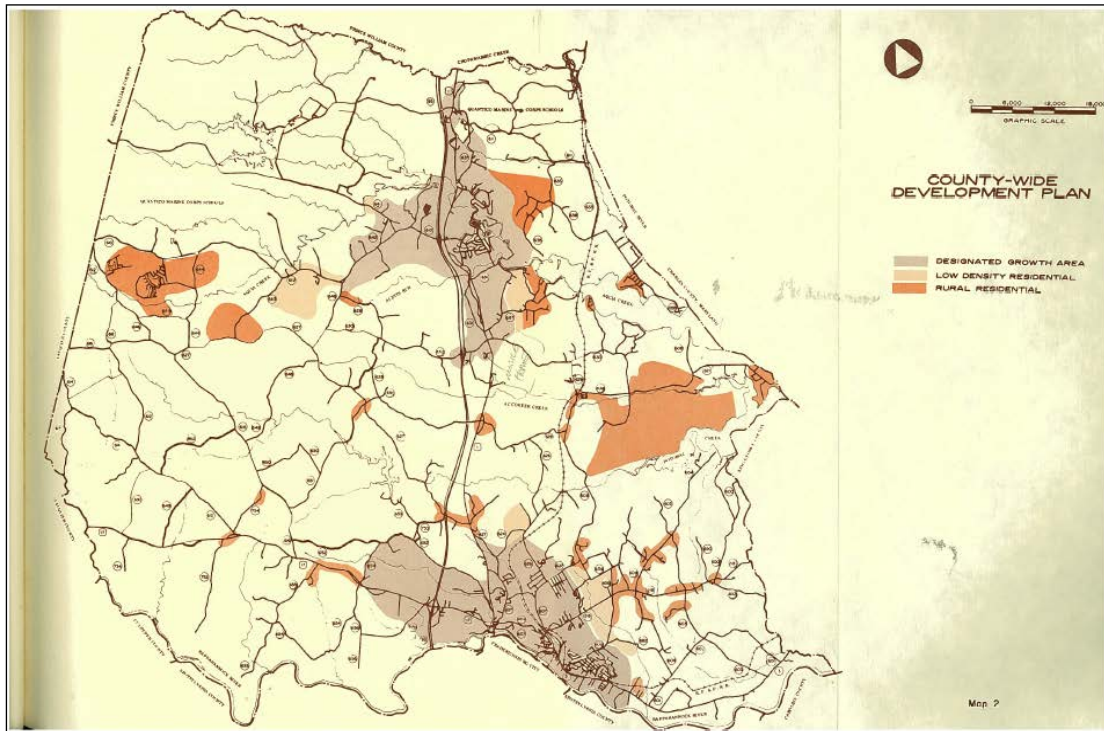


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1.6 History of the Comprehensive Plan in Stafford County

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

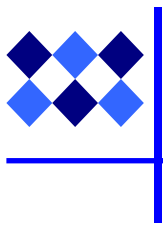
Comprehensive planning efforts continued into the early 1970's primarily through the assistance of the Rappahannock Area Development Commission (RADCO), now referred to as George Washington Regional Commission (GWRC). In 1973, increases in staff permitted a greater focus on long-range planning issues.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



The Comprehensive Development Plan - 1979

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

land uses. The location of major transportation routes, existing public utilities, and existing public facilities was also considered. The intention was to identify areas for growth that limited impacts on environmental and historic resources and took advantage of major existing roads and public



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utilities, while ensuring that new development was able to utilize existing park, school, library, and fire/rescue facilities effectively.

These efforts culminated in the adoption of a new County Land Use Plan as the first component of the County's Comprehensive Plan, in July 1988. This Land Use Plan provided a basis for the development of numerous Comprehensive Plan components and planning documents. These plans identify the various needs for the County relative to parks, schools, utilities, public safety, and transportation, while also identifying a course for development of plans to protect sensitive environmental resources. The Land Use Plan was now being used to determine the needs of the County in several important areas. Water and sewer lines were sized to accommodate future land uses in the Plan, road improvements were directly related to the Plan, as were the potential needs of the County for parks, schools, fire/rescue, libraries, and other services. The Land Use Plan was revised several times since its adoption, most recently in 1996 and 2003.

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

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

1.7 Preparation of the Plan

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

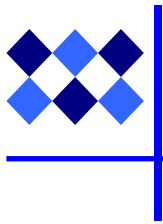
Steering Committee Meetings

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

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

Inventory

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



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Focus Group Sessions & Interviews

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

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

Public Meetings/Hearings

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

Community Survey

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

Implementation

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

Revisions to the Plan

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

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

1.8 Use of the Plan

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

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

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

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

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



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2.0 The Foundation for the Future

2.1 Introduction

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

2.2 Goals, Objectives and Policies

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

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

Sustainability

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

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

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

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

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

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

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

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



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

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

Policy 1.1.6. The Erosion and Sediment Control, Stormwater Management, Water, Sewer and Sewage Disposal, Wetlands, Subdivision and Zoning and any other relevant chapters of the Code of Stafford County should be updated to be consistent with the goals, objectives and policies of the Comprehensive Plan.

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

Objective 1.2. Direct growth into the Urban Services Area.

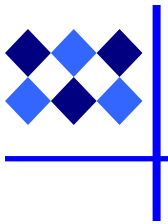
Policy 1.2.1. Establish a clear Urban Services Area boundary in a location that is suitable to accommodate residential and commercial development characterized by the presence of public facilities, utilities, and government services.

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



COMPREHENSIVE PLAN

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

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

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

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

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

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

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

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

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

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

Objective 1.8. Integrate land use and transportation decisions.

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

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

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



COMPREHENSIVE PLAN

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

Fiscal Responsibility

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

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

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

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

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

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

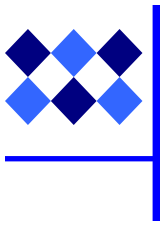
Policy 2.1.2. Amendments to the Comprehensive Plan, including the Land Use Map, should not create additional excess residential capacity.

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

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

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

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



COMPREHENSIVE PLAN

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



COMPREHENSIVE PLAN

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

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

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

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

Environment

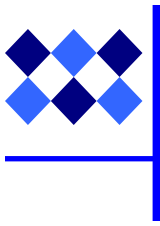
Our decision to occupy and alter Stafford County's landscape has resulted in increased volumes and concentrations of specific pollutants in the air, in surface and ground waters, and in the soil. These pollutants can harm both the natural and the human environment.

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

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

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

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



COMPREHENSIVE PLAN

Goal 3. Stafford County encourages its citizens and businesses to preserve and protect Stafford's natural and environmental resources through voluntary efforts.

Objective 3.1. Ensure that environmental protection efforts meet federal and state mandates with minimal impacts on the County.

Policy 3.1.1. Stafford County recognizes that certain environmental requirements are mandated by federal and state regulations, including, but not limited to, the state Chesapeake Bay Preservation Act, Wetlands Code, the federal Clean Water Act, Clean Air Act, and National Flood Insurance Program. When trying to meet the objectives of state and federal mandates and a menu of options are provided to meet objectives, emphasis should be placed on incentive based measures.

Policy 3.1.2. Stafford County should encourage and support community education programs to educate the public, its citizens and businesses about green programs, federal and state environmental mandates and requirements.

Policy 3.1.3. - Development proposals that are projected to cause a substantial increase in auto related air pollutants should provide a transportation management strategy which minimizes dependence on single occupant automobiles. This shall apply to residential and non-residential development proposals that meet the requirements to submit a traffic impact analysis in accordance with VDOT criteria. The types of strategies employed may include, but not be limited to:

- Provision of an interconnected street network within a development and to adjoining property to potentially shorten trip lengths
- Incorporation of pedestrian and bicycle facilities into the design of the development
- Promotion of ride sharing programs by employment centers
- Design commercial projects to limit vehicle trips within the shopping complex
- In mixed use developments, focus residential uses within ¼ mile of shopping and employment opportunities, with the design, configuration, and mix of uses emphasizing a pedestrian oriented environment.
- Enhancement of telecommunications infrastructure to promote work from home opportunities
- Provision of shuttle buses to transportation nodes.

Objective 3.2. Preserve and improve air quality.

Policy 3.2.1. Establish land use patterns and transportation facilities that encourage the use of public transportation and reduce trip lengths to reduce emissions of nitrous oxide, carbon monoxide, and hydrocarbons from automobiles.

Policy 3.2.2. Implement transportation strategies that reduce auto travel and improve traffic flow, thereby reducing auto emissions.

Policy 3.2.3. Encourage the application of state of the art technology toward the reduction of emissions from stationary sources of air pollution.

Objective 3.3. Prevent and reduce pollution of surface and groundwater resources. Protect and restore the ecological integrity of streams in Stafford County.

Policy 3.3.1. Continue to study and evaluate the need for the establishment of a Stormwater Utility.

Policy 3.3.2. Maintain a best management practices (BMP) program for Stafford County, ensure that new development and redevelopment complies with the County's best management practice (BMP) requirements, and monitor the performance of BMPs. Update BMP requirements as newer, more effective strategies become available.



COMPREHENSIVE PLAN

Policy 3.3.3. Preserve the integrity and the scenic and recreational value of stream valleys when locating and designing storm water detention and BMP facilities. In general, such facilities should not be provided within stream valleys unless they are designed to provide regional benefits or unless the stream has been significantly degraded.

Policy 3.3.4. When facilities within the stream are appropriate, encourage the construction of facilities that minimize clearing and grading, such as embankment-only ponds, or facilities that are otherwise designed to maximize pollutant removal while protecting, enhancing, and/or restoring ecological integrity.

Policy 3.3.5. Update erosion and sediment regulations and enforcement procedures as new technology becomes available. Minimization and phasing of clearing and grading are the preferred means of limiting erosion during construction.

Policy 3.3.6. Where practical and feasible from a design and cost standpoint, retrofit older stormwater management facilities to perform water quality functions to better protect downstream areas from degradation.

Policy 3.3.7. Protect water resources by maintaining high standards for discharges from point sources.

Policy 3.3.8. Establish a program to monitor Stafford County's surface and groundwater resources.

Policy 3.3.9. Encourage land use activities to protect surface and groundwater resources.

Policy 3.3.10. For new development and redevelopment, apply better site design and low impact development (LID) techniques, and pursue commitments to reduce stormwater runoff volumes and peak flows, to increase groundwater recharge, and to increase preservation of undisturbed areas.

Policy 3.3.11. Encourage watershed management planning and consider any watershed management plans that are adopted or endorsed by the Board of Supervisors as a factor in making land use decisions.

Policy 3.3.12. Optimize stormwater management and water quality controls and practices for redevelopment consistent with revitalization goals.

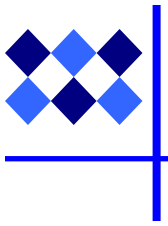
Policy 3.3.13. Natural wetlands should not be used as silt ponds, or serve as the receiving area for stormwater.

Objective 3.4. Protect the Potomac Estuary, the Rappahannock, and the Chesapeake Bay from the avoidable impacts of land use activities in Stafford County.

Policy 3.4.1. Ensure that new development and redevelopment complies with the County's Chesapeake Bay Preservation Ordinance, as applied to Chesapeake Bay Preservation Areas adopted by the Board of Supervisors.

Policy 3.4.2. Evaluate the need to strengthen the County's Chesapeake Bay Preservation Ordinance by amending the Ordinance to include, but not be limited to, additional protection of streams as allowed under the State statute. Implement all recommendations contained in the *Chesapeake Bay Preservation Area Plan* element of the Comprehensive Plan.

Policy 3.4.3. Where tidal shoreline erosion control measures are needed, consider recommendations contained in the "Shoreline Protection Policies" in the *Chesapeake Bay Plan* element of the Comprehensive Plan dated November 2001.



COMPREHENSIVE PLAN

Policy 3.4.4. Boating and other tidal shoreline access structures should be sited, designed, and constructed in a manner that minimizes adverse environmental impacts. Where County approval of tidal shoreline access structures is needed, the following guidelines should be consulted and considered in the decision-making process: the Chesapeake Bay Program's document entitled "Chesapeake Bay Area Public Access Technical Assistance Report;" and the following guidelines issued by the Virginia Marine Resources Commission; "Shoreline Development BMPs," "Wetlands Guidelines," and "Subaqueous Guidelines."

Policy 3.4.5. Support efforts to mitigate or compensate for losses of wetlands impacted by shoreline structures and development.

Objective 3.5. Conserve and restore tree cover on developed and developing sites.

Policy 3.5.1. Establish tree cover requirements and implement through tree preservation rather than tree planting where existing tree cover exists.

Policy 3.5.2. Protect or restore the maximum amount of tree cover on developed and developing sites consistent with planned land use and good silvicultural practices.

Policy 3.5.3. Use open space/conservation easements as appropriate to preserve woodlands, monarch trees, and/or rare or otherwise significant stands of trees, as identified by the County.

Objective 3.6. Establish mechanisms to protect scenic and/or sensitive environmental resources in perpetuity.

Policy 3.6.1. Create open space and conservation easement policies.

Policy 3.6.2. Create an Environmental Quality Corridor (EQC) system to identify, protect and restore areas that have a desirable or scarce habitat; provide "connectedness" for wildlife movement; desirable aesthetic features; and/or pollution reduction capacities, prioritizing stream valleys.

Policy 3.6.3. Encourage incentives for private placement of land in open space and conservation easements, and within a protected EQC.

Policy 3.6.4. Preserve and protect the natural beauty of Stafford County's topography, including its view sheds, waterways and signature rolling hills and valleys.

Objective 3.7. Encourage parks and natural areas to include low-impact recreational and educational uses.

Policy 3.7.1. Incorporate plans for natural areas and parks for low-impact uses into the Parks and Recreation Master Plan.

Policy 3.7.2. Permanently protect the Crow's Nest peninsula in the areas designated on the Land Use Map.

Policy 3.7.3. Incorporate requirements and standards for open and green spaces and natural areas into land use districts.

Objective 3.8. Minimize light emissions to those necessary and consistent with general safety.

Policy 3.8.1. The County should establish the use of lighting plans to reduce glare, eliminate over-illumination and reduce sky glow, and follow Crime Prevention Through Environmental Design (CPTED) principles.

Policy 3.8.2. Light sources for parking lots and signage should use the minimum intensity necessary to accomplish the light's purpose.



COMPREHENSIVE PLAN

Policy 3.8.3. Full cutoff fixtures should be used in exterior lighting for development and redevelopment projects.

Policy 3.8.4. Lighting plans should incorporate the latest technology in lighting that provides effective illumination and enhanced energy efficiency whenever possible.

Objective 3.9. Integrate environmental planning and implementation efforts into a single Master Environmental Plan.

Health, Safety and Welfare

Maintaining and improving the health, safety and welfare of the residents of the County improves the overall livability of a community. In ensuring that Stafford is a great place to live, work, learn, and play, the County must be mindful of the challenges involved in maintaining a high quality of life and in response establish policies to address these issues.

Unlike some parts of the United States, Stafford County has not experienced widespread destruction due to natural disasters. However the County is not free from being impacted by natural events and manmade hazards.

The geologic conditions in Stafford create a variety of challenges. There are hazards to property in some areas of the County posed by wet or unstable soils. Marine clay soils found in the eastern part of the County and shrink-swell clay soils found primarily in the western area can cause foundation failures, cracked and shifting walls, and in extreme cases, catastrophic slope failure. Asbestos bearing soils may pose a health risk to construction workers requiring special precautions during excavation.

Increasing urbanization often creates an imbalance between developing important natural resources and protecting quality of life and overall community values. The location of mineral resources, such as sand and gravel, and crushed stone, depends upon geological reserves. As residents locate nearer to these areas, extraction of these resources may threaten their safety and well-being.

Stafford must be mindful of its ability to sustain basic needs during short term natural events, as well as in the long term. In the short term, emergency preparedness will allow residents to better deal with disruptions to food, water, power, and fuel supplies, as seen during past hurricane or major snow events. In the long term, the County shall be mindful of its water resources, to ensure land use practices do not impact surface and groundwater reserves.

The County offers a superb network of parks, abundant recreation opportunities, and unique natural areas. As the County continues to grow, a challenge will be to maintain adequate recreational opportunities and open space. Parks, recreational facilities and open space are designed to improve the health of the residents of Stafford County by providing for their need for exercise and relaxation, but they also help to protect the County's natural resources and environment. Because of its dramatic growth, Stafford County must be particularly mindful of the need to set aside land for future parks and open space as well as provide adequate facilities for the active and passive recreational requirements of its current and future population.



COMPREHENSIVE PLAN

Goal 4. Ensure the health, safety and well-being of Stafford County residents.

Objective 4.1. Through land use policies, maintain and enhance the capacity of Stafford County to meet the basic needs of citizens during times of crisis and in the face of diminishing resources.

Policy 4.1.1. Establish mechanisms to encourage continued active agricultural uses, and to re-establish active agricultural uses outside the Urban Services Area.

Policy 4.1.2. Encourage the local production and purchase of food and fiber through establishment and support of viable farmers markets and agri-tourism events, establishment of standards for community gardens in major residential developments, and promotion of individual garden plots.

Policy 4.1.3. In order to ensure an adequate supply of energy resources, promote conservation measures such as property tax credits for use of alternative energy sources or use of high efficiency appliances or building practices.

Objective 4.2. Protect drinking water resources.

Policy 4.2.1. Encourage that development and redevelopment sites that may have been subject to contamination by toxic substances or other hazardous materials be remediated to the extent they will not present unacceptable health or environmental risks for the specific uses proposed for such sites.

Policy 4.2.2. Implement a groundwater management ordinance in accordance with the Groundwater Management Plan element of the Comprehensive Plan.

Policy 4.2.3. Ensure the quality of drinking water reservoirs is maintained through a pre-treatment monitoring program. If water quality degradation is detected, then appropriate mitigation measures should be implemented.

Policy 4.2.4. Establish reservoir overlay district standards for the long term protection of the County's public water supplies.

Policy 4.2.5. Ensure development proposals that include the use and storage of hazardous materials comply with all state and federal regulations.

Policy 4.2.6. Support education about methods to minimize the application of fertilizers, pesticides, and herbicides to lawns and landscaped areas through, among other tools, the development, implementation and monitoring of integrated pest, vegetation and nutrient management plans.

Objective 4.3. Minimize development on erodible, hydric, and other soils deemed unsuitable for development.

Policy 4.3.1. Discourage development on erodible and hydric soils, and cluster development away from steep slopes and potential problem areas.

Policy 4.3.2. Require new development on problem soils such as shrink swell and low pH (acidic) soils to provide appropriate engineering measures to minimize geotechnical hazards.

Objective 4.4. Minimize the potential impacts of flood hazards, storm surges, and high water levels.

Policy 4.4.1. Create awareness of Stafford County waters that may be susceptible to a rise in tidal water levels and storm surge and assess the potential impacts.

Policy 4.4.2. Discourage development of new buildings and structures within dam inundation zones.



COMPREHENSIVE PLAN

Policy 4.4.3. The Comprehensive Plan should include a map identifying all parcels wholly or partly within dam break inundation zones.

Objective 4.5. Support the expansion of electric and pipeline utilities in a manner that minimizes the exposure of County residents to potential pipeline ruptures and visual impacts and environmental hazards associated with electrical transmission and distribution facilities.

Policy 4.5.1. The Comprehensive Plan should include a map designating major gas and petroleum pipelines, and electrical transmission and distribution facilities.

Policy 4.5.2. Public Service Corporations should have their easements and facilities well marked and they should provide regular public education on the location and hazards associated with major gas and petroleum pipelines, and electrical transmission and distribution facilities.

Policy 4.5.3. The County should identify critical surface and ground water resource areas in the vicinity of pipelines, and the pipeline operators should share with the County contingency plans for emergency response in case of an accident.

Policy 4.5.4. Electric utility and telecommunication providers should design their systems to minimize electromagnetic field impacts on nearby residential uses, schools, and businesses.

Policy 4.5.5. Above ground transmission lines, sub-stations, and switching stations should be sited and designed in a manner to minimize visual and environmental impacts on adjacent land uses. Within the Urban Services Area, the County encourages the underground placement of all electric transmission lines when new lines are installed or existing lines relocated. Above ground transmission lines of 150 kilovolts or more, and associated facilities such as sub-stations and switching stations should provide adequate screening and buffering.

Policy 4.5.6. The County discourages future residential development from locating in the vicinity of existing and future electric transmission lines of 150 kilovolts or more, and associated facilities such as substations and switching stations without adequate screening and buffering.

Objective 4.6. Minimize potential impacts of mineral extraction on nearby properties.

Policy 4.6.1. To meet future demands, allow mineral extraction activities, including, but not limited to, sand, gravel, stone, and rock, to occur only in areas of known geological reserves, as determined by the Virginia Department of Mines, Minerals and Energy, Division of Mineral Resources.

Policy 4.6.2. Encourage existing mining/ extraction operations to fully utilize adjoining areas that have suitable mineral resources by relocation of existing operations at the appropriate time, rather than relocate to other sites within the County.

Policy 4.6.3. Require proposals for mineral extraction to obtain a Conditional Use Permit to mitigate impacts to nearby properties.

Policy 4.6.4. Require berms and/or other screening measures to minimize visual intrusions.

Policy 4.6.5. Restrict operating hours to preclude disturbances from vehicles and equipment.

Policy 4.6.6. Encourage existing mining/extraction operations to provide for appropriate re-use of mined areas, after mining and reclamation procedures have been completed. Appropriate re-use may include dedication of portions of the reclaimed site for public infrastructure needs such as parkland and/or reservoirs.



COMPREHENSIVE PLAN

Objective 4.7. Create a diversity of recreational opportunities for Stafford residents of all ages.

Policy 4.7.1. The County will evaluate its future need for public parks, recreational facilities and passive open space on an on-going basis and identify areas for acquisition to fill this need in order to conform to the County's Level of Service Standard incorporated into the Comprehensive Plan.

Policy 4.7.2. Where practical, expansion of existing parks should be considered when a future need is identified. Development proposals should consider donation of land to adjacent parks if a need exists and the need is reasonably related to the development proposal.

Policy 4.7.3. Criteria for parks and recreation will be guided by the Virginia Outdoors Plan and National Recreation and Parks Association standards.

Policy 4.7.4. A Parks and Recreation Master Facilities Plan should be updated and incorporated as an element of the Comprehensive Plan.

Objective 4.8. Minimize the noise impacts, vibration impacts, and potential safety hazards generated by the use of live fire ranges and aircraft overflight and aviation impacts in general at Quantico Marine Corps Base (MCB).

Policy 4.8.1. Amend the existing Military Facility Impact Overlay District boundary map to include the following areas as depicted in the Quantico MCB 2006 Range Compatibility Use Zone (RCUZ) Study:

- All land within a five mile radius of Quantico MCB demolition areas.
- All land designated under Range Safety Zone C.

Policy 4.8.2. Amend the Military Facility Impact Overlay District ordinance to encourage the following residential densities within the District in areas outside of the County's Urban Services Area:

- Within the five mile radius area, reduce density to 1 dwelling unit per 10 acres.
- Within the remaining Range Safety Zone C, reduce or maintain a density at 1 dwelling unit per 3 acres.

These densities should be accomplished through means such as conservation easements, Purchase of Development Rights, Transfer of Development Rights, and continuation and establishment of agricultural uses and coordination with the Base on their encroachment control plans.

Policy 4.8.3. Amend the Military Facility Impact Overlay District ordinance to include Noise Level Reduction (NLR) requirements in building codes for structures within the District.

Policy 4.8.4. Require written noise disclosure, as permitted by law, for potential purchasers and lessees within the Military Facility Impact Overlay District of military operation impacts through means that include, but are not limited to, the requirement of a note on subdivision plats or exploring the possibility of revisions to the County's Noise Ordinance.

Policy 4.8.5. Amend the zoning ordinance to establish a maximum height restriction of 450 feet above mean sea level for towers, structures, buildings or objects in areas within the Quantico MCB Range Safety Zone C depicted in the Quantico MCB 2006 RCUZ Study.

Policy 4.8.6. Evaluate the need to adopt regulations that promote compatible land uses in areas outside the Military Facility Impact Overlay District, but within sufficient proximity to Quantico MCB to experience noise and/or vibration impacts.



COMPREHENSIVE PLAN

Policy 4.8.7. Designate the boundaries of an Airport Impact Overlay Zone for the approach to the Quantico MCB air facility. The primary approach to the landing strip at Quantico, known as Turner Field, is a north south orientation located over the eastern portion of the County, including areas such as Crow's Nest and the Widewater peninsula. It is illustrated in Figure 5.14 of this document.

Policy 4.8.8. Notify the Commander and Community Plans and Liaison Officer of Quantico MCB and the Civilian-Military Community Relations Council, of any proposed extension of water or sewer service outside the Urban Services Area on lands within five miles of the boundary of Quantico MCB.

Policy 4.8.9. Work cooperatively with Quantico MCB to limit land uses to those compatible with military training activities within the Military Facility Impact Overlay Noise Zones and Range Safety Zones as recommended in the August 2006 Range Compatible Use Zone Study and included in Chapter 3 of this document.

Objective 4.9. Minimize the noise impacts and potential safety hazards generated by general aviation at public and private airfields in the County.

Policy 4.9.1. The County should develop land use compatibility standards for new development to conform to within the aircraft approach patterns of airports and landing strips.

Housing

Home ownership expands individual opportunities to accumulate wealth, enables a family to exert greater control over their living environment, creates incentives for households to better maintain their homes, and may benefit children of homeowners. Homeownership also benefits local neighborhoods because owner-occupiers have a financial stake in the quality of the local community.

Stafford County's housing stock has increased exponentially through 2007 and the rate of growth dropped sharply in 2008 in line with national trends. According to the 2000 Census, the median year that all homes were built is 1987. That figure will change, as more than 10,000 residential units were added between 2000 and 2007, an increase of 34%. Although there were approximately 1,500 new residential units per year through 2007, the number of new building permits dropped to 419 in 2008. Although median home values increased at a similar rate, from \$156,400 in 2000 to \$360,000 in 2007, the value dropped to \$272,950 in 2008. Stafford must determine a direction for future residential development that is more affordable should housing values rebound and rise sharply.

In Stafford County, past increases in housing costs had the effect of limiting opportunities for affordable home ownership. Affordable housing is safe, decent housing where costs (mortgage or rent plus utilities) do not exceed 30 % of gross household income. This should apply across the spectrum of income levels. The mid-range income level, known as "workforce housing" applies to households that earn between 50% and 120% of the median household income, or between \$44,768 and \$107,443, based on a median income of \$89,536 in 2008.

The lower end of this level includes the community's sheriff deputies, firemen, school teachers, nurses and retail associates who often are priced out of the market. The drop in housing value that began in 2007 and continued into 2010 had the positive effect of increasing the availability of affordable workforce housing. An Affordable Housing Study that was presented to the Steering Committee is included in the Appendix.



COMPREHENSIVE PLAN

In November, 2008, Stafford County endorsed the efforts of the George Washington Regional Commission's (GWRC) Affordable Housing Task Force to address regional affordable housing. The County agreed to work in cooperation with GWRC and four regional localities to ascertain the degree of need for affordable housing; work with the community non-profit organizations and the private sector to help find affordable housing solutions; evaluate the local and regional need for affordable housing in local and regional comprehensive plans; consider development of a regional housing plan; and consider programs and other options regarding affordable housing. In 2009, the County participated in the task force's "Foreclosure Sale by Region" program which facilitated acquisition, rehabilitation, and resale of foreclosed properties at an affordable price.

Goal 5. Promote affordable and quality housing.

Objective 5.1. Identify need for and potential solutions to creating new and maintaining existing affordable housing.

Policy 5.1.1. Establish an Affordable Housing Taskforce with community stakeholders.

Policy 5.1.2. Incorporate criteria in the County's monetary proffer guidelines that offer credit for providing affordable housing.

Policy 5.1.3. When new development proposals would displace aging and affordable housing stock, the means to relocate the residents to other affordable housing should be considered, including, but not limited to:

- Assisting with relocation search and costs.
- Including affordable dwelling units within the development.
- Payment into an affordable housing fund.

Objective 5.2. Identify opportunities for private/public partnerships to increase the stock of affordable housing where sustainable home ownership can be achieved that will not create a burden on the County. The types of units may include townhomes, multi-family units, and reasonably sized detached homes.

Policy 5.2.1. Create land-use incentives for private development of affordable housing.

Policy 5.2.2. Identify publicly owned properties that could be redeveloped as public housing for public employees.

Objective 5.3. Promote housing opportunities for all income ranges and ages, including housing for elderly, disabled and low-income residents, workforce housing, and executive housing.

Policy 5.3.1. Community areas should include a mix of housing types and have access to local services, infrastructure, community facilities and employment opportunities.

Policy 5.3.2. Affordable housing will be encouraged, but not limited to, Urban Development Areas, as designated on the Land Use Plan Map.

Policy 5.3.3. Development and redevelopment proposals should promote housing choices for those who own or rent, and where residents have the opportunity of a livable home at an affordable price that promotes opportunity and a better quality of life in a secure and attractive environment.

Policy 5.3.4. Housing should include universal design features.

Policy 5.3.5. Pedestrian facilities in communities should be appropriately designed and well lit for safe accessibility.

Policy 5.3.6. The County should promote the conservation of stable neighborhoods, revitalization of older neighborhoods, and maintenance of quality housing and property values.



COMPREHENSIVE PLAN

Transportation

Adequate transportation systems promote a high quality of life by ensuring the ability of residents, workers, students, shoppers, tourists and others to move freely between home, work, school, recreation, commerce and other venues.

The growth in Stafford County and the surrounding region has contributed to roadway congestion and resulted in a need for transportation solutions that will meet current and future demand for better, safer and less congested roads.

Goal 6. Create an intermodal system of transportation which implements the Land Use Plan by providing a safe, efficient and affordable means for our people and products to move safely in and through Stafford County.

Objective 6.1. Maintain a safe road system.

Policy 6.1.1. Road safety improvements should be prioritized over capacity improvements.

Policy 6.1.2. Prioritize secondary road funds for small, spot safety improvements that can be completed within a year and lead to immediate benefits.

Policy 6.1.3. Road improvements should improve safety by incorporating features that ensure protection from unhealthful levels of transportation related noise.

Policy 6.1.4. Utilize inter-parcel connections and reverse frontage streets to minimize vehicle conflict points onto busy streets.

Objective 6.2. Provide and maintain a multi-modal public transit system.

Policy 6.2.1. The County should establish incentives for development proposals to include support for alternative modes of transportation including bus, rail, commuter parking, and car/van pooling.

Policy 6.2.2. Encourage the future expansion and development of an efficient transit system inside the Urban Services Area and Urban Development Areas to serve higher density employment, retail and residential areas and sectors of the population with limited mobility. Where practical, transit systems should provide access from residential areas to commuter rail stations and park and ride lots.

Policy 6.2.3. Promote the development of high occupancy lanes on Interstate 95.

Policy 6.2.4. Promote regional rideshare and para-transit programs.

Policy 6.2.5. Continue to support the development of the Stafford Regional Airport to serve economic development interests.

Objective 6.3. Create a system of sidewalks, bike paths and trails to provide non-motorized transportation alternatives.

Policy 6.3.1. Development proposals should establish sidewalks and greenways to connect local neighborhoods with activity centers such as shopping, employment, and schools and with one another.

Policy 6.3.2. Support development of bicycle and pedestrian facilities that connect to local, regional and statewide trail and park systems.

Policy 6.3.3. The Comprehensive Plan should designate inter- and intra-County bike networks.

Policy 6.3.4. The County will support public and private organizations in their efforts to develop and fund inter- and intra-County bike route networks.



COMPREHENSIVE PLAN

Policy 6.3.5. The County should explore the creation of bicycle and pedestrian trails in pipeline, electrical and other easements, particularly when the use of easements for non-motorized movement will create connectivity between open space areas and neighborhoods.

Policy 6.3.6. Encourage development to construct pedestrian access points where public streets do not connect.

Policy 6.3.7. Support the implementation of trails and sidewalks along road improvements and new roads.

Objective 6.4. Create more efficient patterns of traffic flow and circulation.

Policy 6.4.1. New residential subdivisions should provide more than one point of ingress/egress and should conform to the VDOT secondary street acceptance regulations.

Policy 6.4.2. New residential subdivisions should provide inter-subdivision connectivity based on the number of units in the subdivision. Connections should be designed to minimize the effects of cut-through traffic by the use of measures such as constructing spine roads that utilize reverse frontage, multiple means of access through neighborhoods and street alignments that provide indirect travel routes between neighborhoods.

Policy 6.4.3. Circulation systems within commercial developments should be adequate to handle peak loads internally and at traffic lights, and provide inter-parcel connectivity.

Policy 6.4.4. Continue the use of Highway Corridor Overlay Districts and promote the use of access management principles along main thoroughfares.

Policy 6.4.5. Promote alternative routes to relieve congested corridors.

Objective 6.5. Retain and enhance the visual landscape along major transportation corridors to acknowledge the unique culture and historical development patterns.

Policy 6.5.1. Future improvements to roadway corridors should be done in a manner that provides transportation functionality while not detracting from or significantly altering the cultural landscape of the roadside viewshed.

Policy 6.5.2. The County should develop guidelines to ensure that future development of roadside landscapes is consistent with cultural and historic development patterns.

Policy 6.5.3. Design transportation facilities to avoid encroachment upon historic resources where possible.

Policy 6.5.4. Ensure that roadside signage and lighting is sensitive to the existing development pattern while including necessary safety and traffic control.

Objective 6.6. Provide transportation facilities that promote economic development.

Policy 6.6.1. Plan for sufficient access and adequate transportation facilities to serve existing and future business and industry.

Policy 6.6.2. Support the expansion of funding programs that facilitate the development of business and industry.

Policy 6.6.3. Consider alternative means of financing for existing and future economic centers such as public and private partnerships, community development authorities and service districts.



COMPREHENSIVE PLAN

Objective 6.7. Plan future transportation facilities that can be implemented from a physical, fiscal, and community standpoint.

Policy 6.7.1. Plan and develop transportation facilities to minimize destruction of environmental assets such as wetlands, floodplains, unique forest areas and wildlife habitats, prime agricultural lands and environmentally sensitive soils.

Policy 6.7.2. Plan future transportation facilities that are financially feasible through identified funding sources such as federal and state allocations, transportation service districts, transportation impact fees and grant opportunities.

Policy 6.7.3. Design transportation facilities such that communities are not physically divided or otherwise adversely impacted and that are supported by the citizens and business community.

Policy 6.7.4. Construct utilities such that they are located outside of the ultimate right-of-way design to prevent costly relocations when roadways are widened.

Policy 6.7.5. Coordinate construction of transportation facilities with federal, state, regional and local agencies to minimize undesirable community impacts.

Policy 6.7.6. Ensure that development provides necessary transportation improvements in a timely manner.

Policy 6.7.7. Transportation facility improvements to be constructed with development projects should be designed to maintain a Level of Service (LOS) C for impacted intersections and/or road segments. Where achieving a LOS C is not practical given existing transportation deficiencies, improvements should be designed to not further degrade the LOS.

Economic Development

The main thrust of economic development is to attract new businesses and industries to the area, diversify the economic base, work cooperatively with Quantico Marine Corps Base during its workforce and infrastructure expansion resulting from BRAC, and promote job creation and sustainable agriculture for County residents while supporting the retention and growth of existing businesses and industries in the County.

Economic growth in Stafford County will have two distinct benefits: it will diversify and expand the tax base and it will provide jobs closer to home for Stafford residents. In 2000, 71 percent of Stafford workers commuted out of the County for work. By 2008, this number improved to approximately 58 percent, according to the U.S. Census Bureau's American Community Survey. Continuing to provide more jobs closer to home would have a collateral benefit of taking pressure off the overstressed regional transportation network.

Goal 7. Support the economic vitality of Stafford County through land use policies.

Objective 7.1. Establish targets for commercial and business growth for development and re-development.

Policy 7.1.1. Minimum floor area ratios should be established and maximum floor area ratio requirements should be relaxed for commercial development within mixed use redevelopment and Urban Development Areas. Encourage an appropriate mix of uses, with a minimum of 25% land and/or building area designated for commercial or business use, depending on the land use.



COMPREHENSIVE PLAN

Objective 7.2. Ensure that land use policies are consistent with attracting and retaining high quality employment options for Stafford residents.

Policy 7.2.1. A rezoning to a commercial or industrial use on land adjacent to the Urban Services Area will support approval of an expansion of the Urban Services Area boundary to extend water and/or sewer to the commercial or industrial zoned property.

Policy 7.2.2. Encourage development of new and expansion of existing technological research and design businesses by promoting and maintaining the County's Technology Zone.

Policy 7.2.3. The County will encourage the development of accessible, convenient and attractive commercial and industrial locations within the Urban Services Area.

Policy 7.2.4. Retail and other commercial nodes in mixed use areas and office and industrial parks will serve local residential communities and be accessible to transportation including roads, rail and air.

Policy 7.2.5. For the purpose of attracting and retaining businesses that offer highly skilled and well paying jobs, the County will continue to market and promote its many assets including a highly educated workforce, excellent school system, abundant interstate access, a state of the art regional airport, a variety of shopping, lodging, dining and recreation opportunities, and its many heritage tourism assets.

Objective 7.3. Promote alternative rural economic development (i.e., agri-tourism, eco-tourism, home-based businesses, and telecommuting.).

Policy 7.3.1. Land use policies should establish incentives for rural economic development and facilitate the development of these economic opportunities.

Policy 7.3.2. The County will capitalize on its location and wealth of cultural, historical and natural resources.

Education

Stafford County prides itself on having a superb public school system. The citizens of Stafford County expect and support a quality educational system. As the 6th fastest growing locality in the state since 2000, Stafford County is challenged to construct and maintain adequate facilities for all students while continuing the quality educational programs Stafford residents expect.

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

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

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

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



COMPREHENSIVE PLAN

Policy 8.1.2. Future schools should be located within the Urban Services Area (USA). Exceptions may be made when the only way to meet Level of Service Standards or location criteria contained in the Public Facilities Plan is to locate the facility outside the USA or when land is dedicated to the County and the development of the site and any required infrastructure would not be cost prohibitive or detrimental to its growth management policies.

Policy 8.1.3. When considering new school locations, the safety and well being of the students should be a priority, with consideration of the following factors:

- Locate in close proximity to existing and planned residential areas to promote walking zones and/or minimize the length of bus trips.
- Locate schools within neighborhoods, avoiding sites along major roads.
- Locate schools away from major electric transmission lines.

Policy 8.1.4. With the limited availability of large tracts of land within the Urban Services Area, the County should focus on maximizing the use of usable available land to meet educational needs.

- Consider relaxing of minimum size standards for school sites.
- Ensure school sites are suitable for development with gentle topography, good soils, and limited sensitive resources.
- Ensure that estimates of public infrastructure costs are included in location decisions.

Heritage Resources

Stafford County is rich in heritage resources, which are central to the community's identity and culture. Protection and preservation of our heritage resources are fundamental to sustaining Stafford County's uniqueness, sense of place, and economic sustainability.

Heritage resources are those buildings, sites, structures, objects, or districts, including their physical settings, that exemplify the cultural, architectural, economic, social, and political heritage of the County and its communities. Such sites or buildings are 1) listed on, or are eligible for listing on, the National Register of Historic Places or the Virginia Landmarks Register; 2) contributing resources within a historic district listed on, or eligible for listing on, the National Register of Historic Places or the Virginia Landmarks Register; 3) resources located within a Stafford County Historic Resource Overlay District; or 4) resources listed on, or eligible for listing on, the Stafford County Cultural Resource Inventory, as determined by the Stafford County Historical Commission Architectural Review Board, or Historic Preservation Planner.

Goal 9. Promote Stafford County's heritage and maintain a sense of place by identifying, protecting, preserving, and interpreting Stafford County's historic and cultural resources.

Objective 9.1. Establish County land use policies that protect and preserve Stafford County historical and cultural resources.

Policy 9.1.1. The Stafford County Cultural Resource Management Plan should be updated and implemented as a part of the Stafford County Comprehensive Plan.

Policy 9.1.2. Stafford County should maintain its Cultural Resources Inventory. The inventory should be updated as new resources are discovered.

Policy 9.1.3. Applications for reclassification, conditional use permit, preliminary subdivision or site plan, major site plan, or grading plan should determine the possible presence, extent, and significance of heritage resources and prepare follow-up archeological and/or historic structures reports. A historic preservation ordinance should be adopted that creates development plan review procedures based on the Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation and/or Virginia Department of Historic Resources "Guidelines for Conducting Cultural Resource Survey in Virginia".



COMPREHENSIVE PLAN

Policy 9.1.4. Certificate of Appropriateness applications should be submitted to the Stafford County Architectural Review Board to review proposed exterior alteration, relocation, or demolition of heritage resources located within Stafford County Historic Resource Overlay Districts.

Policy 9.1.5. Development and redevelopment, including the construction of buildings, site improvements, or land clearing and grading, should be completed in such a way that protects and enhances, rather than harms, heritage resources and cultural landscapes.

Policy 9.1.6. The Cemetery Ordinance should be updated to protect all Stafford County cemeteries. The ordinance should include procedures for identifying, preserving, interpreting, and maintaining all cemeteries.

Policy 9.1.7. Stafford County should encourage the use of federal, state and local programs to ensure long term preservation of heritage resources, such as the Stafford County Historic Tax Abatement Program.

Policy 9.1.8. The design guidelines for the Stafford County Historic Resource Overlay Districts and Historic Overlay Corridors should be updated to protect heritage resources and their viewsheds.

Objective 9.2. The County should establish and maintain a long term stewardship program to care for all County-owned historical and cultural resources.

Policy 9.2.1. Long term management and stewardship plans should be written for all County-owned heritage resources with the assistance and recommendations from the Stafford County Architectural Review Board, Historical Commission, and designated Planning staff.

Policy 9.2.2. Comprehensive architectural and archaeological studies should be conducted on all County-owned heritage resources to determine historic integrity, significance, and best treatment plan for each resource.

Policy 9.2.3. Easements or other protective measures should be placed on all County-owned heritage resources, as determined by the results of architectural and/or archaeological studies.

2.3 Implementation

At the first Planning Commission meeting ninety (90) days after adoption of the Comprehensive Plan, the Department of Planning and Zoning shall present to the Planning Commission a draft Implementation Plan for the Comprehensive Plan Goals, Policies and Objectives.

The Implementation Plan shall contain concrete actionable steps, identify responsible parties, identify available and needed resources and completion dates. The actionable steps shall be prioritized in order of importance for implementing the Plan. The highest priority shall be given to aligning elements of the Comprehensive Plan and ordinances to comply with the goals, objectives and policies of this document. Priorities shall be identified as short term, mid term and long term actions. Short term actions shall be items that can be accomplished within one year of plan adoption. Mid term items can be accomplished within two to five years. Long term actions may take five to ten years to complete.

The Implementation Plan shall be adopted as an amendment of the Comprehensive Plan. The Planning Commission, other boards and commissions, staff and Board of Supervisors shall review the Implementation Plan periodically to determine its applicability in the current context of community desires and needs.





PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R12-167, 6/5/2012

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

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

DEBT LIMITATIONS

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

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

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

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



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R12-167, 6/5/2012

UNASSIGNED FUND BALANCE

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

GENERAL FUND BUDGET GUIDELINES

- Stafford will prepare and approve an annual budget with multi-year projections. The County will annually adopt and execute a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all County purposes during the ensuing fiscal year. The County budget shall be balanced within all available operating revenues, including fund balance, and adopted by the Board of Supervisors.
- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R12-167, 6/5/2012

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

FINANCE, AUDIT & BUDGET COMMITTEE

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

BUDGET REVIEWS

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

TAXTRIGGER PROVISION

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

PERIODIC POLICY REVIEW

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

FUND BALANCE REPORTING

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

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

- Nonspendable - for items that would not be converted to cash, like inventories and prepaid items (cash has already been used).
- Restricted - amounts that can be spent for specific purposes, dictated by external entities or legislation, like debt service covenants, and grants.
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PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R12-167, 6/5/2012

- Committed - for specific purposes determined by formal action of governing body, such as transportation projects or our Capital, Stafford Opportunity, and Revenue Stabilization reserves. The commitments for the specific purpose must be made prior to the end of the fiscal year. The actual amount may be determined subsequently (prior to financial statement issuance). Action by governing body is needed to “undo” the commitment.
- Assigned - management’s intentions/specific purposes, such as set asides we have for CSA, permit center, or future expenditures.
- Unassigned - residual, spendable amounts in the General Fund - there should not be any unassigned funds in Special Revenue and Capital Projects Funds, as all funds should relate to the purpose of the fund.

Encumbrances have been a designation of fund balance. Under the new standard encumbrances will be included in the total amounts reported as restricted, committed or assigned fund balance. The Notes to the Financial Statements will disclose the allocation by major fund and in aggregate for non-major funds.

Fund Balance Classification Policies and Procedures:

The new standard requires disclosure of the government’s decision making authority and order of spending with regard to unrestricted fund balance. The following table describes the disclosures by fund balance classification.

Committed Fund Balance	Highest level of decision making authority.
	Formal action required to establish (and modify or rescind) a fund balance commitment.
Assigned Fund Balance	Official authorized to assign amounts to a specific purpose.
	Policy establishing that authorization.
Spending Policy	When an expenditure can be funded by either restricted or unrestricted fund balance, restricted funds are used first, followed by unrestricted funds. This parallels our policy of spending other funding sources first.
	Order of use of unrestricted fund balance is committed - assigned - unassigned.



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Resolution R12-167, 6/5/2012

BUDGET PROCEDURES/CALENDAR

<u>MONTH</u>	<u>PROCEDURE</u>
October	Work Session <ul style="list-style-type: none">• Preliminary prior year balances• 1st quarter review of fiscal year• Preliminary budget overview to include:<ul style="list-style-type: none">○ Revenue projection with no increase in equalized tax○ Expenditures with no new initiatives other than required○ Information on new revenues and expenditures○ Budget calendar BOS/School Board Joint work session
November	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards Proposed CIP work session
December	Public Hearing and adoption of CIP Audit Report
January	Work Session <ul style="list-style-type: none">• Final prior year balances• Mid-year review• Revenue trends for upcoming budget• Feedback from Board
February	Receive Superintendent's Recommended Budget
March	Receive School Board's Budget by March 7th
March, 1 st meeting March, 2 nd meeting	County Administrator presents Proposed Budget Budget work session
April, 1 st meeting April, 2 nd meeting April, 3 rd meeting	Budget work session Budget work session & public hearing Adopt budget



UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY

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

Utilities Fiscal Policy

OBJECTIVES

Three primary objectives drive the establishment of this fiscal policy:

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

ACCOUNTING FOR FINANCIAL ACTIVITIES

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

a. CAPACITY EXPANSION FUND

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

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

Revenues from these financing sources are used to pay for:

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

b. OPERATING FUND

The County seeks to fund Operations with user fees, in accordance with the Rates section of the fiscal policy. Operating funds are used to pay annual operating and maintenance expenses provide for long-term repair, renewal and rehabilitation of capital assets.

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



UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

RATES

1. The Utilities financial position will be analyzed at least annually to evaluate the need for changes in rates and fees; so that, should increases be needed, they can be made in a manner that minimizes the volatility of any rate changes and their resulting impact on customers. The rate structure will be based on the following principles, in order of priority:
 - a. Meeting debt service coverage and cash reserve requirements contained in bond covenants and this fiscal policy
 - b. Maintaining a competitive market position, primarily with Stafford County's 'peer group' of municipalities
 - c. Attempting to have growth pay for associated growth in water and sewer infrastructure based on the accounting of funds described above
2. The Department of Utilities will be run in a business-like manner. Rates and fees will be set to ensure that all of the costs of operating and maintaining the water and sewer utilities are recovered, including capital repair & replacement, so that the future of the enterprise is secure.
3. Rates and fees will be set to ensure the integrity of the utility system and protect our bond ratings with an eye toward achieving the lowest rates over time. To accomplish these objectives, water and sewer user fees will, at a minimum, be increased annually by an amount equal to 75% of the most recent annual increase in the *Consumer Price Index - All Urban Consumers* (CPI-U) for the Washington-Baltimore area.
4. Stafford County recognizes the difference between residential and non-residential users and will break these groups into two classes and set rates accordingly.
 - a. Residential users typically increase outside water usage during the summer months. This additional water usage is primarily discretionary and creates an added burden on the system. It is appropriate that the rate structure for these users be set accordingly.
 - i. An average non-peak water usage value will be calculated for each customer.
 - ii. An inclining block rate structure will be used to bill for water usage, both to offset increased costs for the water treatment and distribution systems and to encourage water conservation.
 - iii. Since outside water usage does not create additional wastewater treatment needs, charges for wastewater collection and treatment will be capped based on average usage.
 - b. Non-Residential customers typically exhibit consistent year-round water usage and tend to have a natural incentive to conserve water as part of overall cost containment. This steady, predictable usage places a smaller burden on the utility, largely due to economies of scale.



UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

- i. The non-residential rate structure will consist of a flat rate block.
 - ii. Non-residential customers will not be subject to a wastewater cap.
 - iii. The non-residential class will include multi-family residences served by a single water meter, public and semi-public facilities, industrial and commercial accounts and mobile home parks.
5. The rate ordinance will include emergency rates which will be in effect for periods of drought or water distribution system interruptions, as may be declared by the Board of Supervisors.

CASH RESERVES

1. The County recognizes the importance of maintaining a cash balance sufficient to meet its needs, both predictable and unforeseen. To that end, "reserve funds" will be established with predetermined minimum balances to ensure the financial health of the enterprise.
2. An Operating Reserve will be established and maintained in a total amount equivalent to not less than 150 days annual operating and maintenance expenses to ensure against short-term revenue shortfalls and unanticipated operating and/or maintenance expenses. This Operating Reserve shall include:
 - An amount equal to 5% of the projected costs of Repair, Renewal and Rehabilitation of the County's capital assets over the next 20 years. This "3R" portion of the Reserve will be used to pay for unexpected major repairs as well as planned replacement or rehabilitation of fixed assets. This minimum amount satisfies the Repair and Replacement Reserve requirement of the Master Indenture and may be calculated in a different manner from time to time as allowed in the bond covenants.
 - A Reserve for Customer Deposits, calculated in accordance with "generally accepted accounting principles".
3. The Department of Utilities will regularly evaluate cash needs and provide a current status of the reserve funds each year to the Board of Supervisors, the Utilities Commission and County Administration staff.
4. A cash flow projection will be prepared annually and provided to the Treasurer to aid in the investment of funds to achieve maximum returns.
5. All funding alternatives, including borrowing between categories, will be considered in order to meet financing needs and to achieve the most cost-efficient operation of the Utilities Fund.
6. The Department of Utilities will ask the Board of Supervisors to adopt a Reimbursement Resolution as part of the annual budget process.



UTILITIES FUND FISCAL POLICY

UTILITIES FISCAL POLICY (Continued)

DEBT SERVICE COVERAGE

The Department of Utilities will establish rates and fees for services provided by the system to ensure that, in each fiscal year, Net Revenues (Gross Revenues less Operating Expenses) are greater than or equal to the following:

- 150% of Senior Debt Service
- 125% of Subordinate Debt Service
- 100% of Total Debt Service, after excluding 100% of non-recurring revenues such as availability fees, pro rata fees, connection fees and reserves (this ratio will be met no later than FY 2018).

FORECASTING AND MONITORING

To help meet the fiscal policy objectives, formal forecasting and monitoring processes will be used. These processes are intended to (1) give the County adequate lead time to phase in smaller annual rate increases for large capital projects and avoid much larger rate increases later; (2) only incur financing costs when needed by accurately planning for capital spending and financing needs; (3) obtain formal endorsement by the Board of Supervisors of the long-term financial needs and sources of financing; and (4) strengthen the Department of Utilities' bond ratings. These processes shall include the following:

1. Annual adoption of a 10-Year Financial Plan. Future financial needs of the Utilities Fund will be projected over a ten-year period using information from all available sources; including, but not limited to, historical and projected financial data, projected growth rates, the County's Comprehensive Plan and the Department of Utilities Water and Sewer Master Plan. This forecasting model will be maintained in an electronic spreadsheet, updated annually, and presented to the Stafford County Board of Supervisors annually as part of the Budget process.
2. Maintenance of a 3-year cash expenditure forecast by quarter with subsequent updating on at least a quarterly basis.
3. Maintenance of annual capital and operating spending plans.



FISCAL YEAR 2013 BUDGET CALENDAR

February 11	Special Meeting (Belmont) - 7:30 A.M.
February 21	Board of Supervisor's Work Session - 3 P.M.
March 6	Presentation of Proposed Budget and CIP - Board Chambers - 7 P.M.
March 20	Board of Supervisor's Work Session - 3 P.M.
April 3	Meeting moved to April 4 th .
April 4	Board of Supervisor's meeting - 3 P.M. Budget public hearing - Board Chambers - 7 P.M.
April 17	Adopt FY2013 Budget, FY2013 CIP and CY2012 Tax Rates



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

BUDGET GUIDANCE

In Virginia counties, the governing body's fiscal control is exercised through two distinct processes: budgeting and appropriations.

- Budgeting is a planning process required by law that enables the Board of Supervisors to examine demands for County funds, to anticipate revenue needs, and to make decisions about the priority of programs and level of services to be provided. In other words, the County's budget is a work plan expressed in terms of dollars and cents, and as such, is an important tool of fiscal management. The budget is a document that summarizes all public service programs provided by the government. It is the annual plan for coordinating revenues and expenditures. The budget brings together all County government operations in summary form.
- The appropriations process, on the other hand, is the mechanism by which funds are made available for spending on those programs and operations that the governing body has decided to support.

The Nature of the Budget

The Code of Virginia states that a County budget shall be developed for "informative and fiscal planning purposes only." It is prepared, developed and considered by the Board of Supervisors as a plan for County operations, maintenance, capital outlay, and debt service during a particular fiscal year. The annual budget must contain a complete itemization of all estimated expenditures and revenues and must be approved by the governing body prior to the beginning of the fiscal year.

The provision of funds in the budget does not create an obligation on the part of the Board to appropriate those sums during the year. Appropriations by official action of the Board of Supervisors are necessary before budgeted funds are available for expenditure. No amount may be budgeted unless the Board of Supervisors possesses legal authority to expend the funds, whether or not the appropriation is actually made. Thus, the Board of Supervisors may not adopt a budget that creates a deficit. The County budget must be balanced within all available operating revenues, including fund balance. The County's budget is considered balanced if projected revenues meet or exceed planned expenditures.

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

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

Constraints on Budgetary Process

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



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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.

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 GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

budget goes into effect. In these counties, budget orientation meetings and work sessions with department heads are held during late summer or fall.

Final Budget Consideration

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

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

Requirements for Public Hearings

Law with varying legal criteria applicable to the circumstances under which the County's budget is being considered prescribes the nature and timing of the public hearings. These requirements are as follows:

Budgets, Budget Amendments

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

Tax Rate

- When any annual assessment, biennial assessment or general reassessment of real property would result in an increase of one percent or more in the total real property tax levied, notice must be given at least 30 days before the date of the hearing by the publication of a notice in at least one newspaper of general circulation and a prominent public location at which notices are regularly posted in the County Administration building and shall follow below format:
 - Notice shall be at least the size of 1/8 page of a standard size or tabloid size newspaper;
 - Headline in the advertisement shall be in a type no smaller than 18-point; shall read "NOTICE OF PROPOSED REAL PROPERTY TAX INCREASE"; and



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

- Notice shall not be placed in that portion reserved for legal notices and classified advertisements.
- This public hearing shall not be held at the same time as the annual budget hearing
- Notice shall contain the following information (in addition to information Board of Supervisors may elect to include):
 - Assessment increase;
 - Lowered rate necessary to offset increased assessment;
 - Effective rate increase;
 - Proposed total budget increase; and
 - Date, time, and place of public hearing.
- The proposed increase shall be published at least seven days before the increased levy is made.

Copies of the complete proposed budget should be available for public examination before the hearings. It is also a good practice to schedule hearings so that time is available to incorporate in the budget the recommendations of the public if found acceptable. Time is also necessary for the County's departments, offices and agencies to prepare for implementation of the adopted budget in County operations, programs and activities.

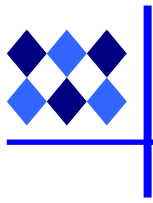
The School Budget

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

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.



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

STAFFORD COUNTY BUDGET GUIDELINES

Formulation of the County Administrator's Proposed Budget

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

Board of Supervisor's Authorization and Appropriation

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

Budget Implementation

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

County Administrator's Authorization

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

Amendment of the Budget

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



BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

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

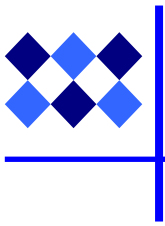
The accounting and financial reporting treatment applied to a fund is determined by its measurement focus.

Governmental funds utilize the *modified accrual basis of accounting* under which revenues and related assets are recorded when measurable and available to finance operations during the year. Accordingly, real and personal property taxes are recorded as revenues and receivables when billed, net of allowances for uncollectible amounts. Property taxes due before June 30, but not collected within 45 days after fiscal year end are reflected as deferred revenues. Sales taxes collected and held by the State at year-end on behalf of the County are recognized as revenue. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 75 days after year-end. Certain other intergovernmental revenues and sales and services, other than utility customer receivables, are not susceptible to accrual. Expenditure-driven grants are recognized as revenue when the qualifying expenditures have been incurred and all other grant requirements have been satisfied. Licenses, permits, fines, and rents are recorded as revenue when received. General purpose entitlement revenues are recognized in the period to which the entitlement applies.

The proprietary fund and the private purpose trust funds are accounted for on a flow of economic resources measurement focus. The statements of net assets, statements of activities, financial statements of the Proprietary and Fiduciary Funds are presented on the *accrual basis of accounting*. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.

Basis of Budgeting

For the most part, the County's budget follows the same basis of accounting used in preparing the Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting practices (GAAP). Budgets for proprietary funds are adopted in accordance with GAAP with the exception that the budget recognizes the flow of funds. Payment of debt principal is included in the budget, but depreciation is not.



GENERAL FUND REVENUES

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 includes revenue projections, schedules and graphs. There is an analysis of each category of revenues with a description, history, and the variables used in the revenue projections.



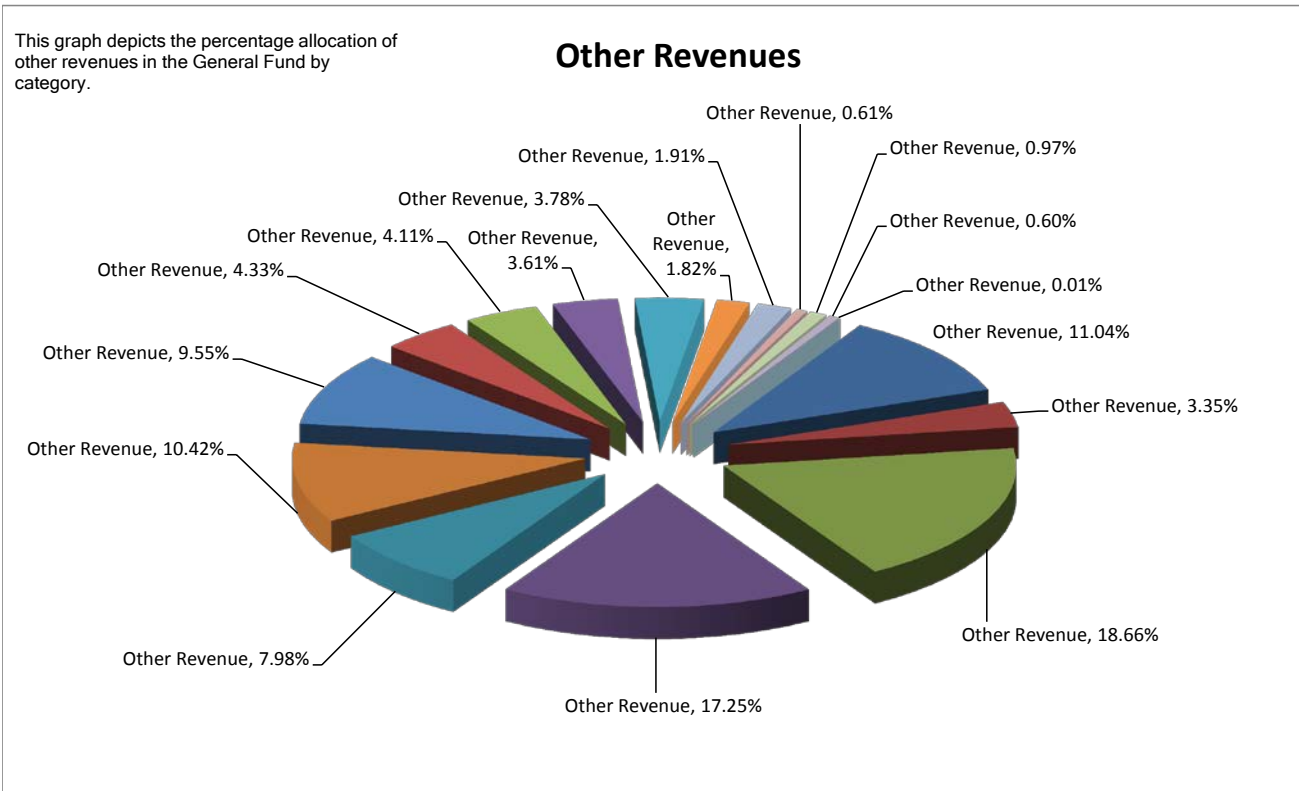
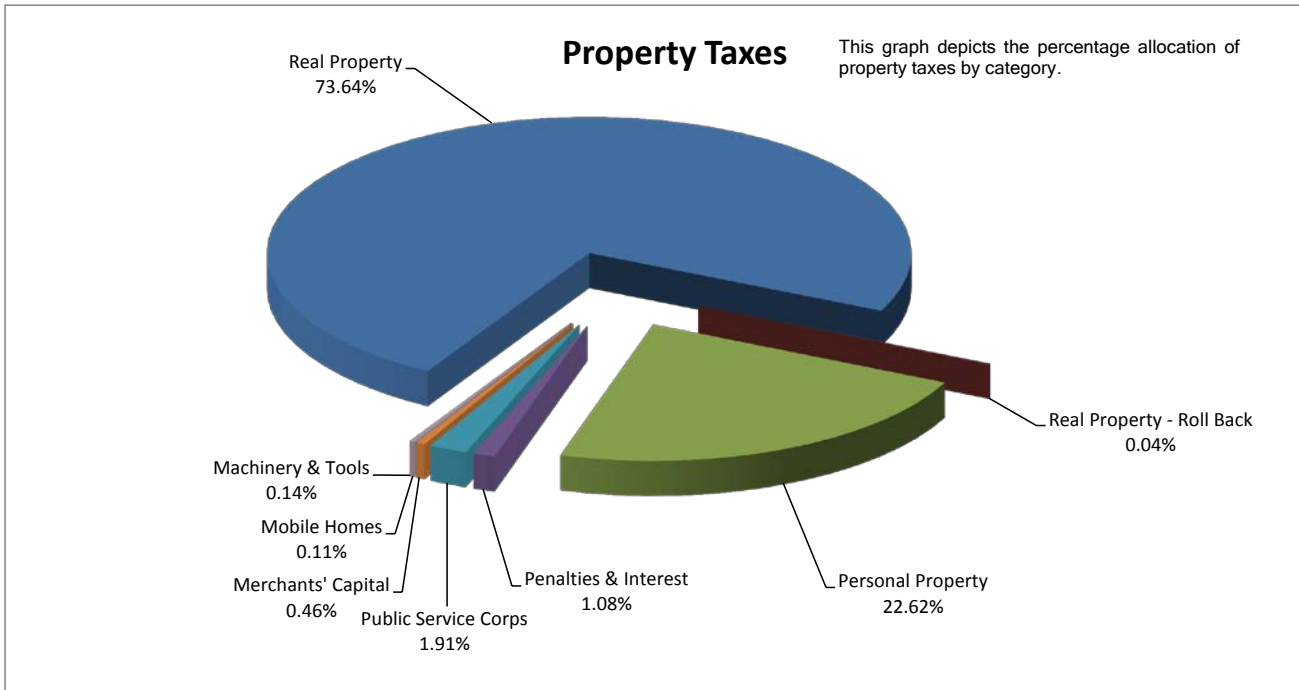
REVENUE PROJECTION

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Property Taxes					
Real Property	\$ 136,619,915	\$ 135,940,000	\$ 137,818,000	\$ 1,878,000	1.4%
Real Property - Roll Back	146,093	80,000	80,000	-	0.0%
Personal Property	40,664,626	40,447,013	42,342,004	1,894,991	4.7%
Penalties & Interest	1,979,718	1,954,000	2,030,500	76,500	3.9%
Public Service Corps	2,900,998	2,844,000	3,572,000	728,000	25.6%
Merchants' Capital	866,051	833,000	866,000	33,000	4.0%
Mobile Homes	197,239	176,000	197,000	21,000	11.9%
Machinery & Tools	253,834	232,000	254,000	22,000	9.5%
Total Property Taxes	\$ 183,628,474	\$ 182,506,013	\$ 187,159,504	\$ 4,653,491	2.5%
Other Revenue					
Service Charges & Other	\$ 6,664,786	\$ 5,571,663	\$ 6,583,112	\$ 1,011,449	18.2%
Ambulance Cost Recovery	1,883,809	1,800,000	2,000,000	200,000	11.1%
Local Sales & Use Taxes	10,318,717	10,070,000	11,125,000	1,055,000	10.5%
Utility Consumers' Taxes	10,293,911	10,565,292	10,289,692	(275,600)	-2.6%
State/Fed - Social Services	5,553,020	6,045,091	4,758,220	(1,286,871)	-21.3%
Local Meals Tax	5,949,285	6,100,000	6,215,000	115,000	1.9%
State Shared Expenses	5,581,101	5,547,666	5,693,025	145,359	2.6%
Code Administrative	2,760,843	2,886,874	2,583,200	(303,674)	-10.5%
Motor Vehicle Licenses	2,450,070	2,300,000	2,451,000	151,000	6.6%
Comprehensive Services Act	2,070,349	2,005,654	2,151,360	145,706	7.3%
Recordation Taxes	2,242,017	2,230,240	2,256,500	26,260	1.2%
Other State Sources	1,165,166	911,312	1,083,152	171,840	18.9%
Planning Fees	1,341,993	1,109,203	1,141,225	32,022	2.9%
Use of Money & Property	384,031	347,130	364,204	17,074	4.9%
Other Financing Sources	706,304	825,532	577,348	(248,184)	-30.1%
Bank Stock Taxes	354,079	310,000	355,000	45,000	14.5%
Federal Revenue	3,680,375	42,700	5,400	(37,300)	-87.4%
Total Other Revenue	\$ 63,399,856	\$ 58,668,357	\$ 59,632,438	\$ 964,081	1.6%
Prior Year Fund Balance ⁽¹⁾	\$ -	\$ -	\$ 500,000	\$ 500,000	100.0%
Total Revenues	\$ 247,028,330	\$ 241,174,370	\$ 247,291,942	\$ 6,117,572	2.5%

⁽¹⁾ Prior Year Fund Balance - Consistent with the Board's Principles of High Performance Financial Management and its strategy to reduce the burden on taxpayers, unspent contingency from FY2012 is reserved for the following year. Any additional amounts needed to comply with the policy have been included in the budget.



REVENUE PROJECTION





FUND BALANCE ANALYSIS

This schedule indicates the allocation of the general fund balance at June 30, 2010 and 2011, with a projection for 2012, and the budgeted estimate for the end of FY2013. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

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

Stafford County's Principles of High Performance Financial Management adopted by the Board of Supervisors in June, 2012, states:

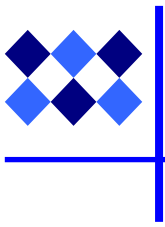
The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves, and grants. Use of the unassigned fund balance below this amount will be restricted to only significant unexpected declines in revenues or unanticipated emergency expenditures. Following any use of unassigned fund balance, the County will replenish the unassigned fund balance within three fiscal years.

The County's unallocated fund balance at the end of FY2011 met the target of 12% of General Fund Revenues. Based on financial conditions at midyear, the County expects to be in compliance with its reserve requirements at the end of FY2012.

In September 2009, the Board adopted R09-356, affirming its commitment to strengthen the County's financial position and to improve its bond rating. The resolution established two new fund balance reserves: the Revenue Stabilization Reserve and the Capital Projects Reserve. R10-92, the resolution to adopt the FY2011 County Budgets, established a third reserve, the Stafford Opportunity Fund Reserve. The Principles of High Performance Financial Management define the procedures for funding the three reserves once the minimum fund balance requirement is met:

Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:

1. Revenue Stabilization Reserve: minimum of $\frac{1}{2}$ of 1% of General Fund revenues.
 - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
 - The reserve will not be used to offset a tax rate change.
 - The reserve will be used in combination with spending cuts.
 - The reserve will be restored to the minimum level within 5 years.
 - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
 - RSR funds should only be directed to one-time expenditures to the extent possible.
2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
3. Stafford Opportunity Fund Reserve: \$500,000
4. Any remaining monies available after the reserves-minimums are fully funded will go to the Capital Projects Reserve.



FUND BALANCE ANALYSIS

The Government Financial Officers Association (GFOA) recently updated guidance relating to appropriate unrestricted fund balance levels:

“The adequacy of unrestricted fund balance in the general fund should be assessed based upon a government’s own specific circumstances. Nevertheless, GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.”¹

In compliance with Government Accounting Standards Board’s Statement Number 54 (GASB 54), the County made a change to the way it reports its fund balances beginning in FY2011. GASB 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer, more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types. The new categories are:

- *Non-spendable* - (example: inventory)
- *Restricted* - amounts constrained by external parties, constitutional provision, or enabling legislation
- *Committed* - amounts constrained by a government using its highest level of decision-making authority
- *Assigned* – amounts a government intends to use for a particular purpose
- *Unassigned* - amounts that are not constrained at all will be reported in the general fund

The fund balance schedule shows the current fund balance categories for fiscal years 2009, 2010. The FY2011 and FY2012 fund balance projections are shown using the new categories.

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

Fund Balance Classification Policies and Procedures:

The new standard requires disclosure of the government’s decision making authority and order of spending with regard to unrestricted fund balance. The following table describes the disclosures by fund balance classification.

Committed Fund Balance	Highest level of decision making authority
	Formal action required to establish (and modify or rescind) a fund balance commitment
Assigned Fund Balance	Official authorized to assign amounts to a specific purpose
	Policy establishing that authorization
Spending Policy	When expenditure can be funded by either restricted or unrestricted fund balance, restricted funds are used first, followed by unrestricted funds. This parallels our policy of spending other funding sources first.
	Order of use of unrestricted fund balance is committed, assigned unassigned

¹ GFOA: http://www.gfoa.org/downloads/AppropriateLevelUnrestrictedFundBalanceGeneralFund_BestPractice.pdf



FUND BALANCE ANALYSIS

	FY2010 Actual	FY2011 Actual	FY2012 Estimated ⁽¹⁾	FY2013 Adopted
Fund balance, beginning of year	\$ 35,278,479	\$ 37,019,769	\$ 49,546,957	\$ 34,798,502
Revenues	\$ 238,192,420	\$ 242,748,309	\$ 241,552,500	\$ 245,454,594
Other Financing Sources	679,632	7,369,676	3,601,200	1,337,348
Total revenues & other financing sources	\$ 238,872,052	\$ 250,117,985	\$ 245,153,700	\$ 246,791,942
Local School Operating transfer	\$ (103,189,962)	\$ (99,436,451)	\$(101,693,774)	\$(106,850,774)
Debt Service - General Gov't & Schools	(40,236,323)	(39,849,165)	(38,959,615)	(36,183,258)
Expenditures	(93,704,477)	(98,305,181)	(112,733,101)	(104,257,910)
Total expenditures & transfer	\$ (237,130,762)	\$(237,590,797)	\$(259,902,155)	\$(247,291,942)
Fund balance, end of year	<u>\$37,019,769</u>	<u>\$49,546,957</u>	<u>\$34,798,502</u>	<u>\$34,298,502</u>
Fund Balance Allocation:				
Reserved/Designated:				
Debt Service - reserved for arbitrage liability	\$ 300,000			
Encumbrances	1,892,725			
Inventory & Prepaid items	937,328			
Capital Improvements & Commitments	4,433,828			
Revenue Stabilization Reserve	1,187,671			
Capital Projects Reserve	1,500,000	N/A	N/A	NA
Stafford Opportunity Fund Reserve	500,000			
Sub-total	<u>\$ 10,751,552</u>			
Undesignated:	\$ 26,268,217			
Fund Balance Allocation (per GASB 54, effective FY11):				
Non-spendable		38,977	38,977	38,977
Restricted		569,745	569,745	569,745
Committed:				
Capital Projects Reserve		8,080,677	3,669,136	3,169,136
Stafford Opportunity Fund Reserve		500,000	500,000	500,000
Contingency Reserve FY13 Adopted Budget		-	500,000	500,000
High School Replacement		941,788	-	-
Purchase of Development Rights		66,093	66,093	66,093
Assigned				
Encumbrances	N/A	1,061,662	-	-
CSA Reserves		200,000	200,000	200,000
Health Claims Fluctuation Reserve		2,063,059	2,063,059	2,063,059
Development Service Center		400,000	-	-
Revenue Stabilization Reserve		1,213,967	1,227,273	1,227,273
Risk Management Reserve		100,000	100,000	100,000
Schools One-Time Expenditures		1,046,937	-	-
Other Purposes		4,134,258	-	-
Unassigned		29,129,794	29,454,551	29,454,551
% of revenues	11.0%	12.0%	12.0%	12.0%
Target Unassigned Fund Balance	26,201,166	29,129,794	29,454,551	29,454,551
Variance above (below)	67,051	-	-	-
Fund balance, end of year	<u>\$ 37,019,769</u>	<u>\$ 49,546,957</u>	<u>\$ 34,798,502</u>	<u>\$ 34,298,502</u>

⁽¹⁾ FY12 estimate based on midyear review

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

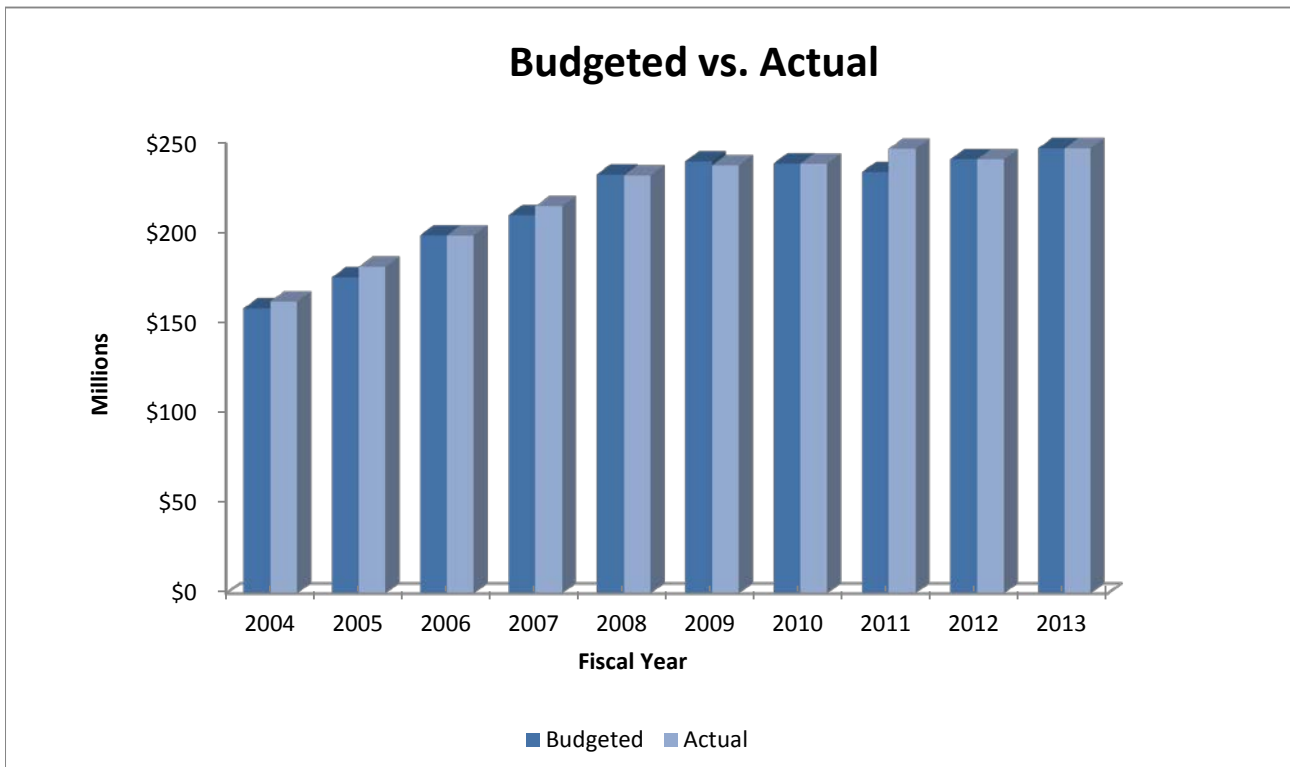


TEN-YEAR REVENUE ANALYSIS

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

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change	Variance	
					Amount	%
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		237,902,403	2.39%	(2,166,491)	-0.90%
2010	238,985,663		238,872,052	0.41%	(113,611)	-0.05%
2011	234,149,653		247,028,581	3.41%	12,878,928	5.50%
2012	241,174,370		<i>241,174,370</i> *	-2.37%	0	0.00%
2013	247,291,942		<i>247,291,942</i> *	2.54%	0	0.00%
Average				5.50%		

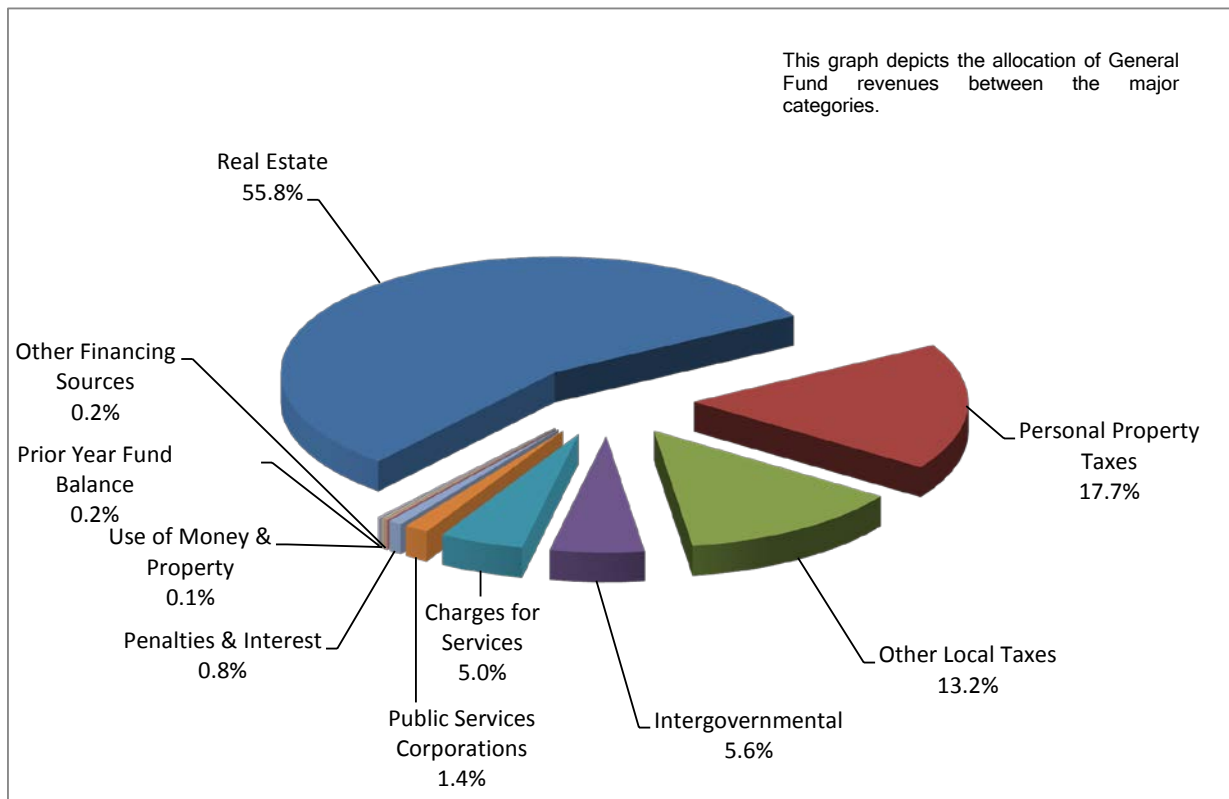
* Estimated

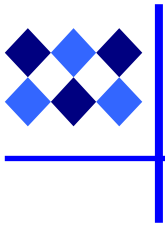




GENERAL FUND REVENUES

Category	FY2012 Adopted	Adopted Budget	FY2013		Budget as % of Total
			Changes		
Real Estate	\$136,020,000	\$137,898,000	\$ 1,878,000	1.4%	55.8%
Personal Property Taxes	41,688,013	43,659,004	1,970,991	4.7%	17.7%
Other Local Taxes	31,575,532	32,692,192	1,116,660	3.5%	13.2%
Intergovernmental	14,592,423	13,731,157	(861,266)	-5.9%	5.6%
Charges for Services	11,367,740	12,307,537	939,797	8.3%	5.0%
Public Services Corporations	2,844,000	3,572,000	728,000	25.6%	1.4%
Penalties & Interest	1,954,000	2,030,500	76,500	3.9%	0.8%
Other Financing Sources	785,532	537,348	(248,184)	-31.6%	0.2%
Use of Money & Property	347,130	364,204	17,074	4.9%	0.1%
Prior Year Fund Balance	-	500,000	500,000		0.2%
Total	\$241,174,370	\$247,291,942	\$ 5,617,572	2.3%	100.0%





GENERAL FUND REVENUE ANALYSIS

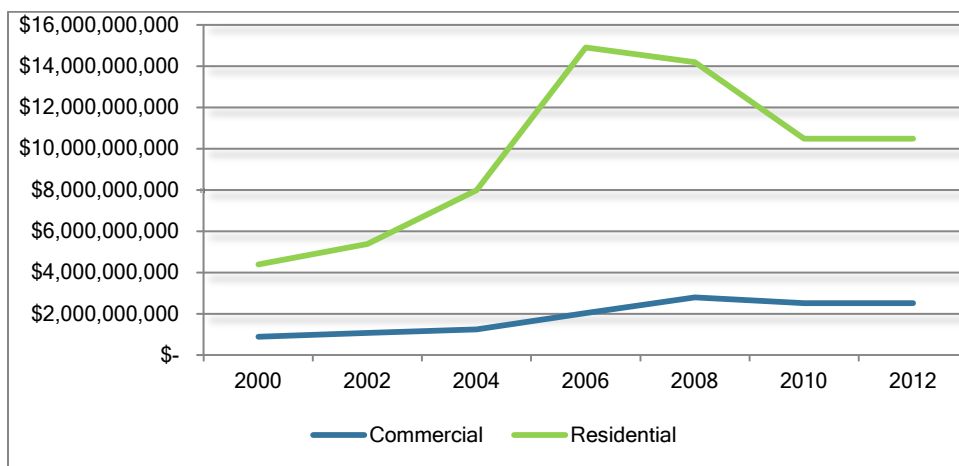
General Property Taxes	FY2011 Actual	FY2012 Budget	FY2013 Proposed	Changes '12 Adopted to '13 Proposed	
Real Property - Current	\$ 131,675,916	\$ 132,840,000	\$ 134,718,000	\$ 1,878,000	1.4%
Real Property - Delinquent	4,943,999	3,100,000	3,100,000	-	0.0%
Roll Back	146,093	80,000	80,000	-	0.0%
Public Service Corps	2,900,998	2,844,000	3,572,000	728,000	25.6%
Personal Property - Current	35,108,046	38,747,013	40,284,504	1,537,491	4.0%
Personal Property - Delinquent	5,556,580	1,700,000	2,057,500	357,500	21.0%
Merchants Capital	866,051	833,000	866,000	33,000	4.0%
Mobile Homes	197,239	176,000	197,000	21,000	11.9%
Machinery & Tools	253,834	232,000	254,000	22,000	9.5%
Penalties	1,227,455	1,204,000	1,227,500	23,500	2.0%
Interest	752,263	750,000	803,000	53,000	7.1%
Total	\$ 183,628,474	\$ 182,506,013	\$ 187,159,504	\$ 4,653,491	2.5%

Real Property

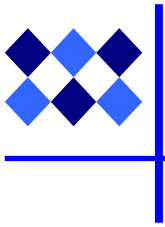
The real estate tax is the single largest revenue source for the County, and is expected to generate \$137.8 million in FY2013, approximately 55.7% of general fund revenues. Each penny on the tax rate yields slightly more than \$1.24 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as determined by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. The purpose of a reassessment is to distribute the tax burden fairly and equitably.

The most recent reassessment was completed in January 1, 2012. The reassessment, reflecting a modest recovery of market conditions, resulted in an increase of slightly more than 2% in the overall assessed value of real property in Stafford County, mainly due to growth. The reassessment revealed a shift in the composition of the tax base. Commercial properties now make up 20% of the tax base.



Tax Base Percentage							
Year	2000	2002	2004	2006	2008	2010	2012
Residential	83%	83%	87%	88%	84%	81%	80%
Commercial	17%	17%	13%	12%	16%	19%	20%



GENERAL FUND REVENUE ANALYSIS

On average, assessments are approximately 92% of estimated fair market value. The calculated equalized rate for calendar year 2012 is \$1.08. In keeping with its priority of reducing the tax burden, the Board approved a real estate tax rate of \$1.07 for calendar year 2012.

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

The County continues to see a slight increase in permitting activity, with a growth rate of 1.4% in 2011. The adopted budget assumes the same level of growth in the upcoming year.

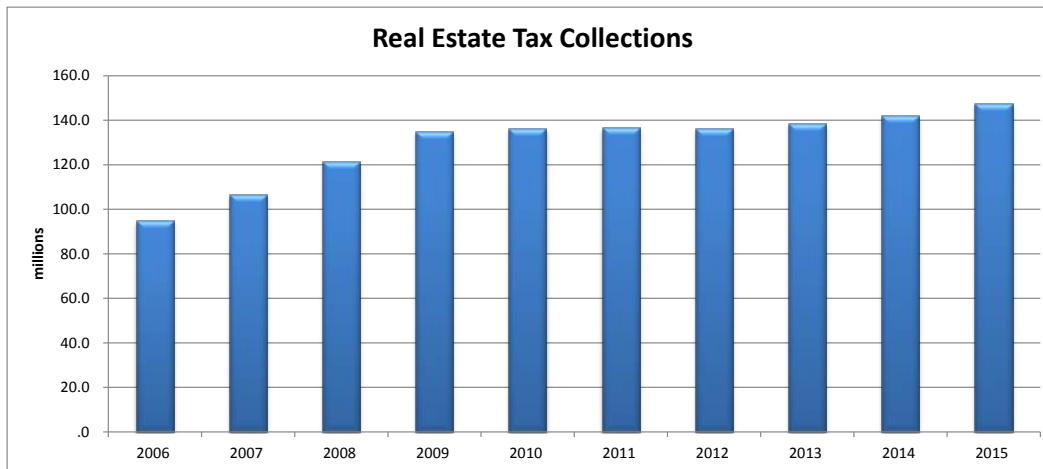
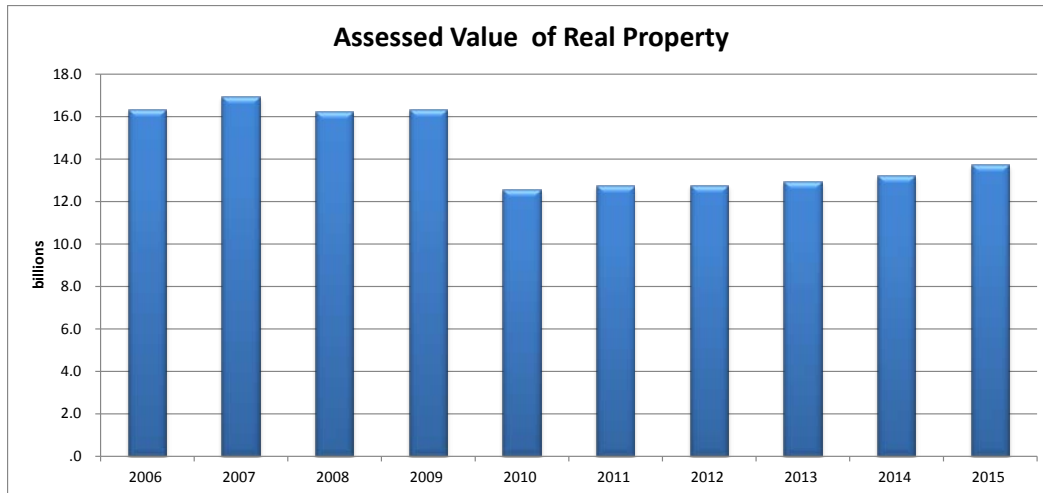
The FY2013 real property revenue projection is based on the following assumptions:

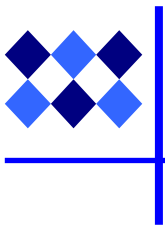
- 1.4% growth in properties in the County over the next year
- Tax rate of \$1.07 for calendar year 2012
- An equalized tax rate for calendar year 2013
- Collection rate of slightly more than 97%



GENERAL FUND REVENUE ANALYSIS

The following charts illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 1.4% in 2013, 2% in 2014 and 3% thereafter. It is assumed that the real estate tax remains at \$1.07 or is equalized in assessment years.





GENERAL FUND REVENUE ANALYSIS

Personal Property

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

Vehicles

Vehicle sales continue to rebound from the lows seen during the recession. Economists with the National Automobile Dealers Association (NADA) are predicting double digit percentage gains in 2012.

Many people put off replacing their current car or truck during the recession and are now in a position where the vehicle needs to be replaced. The average age of a vehicle on the road today is 10.8 years, the highest on record, according to the research firm R. L. Polk.¹

The adopted budget assumes a 3.5% increase in the value of the taxable fleet, reflecting recent history.

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. From January 1, 2011 to January 1, 2012, the average value of vehicles owned for a year or more declined 7%, reflecting "normal" historical depreciation rates.

The rate for volunteer fire and rescue personal vehicles is \$0.0001 per \$100.00 of assessed value. In 2009, 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.

There is a special personal property category for vehicles equipped for disabled individuals set at \$0.10 cents per \$100.00 of assessed value. As of FY1997, a special classification for motor carrier transportation property was added due to mandated legislation. This classification is for tangible personal property for motor vehicles and motor carrier transportation property owned or used by a motor carrier. Legislation mandates that this property be taxed at a rate no higher than the rate the locality taxes machinery and tools.

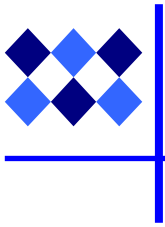
Boats

Since 2004, the value of boats has been determined using the average retail value. In reviewing the practices of other jurisdictions, it was found that the vast majority use trade-in values. The Commissioner of the Revenue is changing to this method, phased in over two years. In 2012, values will be calculated using "high trade-in". In 2013, the method will change to "low trade-in". This will result in a decrease in revenue of \$149k in 2012 and \$274k in 2013. The adopted budget reflects this change.

Aircraft

In 2009, 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. The Airport Authority reports positive results from the strategy, with its hangars nearly full, and revenues increasing.

¹ The New York Times: http://www.nytimes.com/2012/03/02/business/ford-and-chrysler-report-sales-gains-despite-gas-prices.html?_r=2&ref=business



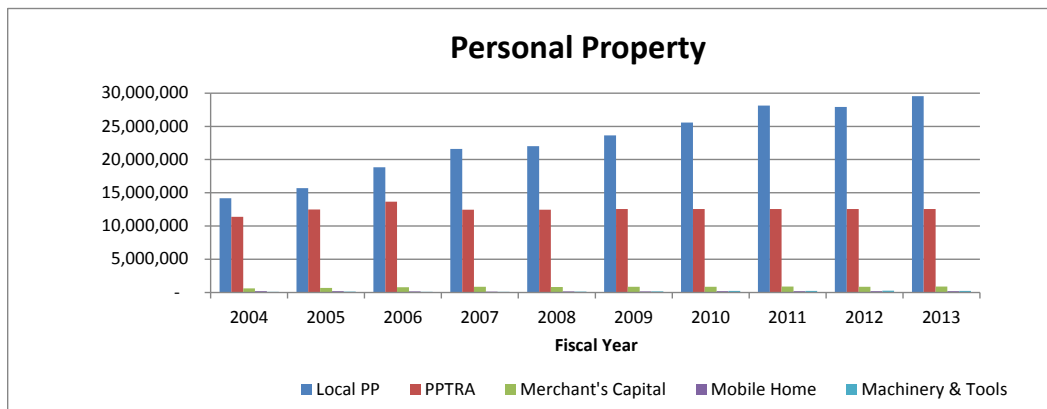
GENERAL FUND REVENUE ANALYSIS

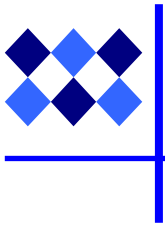
The following table lists the adopted personal property tax rates for calendar year 2012:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Aircraft	\$0.0001	\$0.00
Boats or watercraft	\$5.49	\$2.20
Business Property as defined in VA Code §58.1-3506(26)	\$5.49	\$1.92
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment as defined in VA Code §58.1-3506(27)	\$5.49	\$1.92
Disabled 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	\$1.07	\$1.07

Personal Property Tax Relief Act

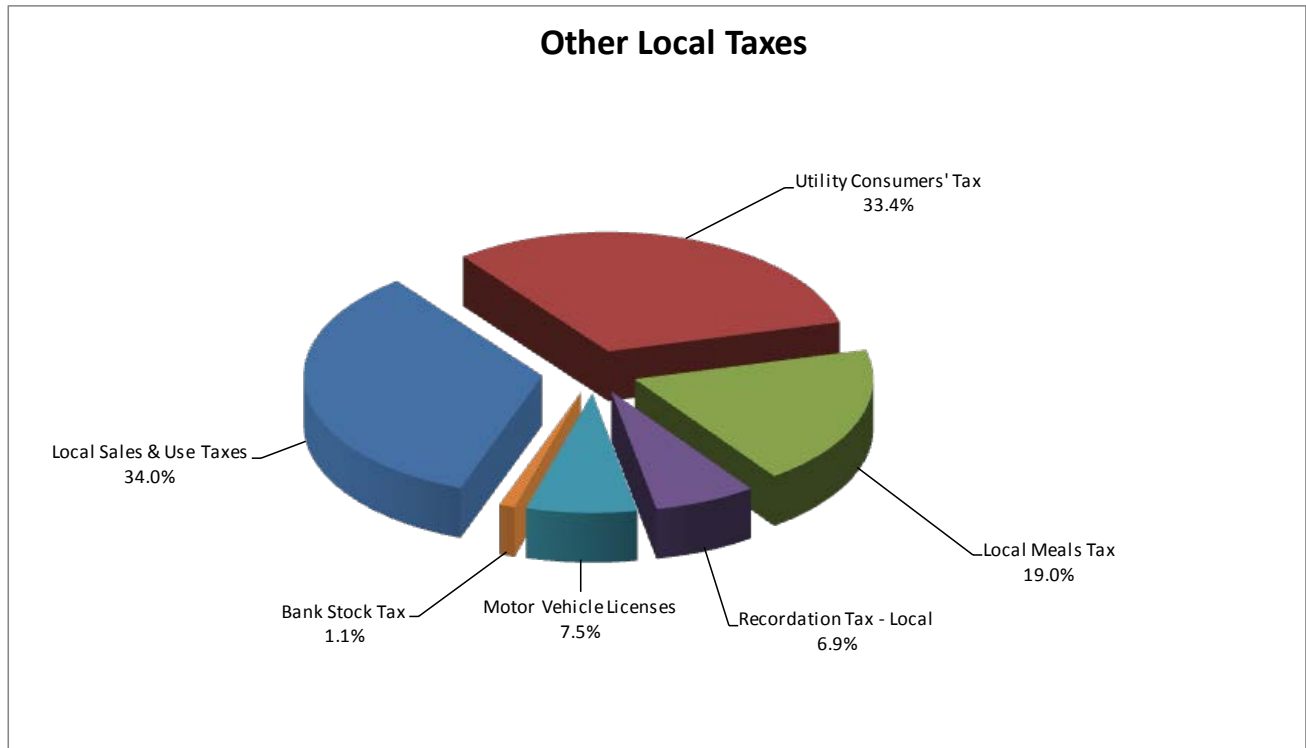
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 of a vehicle's assessed value; owners with vehicles assessed over \$20,000 pay 100% of the remainder of the tax. However, while the original intent was to give residents full relief in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation was altered due to fiscal restraints at the state level. Since FY2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's CY2004 collection. Stafford expects to receive that same amount - \$12.5 million - from the state annually.

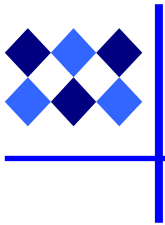




GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY2011 Actual	FY2012 Budget	FY2013		Changes '12 Adopted to '13 Adopted
			FY2013 Adopted		
Local Sales & Use Taxes	\$10,318,717	\$10,070,000	\$11,125,000	\$1,055,000	10.5%
Utility Consumers' Tax	10,293,911	10,565,292	10,289,692	(275,600)	-2.6%
Local Meals Tax	5,949,285	6,100,000	6,215,000	115,000	1.9%
Recordation Tax - Local	2,242,017	2,230,240	2,256,500	26,260	1.2%
Motor Vehicle Licenses	2,450,070	2,300,000	2,451,000	151,000	6.6%
Bank Stock Tax	354,079	310,000	355,000	45,000	14.5%
Total	\$31,608,079	\$31,575,532	\$32,692,192	\$1,116,660	3.5%





GENERAL FUND REVENUE ANALYSIS

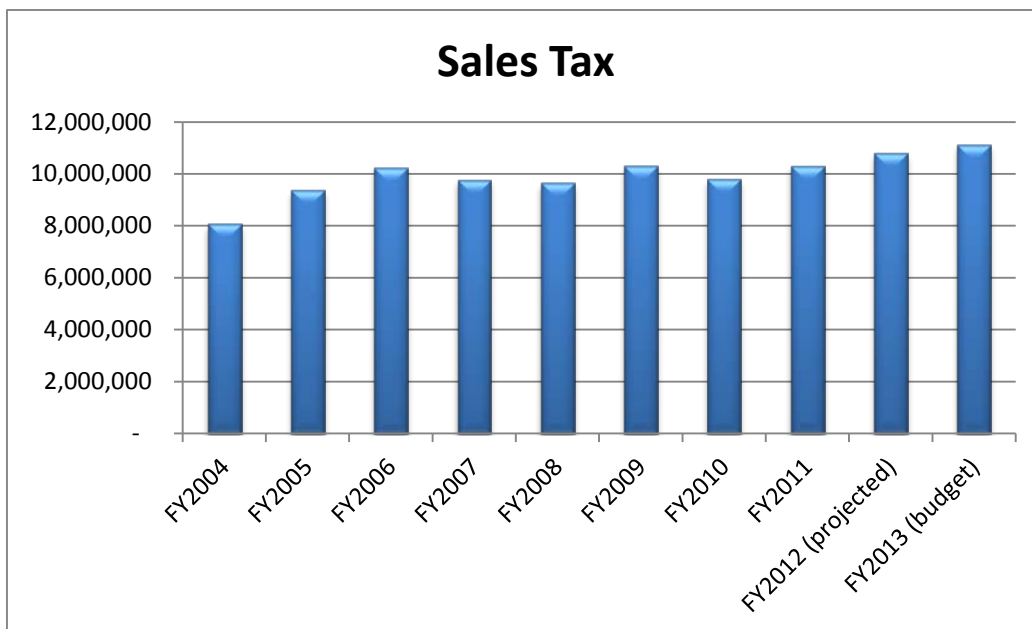
Local Sales & Use Tax

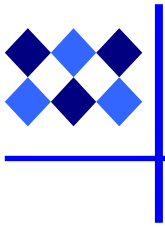
The State collects and distributes the local option 1% Sales and Use Tax in accordance with §58.1-605 and §58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County. These revenues are reported on a cash basis and modified accrual 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 FY2006 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 begun to improve since the spring of 2010. Calendar year 2011 collections were 6% higher than 2010. Sale tax revenue FY2012 to date (through April) is 7.3% higher than the same period in FY2011. The FY2013 budget projects 3% growth.

This chart reflects the growth in sales tax revenue since 2004:





GENERAL FUND REVENUE ANALYSIS

Consumer Utilities Revenue

Utility Consumer's Tax

The Utility Consumer's Tax is a tax levied by the County. It is collected by the utility companies and remitted to Stafford from residential, industrial, and commercial users of electric and gas services. This tax was amended in 2000 by Ordinance O00-78 to comply with changes in State law, which required local consumer utility tax rates to be consumption-based for electricity and gas utility service. The County's rates are:

Electric

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

Gas

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

Communications Sales and Use Tax

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

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

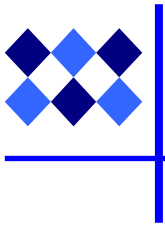
The bill imposed new taxes and fees on:

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

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

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

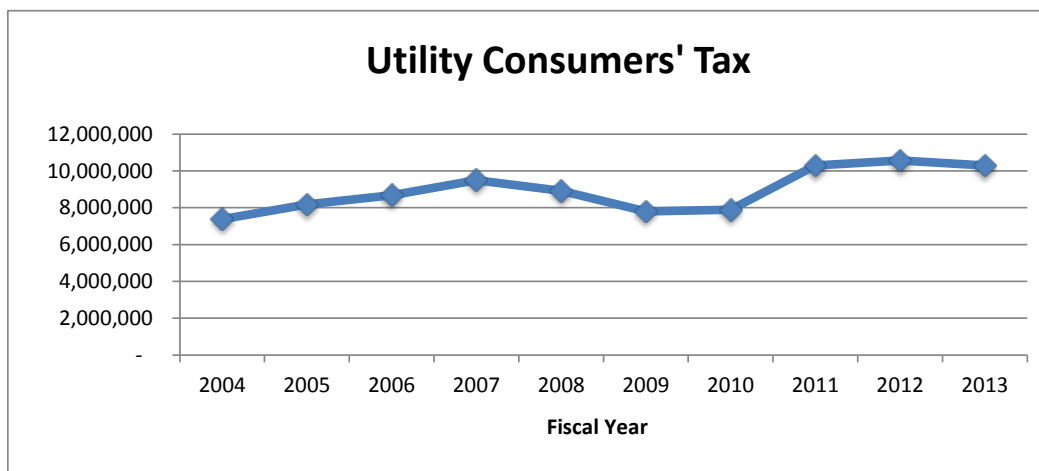
Communications sales and use tax revenue is collected by the Virginia Department of Taxation and distributed to localities monthly, according to the percentage of telecommunications and cable television tax each locality received relative to the statewide total in FY2006.



GENERAL FUND REVENUE ANALYSIS

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

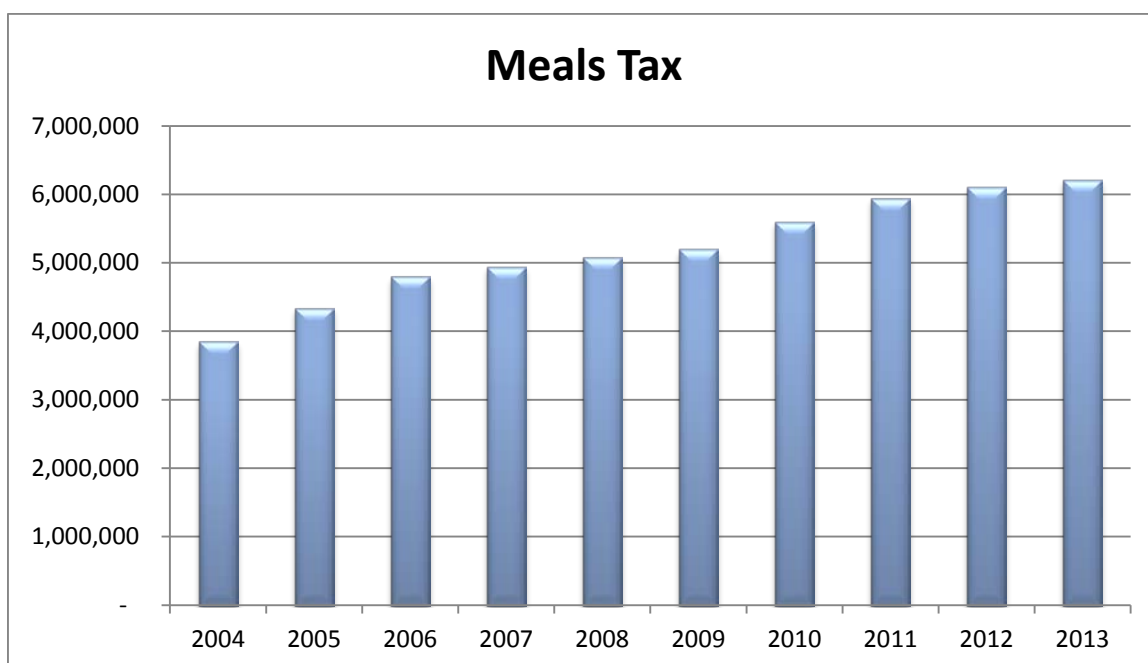
The FY2013 adopted budget assumes that revenue from these sources will decline slightly.

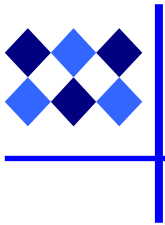


Local Meals Tax

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 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. Meals tax collections have shown steady growth, despite the recent difficult economic conditions. Calendar year 2011 meals tax revenues were 6% higher than the year before.

The FY2013 forecast is \$115,000 (2%) higher than the current projection for FY2012.

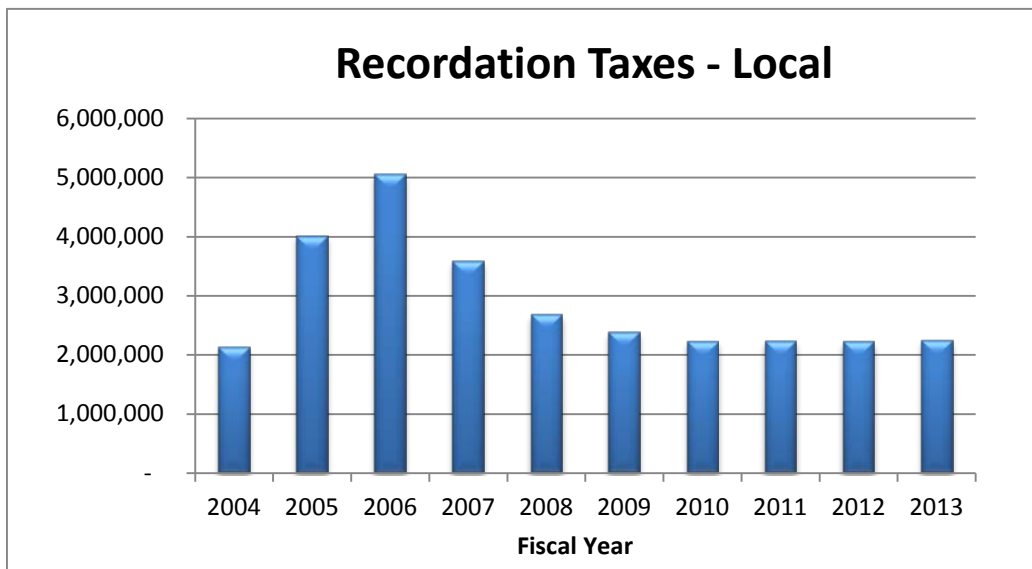




GENERAL FUND REVENUE ANALYSIS

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. Due to low interest rates and the continued growth in new construction in the County from FY2000 through FY2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues have declined since then, due to the slowdown of both the real estate market and the crisis in the financial sector. Activity has begun to increase, but the FY2013 revenues have been conservatively estimated to remain at FY2012 levels.

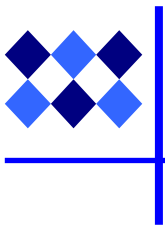


Motor Vehicle Licenses

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 FY2013 Adopted Budget includes \$2.4 million for this fee, consistent with recent history.

Bank Stock Taxes

The Bank Stock Tax revenues are collected in accordance with Section 58.1-1210 of the Code of Virginia (1950), as amended. These revenues are collected from a tax levied on shareholders by the State at the rate of \$1.00 per one hundred dollar (\$100.00) value of stock and distributed 80% to Stafford and 20% to the State. The FY2013 adopted budget assumes that these revenues will be level with FY2011 actual receipts.



GENERAL FUND REVENUE ANALYSIS

<u>Service Charges & Other</u>	<u>FY2011 Actual</u>	<u>FY2012 Adopted</u>	<u>FY2013 Adopted</u>	<u>FY2013 Changes '12 Adopted to '13 Adopted</u>	
Permit Fees & Licenses					
Code Administration Fees	\$ 2,760,843	\$ 2,886,874	\$ 2,583,200	\$ (303,674)	-10.5%
Planning & Zoning Fees	1,341,993	1,109,203	1,141,225	32,022	2.9%
Animal Licenses & Charges	111,235	98,400	100,090	1,690	1.7%
Well & Septic Fees	25,100	27,500	27,500	-	0.0%
Charges for Services					
Ambulance Fees	1,883,809	1,800,000	2,000,000	200,000	11.1%
Fines & Forfeitures	1,383,308	1,180,600	1,186,260	5,660	0.5%
Aquatics Fees	461,356	427,000	449,120	22,120	5.2%
Recreation Fees	447,301	442,145	470,657	28,512	6.4%
Gymnastics Fees	636,785	622,334	668,433	46,099	7.4%
Miscellaneous Revenue	3,546,614	2,773,684	3,331,052	(38,183)	-1.4%
Use of Money & Property	384,031	347,130	364,204	17,074	4.9%
Total	\$ 12,982,375	\$ 11,714,870	\$ 12,321,741	\$ 606,871	5.2%

Permits & Licenses

The revenues generated in this category are those collected for permits, fees, and licenses along with several other miscellaneous revenues.

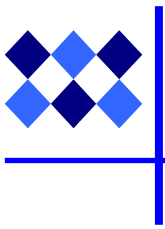
The majority of revenue in this category is related to development. Construction activity began to show improvement, but is expected to remain below the levels experienced in the recent past. The Department of Public Works estimates revenues related to building activity to be \$2.6 million in FY2013. Building permit revenues are estimated based upon projections of new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interest. Departments of Public Works and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications. The adopted budget includes a new technology fee to finance technology upgrades for the online permitting system.

Ambulance Fees

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

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

Fees have been set using the Centers for Medicare and Medicaid customary rates for our region. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency



GENERAL FUND REVENUE ANALYSIS

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 March, 2012.

The current approved rates are:

Basic Life Support	\$ 500.00
Advanced Life Support - 1	\$ 650.00
Advanced Life Support - 2	\$ 800.00
Loaded Mile	\$ 12.00

The Adopted FY2013 budget estimates \$2.0 million of cost recovery revenue through ambulance transport fees.

Use of Money and Property

The Treasurer is responsible for Stafford's investment program. Cash resources of individual funds, excluding cash held with fiscal agents, are combined to form a pool of cash and investments to maximize interest earnings. Investment earnings are a function of interest rates and the amount available for investment. Interest rates are expected to remain low in FY2013. The adopted budget includes \$16,000 in interest income.

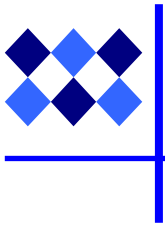
The County has several properties that generate rental income. The Health Department and Social Services Department pay rent for the office space they occupy in the Government Center. Several Parks & Recreation properties are available for rent to the public. Rental income for FY2013 is estimated at \$348,000.

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

Parks and Recreation Fees

In FY2013, revenues generated through gymnastic, aquatic and recreation programs, and admission fees are budgeted at \$1.6 million. The adopted budget includes an increase to Parks and Recreation fees.



GENERAL FUND REVENUE ANALYSIS

<u>Intergovernmental</u>	<u>FY2011 Actual</u>	<u>FY2012 Budget</u>	<u>FY2013 Adopted</u>	<u>Changes '12 Adopted to '13 Adopted</u>	
State - Shared Expenses					
Clerk of the Circuit Court	\$ 590,174	\$ 562,262	\$ 554,760	\$ (7,502)	-1.3%
Commissioner of the Revenue	238,975	237,560	242,033	4,473	1.9%
Commonwealth's Attorney	925,737	881,162	927,862	46,700	5.3%
Registrar	50,193	82,000	68,527	(13,473)	-16.4%
Sheriff	3,555,904	3,566,779	3,677,869	111,090	3.1%
Treasurer	220,118	217,903	221,974	4,071	1.9%
State & Federal - Social Services	5,553,020	6,045,091	4,758,220	(1,286,871)	-21.3%
State - Comprehensive Services Act	2,070,349	2,005,654	2,151,360	145,706	7.3%
State Categorical Aid:					
State Reimbursement	438,335	257,363	268,152	10,789	4.2%
State Fire Program Fund	266,929	255,049	350,000	94,951	37.2%
Emergency Medical Service	106,847	94,000	100,000	6,000	6.4%
State - Non Categorical Aid	353,055	304,900	365,000	60,100	19.7%
Federal	3,680,375	42,700	5,400	(37,300)	-87.4%
Total	\$ 18,050,011	\$ 14,552,423	\$ 13,691,157	\$ (861,266)	-5.9%

State Shared Expenses

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

State & Federal - Social Services

This revenue is the total amount of State and Federal revenue received to fund Social Services. The Director of Social Services projects this revenue each year using estimates received from State and Federal agencies. In FY2012, the state implemented a new payment system for the child day care program. Clients now use a debit card to pay for the services directly; with payments will no longer running through the County. Social Services expenditure and revenue budgets have been reduced accordingly.

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 collected by the Commonwealth and shared with the County. The FY2013 budget includes projected revenues from rolling stock tax, motor vehicle carrier tax, mobile home titling tax, and auto rental tax. Ratios, rate and distribution formulas are subject to change each year by the General Assembly.

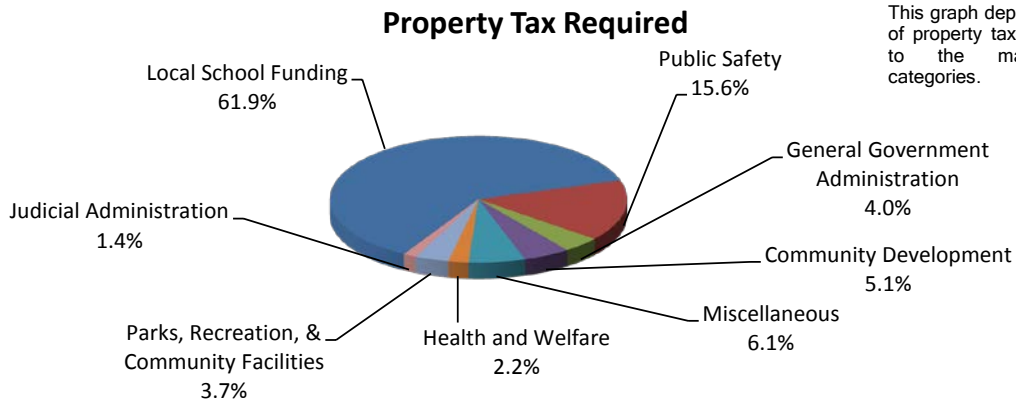
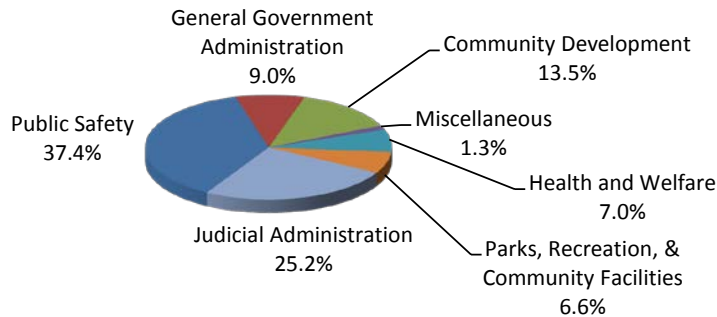


CURRENT SERVICE COSTS PROPERTY TAXES

Service Type	Service Costs	FY2013 Revenues		Property Tax Required Total	Per Capita
		Designated	Undesignated		
Local School Funding	\$133,054,514	\$0	\$17,351,624	\$115,702,890	\$897.19
Public Safety	45,635,594	10,408,011	5,951,333	29,276,250	227.02
General Government Administration	11,575,891	2,515,314	1,509,611	7,550,966	58.55
Community Development	15,287,615	3,764,425	1,993,656	9,529,534	73.89
Miscellaneous	13,591,964	361,454	1,772,526	11,457,984	88.85
Health and Welfare	12,820,080	7,038,874	1,671,865	4,109,341	31.86
Parks, Recreation, & Community Facilities	10,147,178	1,945,066	1,323,292	6,878,820	53.34
Judicial Administration	5,179,106	1,849,980	675,407	2,653,719	20.58
Total	\$247,291,942	\$27,883,124	\$32,249,314	\$187,159,504	\$1,451.29

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

Designated Revenues



This graph depicts the percentage of property tax revenue allocated to the major expenditure categories.



GENERAL FUND EXPENDITURES

The general fund expenditure section contains schedules that present the budget for each department, a comparison of Designated Revenues, a ten year analysis of expenditures, and a graph for each expenditure category. Graphs in this section visually demonstrate the State's support for Stafford's Constitutional Officers, with a summary graph for the County tax support for each office and total expenditures for each office. In addition, there 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 FY 2004 through FY 2013 and the sources of funding used to support these expenditures.



GENERAL FUND EXPENDITURES

	FY2011	FY2012	Adopted	Changes	FY2013	Net Tax	% Tax	
	Actual	Adopted	Budget	Adopted to	Designated	Support	Support	
		Budget	Budget	Adopted	Revenue			
General Government Public Safety								
Fire and Rescue	\$ 13,554,431	\$ 14,163,624	\$ 14,957,895	\$ 794,271	5.6%	\$ 2,690,000	\$ 12,267,895	82%
Sheriff	22,626,271	21,809,241	22,858,653	1,049,412	4.8%	7,378,011	15,480,642	68%
Sub-Total	\$ 36,180,702	\$ 35,972,865	\$ 37,816,548	\$ 1,843,683	5.1%	\$ 10,068,011	\$ 27,748,537	73%
General Government Non-Public Safety								
Board of Supervisors	\$ 543,398	\$ 549,779	\$ 607,066	\$ 57,287	10.4%	\$ -	\$ 607,066	100%
Commissioner of the Revenue	2,434,088	2,540,314	2,576,931	36,617	1.4%	242,033	2,334,898	91%
Commonwealth's Attorney	2,746,842	2,832,268	2,864,733	32,465	1.1%	1,044,504	1,820,229	64%
County Administration	952,411	926,400	1,026,593	100,193	10.8%	237,995	788,598	77%
County Attorney	902,569	1,051,734	1,039,238	(12,496)	(1.2)%	52,005	987,233	95%
Clerk of the Circuit Court	1,604,593	1,411,188	1,456,220	45,032	3.2%	714,760	741,460	51%
Circuit Court	159,329	160,089	262,959	102,870	64.3%	-	262,959	100%
General District Court	83,578	106,431	102,556	(3,875)	(3.6)%	45,000	57,556	56%
Juvenile and Domestic Relations Court	54,547	67,396	68,223	827	1.2%	-	68,223	100%
Magistrate	5,563	9,328	9,328	-	0.0%	-	9,328	100%
15th District Court Services Unit	349,282	409,429	415,087	5,658	1.4%	45,716	369,371	89%
Economic Development	1,721,529	640,413	696,070	55,657	8.7%	-	696,070	100%
Finance and Budget	1,396,901	1,454,419	1,490,772	36,353	2.5%	450,288	1,040,484	70%
Human Resources	580,965	379,654	378,983	(671)	(0.2)%	159,815	219,168	58%
Human Services, Office of	4,407,192	4,208,465	4,298,505	90,040	2.1%	2,151,360	2,147,145	50%
Information Technology	2,440,223	1,976,399	2,122,646	146,247	7.4%	240,542	1,882,104	89%
Parks, Recreation and Community Facilities	10,473,160	10,216,221	10,147,178	(69,043)	(0.7)%	1,945,066	8,202,112	81%
Planning and Zoning	2,294,512	2,472,508	2,562,841	90,333	3.7%	1,141,225	1,421,616	55%
Public Works	4,032,189	4,052,897	4,026,646	(26,251)	(0.6)%	2,583,200	1,443,446	36%
Registrar & Electoral Board	332,440	375,224	422,574	47,350	12.6%	68,527	354,047	84%
Social Services	6,891,357	7,991,159	6,655,498	(1,335,661)	(16.7)%	4,798,220	1,857,278	28%
Treasurer	1,735,671	1,890,590	1,911,088	20,498	1.1%	1,064,169	846,919	44%
Sub-Total	\$ 46,142,339	\$ 45,722,305	\$ 45,141,735	\$ (580,570)	(1.3)%	\$ 16,984,425	\$ 28,157,310	62%
General Government Other Operating								
Non-Departmental	\$ 1,193,943	\$ 2,911,812	\$ 3,612,446	\$ 700,634	24.1%	\$ 361,454	\$ 3,250,992	90%
Other Transfers	1,276,933	-	-	-	0.0%	-	-	0.0%
Sub-Total	\$ 2,470,876	\$ 2,911,812	\$ 3,612,446	\$ 700,634	24.1%	\$ 361,454	\$ 3,250,992	90%
General Government Other								
Debt Service County	\$ 11,176,976	\$ 11,570,629	\$ 9,979,518	\$ (1,591,111)	(13.8)%	\$ -	\$ 9,979,518	100%
Capital Projects	10,915	1,921,489	2,865,782	944,293	49.1%	-	2,865,782	100%
Sub-Total	\$ 11,187,891	\$ 13,492,118	\$ 12,845,300	\$ (646,818)	(4.8)%	\$ -	\$ 12,845,300	100%
Total General Government	\$ 95,981,808	\$ 98,099,100	\$ 99,416,029	\$ 1,316,929	1.3%	\$ 27,413,890	\$ 72,002,139	72%
Local School Funding								
Operating Budget Transfer	\$ 99,323,620	\$ 101,693,774	\$ 106,518,774	\$ 4,825,000	4.7%	\$ -	\$ 106,518,774	100%
Public Day School	-	-	332,000	332,000	100.0%	-	332,000	100%
Sub-Total	\$ 99,323,620	\$ 101,693,774	\$ 106,850,774	\$ 5,157,000	5.1%	\$ -	\$ 106,850,774	100%
Debt	25,582,528	27,388,986	26,203,740	(1,185,246)	(4.3)%	-	26,203,740	100%
Sub-Total	\$ 124,906,148	\$ 129,082,760	\$ 133,054,514	\$ 3,971,754	3.1%	\$ -	\$ 133,054,514	100%
Other Agencies								
Central Rappahannock Regional Library	\$ 4,652,117	\$ 4,667,212	\$ 4,967,212	\$ 300,000	6.4%	\$ 40,000	\$ 4,927,212	99%
Cooperative Extension	151,836	167,124	169,064	1,940	1.2%	-	169,064	100%
Corrections	7,071,313	7,362,832	7,819,046	456,214	6.2%	340,000	7,479,046	96%
Partner Agencies	1,737,915	1,795,342	1,866,077	70,735	3.9%	89,294	1,776,783	95%
Sub-Total	\$ 13,613,181	\$ 13,992,510	\$ 14,821,399	\$ 828,889	5.9%	\$ 469,294	\$ 14,352,105	97%
Total all Expenditures	\$ 234,501,137	\$ 241,174,370	\$ 247,291,942	\$ 6,117,572	2.5%	\$ 27,413,890	\$ 219,408,758	89%



DESIGNATED REVENUE

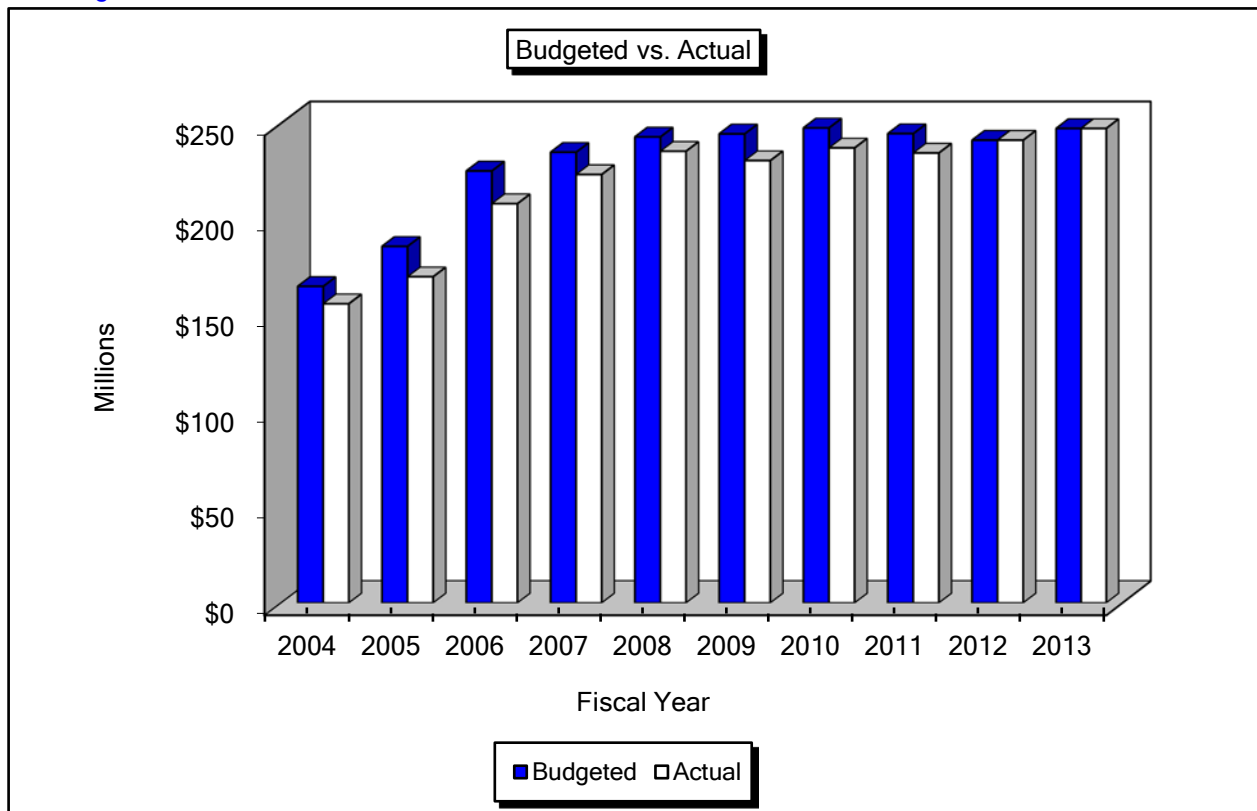
	FY2012				FY2013				Designated Revenue Change '12 to '13	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support		
General Government Public Safety										
Fire and Rescue	\$ 14,163,624	\$ 2,414,049	\$ 11,749,575	83%	\$ 14,957,895	\$ 2,690,000	\$ 12,267,895	82%	\$ 275,951	11.4%
Sheriff	21,809,241	7,296,696	14,512,545	67%	22,858,653	7,378,011	15,480,642	68%	81,315	1.1%
Sub-Total	\$ 35,972,865	\$ 9,710,745	\$ 26,262,120	73%	\$ 37,816,548	\$ 10,068,011	\$ 27,748,537	73%	\$ 357,266	3.7%
General Government Non-Public Safety										
Board of Supervisors	\$ 549,779	\$ -	\$ 549,779	100%	\$ 607,066	\$ -	\$ 607,066	100%	\$ -	0.0%
Commissioner of the Revenue	2,540,314	237,560	2,302,754	91%	2,576,931	242,033	2,334,898	91%	4,473	1.9%
Commonwealth's Attorney	2,832,268	996,301	1,835,967	65%	2,864,733	1,044,504	1,820,229	64%	48,203	4.8%
County Administration	926,400	237,583	688,817	74%	1,026,593	237,995	788,598	77%	412	0.2%
County Attorney	1,051,734	85,723	966,011	92%	1,039,238	52,005	987,233	95%	(33,718)	(39.3)%
Clerk of the Circuit Court	1,411,188	722,262	688,926	49%	1,456,220	714,760	741,460	51%	(7,502)	(1.0)%
Circuit Court	160,089	-	160,089	100%	262,959	-	262,959	100%	-	0.0%
General District Court	106,431	60,000	46,431	44%	102,556	45,000	57,556	56%	(15,000)	(25.0)%
Juvenile and Domestic Relations Court	67,396	-	67,396	100%	68,223	-	68,223	100%	-	0.0%
Magistrate	9,328	-	9,328	100%	9,328	-	9,328	100%	-	0.0%
15th District Court Services Unit	409,429	41,375	368,054	90%	415,087	45,716	369,371	89%	4,341	10.5%
Economic Development	640,413	-	640,413	100%	696,070	-	696,070	100%	-	0.0%
Finance and Budget	1,454,419	479,508	974,911	67%	1,490,772	450,288	1,040,484	70%	(29,220)	(6.1)%
Human Resources	379,654	170,034	209,620	55%	378,983	159,815	219,168	58%	(10,219)	(6.0)%
Human Services, Office of	4,208,465	2,005,654	2,202,811	52%	4,298,505	2,151,360	2,147,145	50%	145,706	7.3%
Information Technology	1,976,399	215,089	1,761,310	89%	2,122,646	240,542	1,882,104	89%	25,453	11.8%
Parks, Recreation and Community Facilities	10,216,221	1,717,209	8,499,012	83%	10,147,178	1,945,066	8,202,112	81%	227,857	13.3%
Planning and Zoning	2,472,508	1,109,203	1,363,305	55%	2,562,841	1,141,225	1,421,616	55%	32,022	2.9%
Public Works	4,052,897	2,886,874	1,166,023	29%	4,026,646	2,583,200	1,443,446	36%	(303,674)	(10.5)%
Registrar & Electoral Board	375,224	82,000	293,224	78%	422,574	68,527	354,047	84%	(13,473)	(16.4)%
Social Services	7,991,159	6,085,091	1,906,068	24%	6,655,498	4,798,220	1,857,278	28%	(1,286,871)	(21.1)%
Treasurer	1,890,590	765,369	1,125,221	60%	1,911,088	1,064,169	846,919	44%	298,800	39.0%
Sub-Total	\$ 45,722,305	\$ 17,896,835	\$ 27,825,470	61%	\$ 45,141,735	\$ 16,984,425	\$ 28,157,310	62%	\$ (912,410)	(5.1)%
General Government Other Operating										
Non-Departmental	\$ 2,911,812	\$ 381,063	\$ 2,530,749	87%	\$ 3,612,446	\$ 361,454	\$ 3,250,992	90%	\$ (19,609)	(5.1)%
Sub-Total	\$ 2,911,812	\$ 381,063	\$ 2,530,749	87%	\$ 3,612,446	\$ 361,454	\$ 3,250,992	90%	\$ (19,609)	(5.1)%
General Government Other										
Debt Service County	\$ 11,570,629	\$ -	\$ 11,570,629	100%	\$ 9,979,518	\$ -	\$ 9,979,518	100%	\$ -	0.0%
Capital Projects	1,921,489	-	1,921,489	100%	2,865,782	-	2,865,782	100%	-	0.0%
Sub-Total	\$ 13,492,118	\$ -	\$ 13,492,118	100%	\$ 12,845,300	\$ -	\$ 12,845,300	100%	\$ -	0.0%
Total General Government	\$ 98,099,100	\$ 27,988,643	\$ 70,110,457	71%	\$ 99,416,029	\$ 27,413,890	\$ 72,002,139	72%	\$ (574,753)	(2.1)%
Local School Funding										
Operating Budget Transfer	\$ 101,693,774	\$ -	\$ 101,693,774	100%	\$ 106,518,774	\$ -	\$ 106,518,774	100%	\$ -	0.0%
Public Day School	-	-	-	0.0%	332,000	-	332,000	100%	-	100.0%
Sub-Total	\$ 101,693,774	\$ -	\$ 101,693,774	100%	\$ 106,850,774	\$ -	\$ 106,850,774	100%	\$ -	100.0%
Debt	27,388,986	-	27,388,986	100%	26,203,740	-	26,203,740	100%	-	0.0%
Sub-Total	\$ 129,082,760	\$ -	\$ 129,082,760	100%	\$ 133,054,514	\$ -	\$ 133,054,514	100%	\$ -	100.0%
Other Agencies										
Central Rappahannock Regional Library	\$ 4,667,212	\$ 35,000	\$ 4,632,212	99%	\$ 4,967,212	\$ 40,000	\$ 4,927,212	99%	\$ 5,000	14.3%
Cooperative Extension	167,124	-	167,124	100%	169,064	-	169,064	100%	-	0.0%
Corrections	7,362,832	340,000	7,022,832	95%	7,819,046	340,000	7,479,046	96%	-	0.0%
Partner Agencies	1,795,342	85,349	1,709,993	95%	1,866,077	89,294	1,776,783	95%	3,945	4.6%
Sub-Total	\$ 13,992,510	\$ 460,349	\$ 13,532,161	97%	\$ 14,821,399	\$ 469,294	\$ 14,352,105	97%	\$ 8,945	1.9%
Total all Expenditures	\$ 241,174,370	\$ 28,448,992	\$ 212,725,378	88%	\$ 247,291,942	\$ 27,883,184	\$ 219,408,758	89%	\$ (565,808)	(2.0)%



TEN-YEAR EXPENDITURE ANALYSIS

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 FY 2004 through FY 2011. The FY 2012 actual represents the adopted budget. The FY 2013 actual, which is still an estimate, is the adopted budget for FY 2013. The average increase in expenditures for this ten-year period is calculated to be 5.5%.

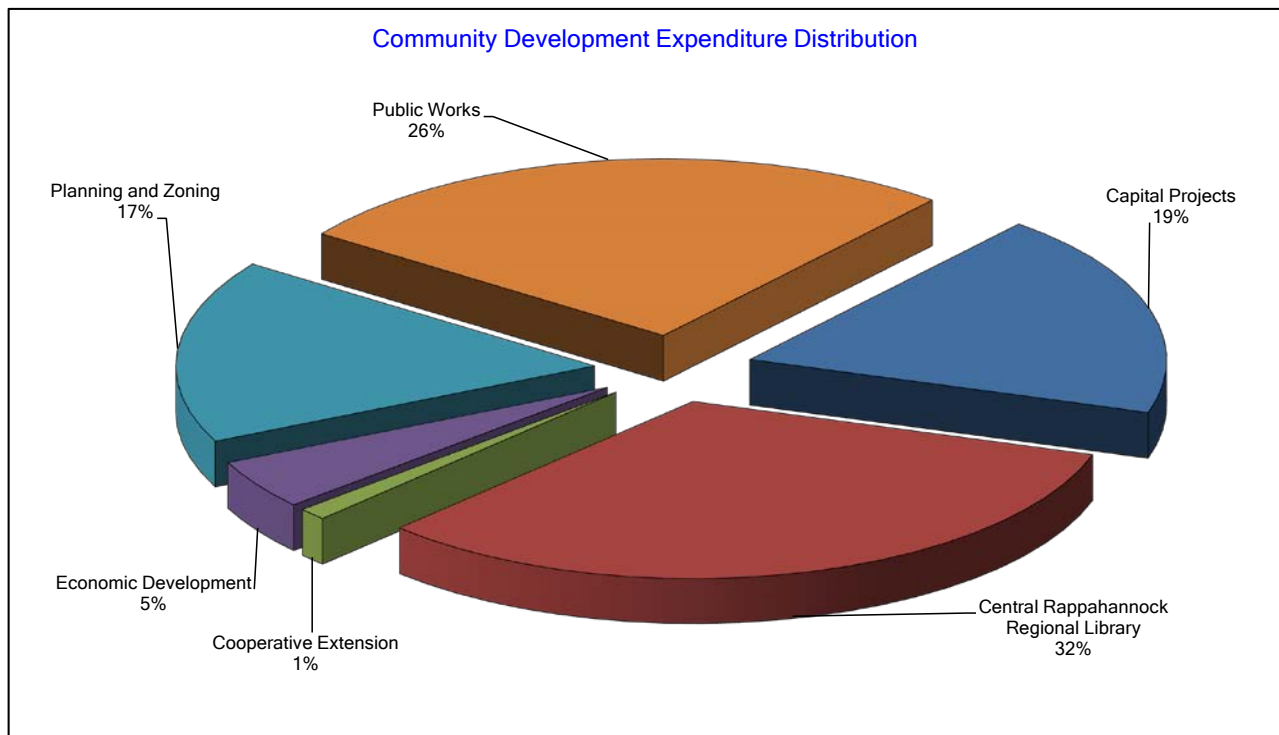
Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change	Variance Amount	%
2004	164,977,592		155,894,789	5.8%	(9,082,803)	-5.5%
2005	185,836,018		169,979,062	9.0%	(15,856,956)	-8.5%
2006	225,129,454		208,082,240	22.4%	(17,047,214)	-7.6%
2007	234,888,020		223,297,385	7.3%	(11,590,635)	-4.9%
2008	242,872,406		235,400,383	5.4%	(7,472,023)	-3.1%
2009	244,465,642		230,528,315	-2.1%	(13,937,327)	-5.7%
2010	247,566,018		237,130,762	2.9%	(10,435,256)	-4.2%
2011	244,575,191		234,501,167	-1.1%	(10,074,024)	-4.1%
2012	241,174,370		241,174,370	2.8%	0	0.0%
2013	247,291,942		247,291,942	2.5%	0	0.0%
Average				5.5%		-4.4%





COMMUNITY DEVELOPMENT

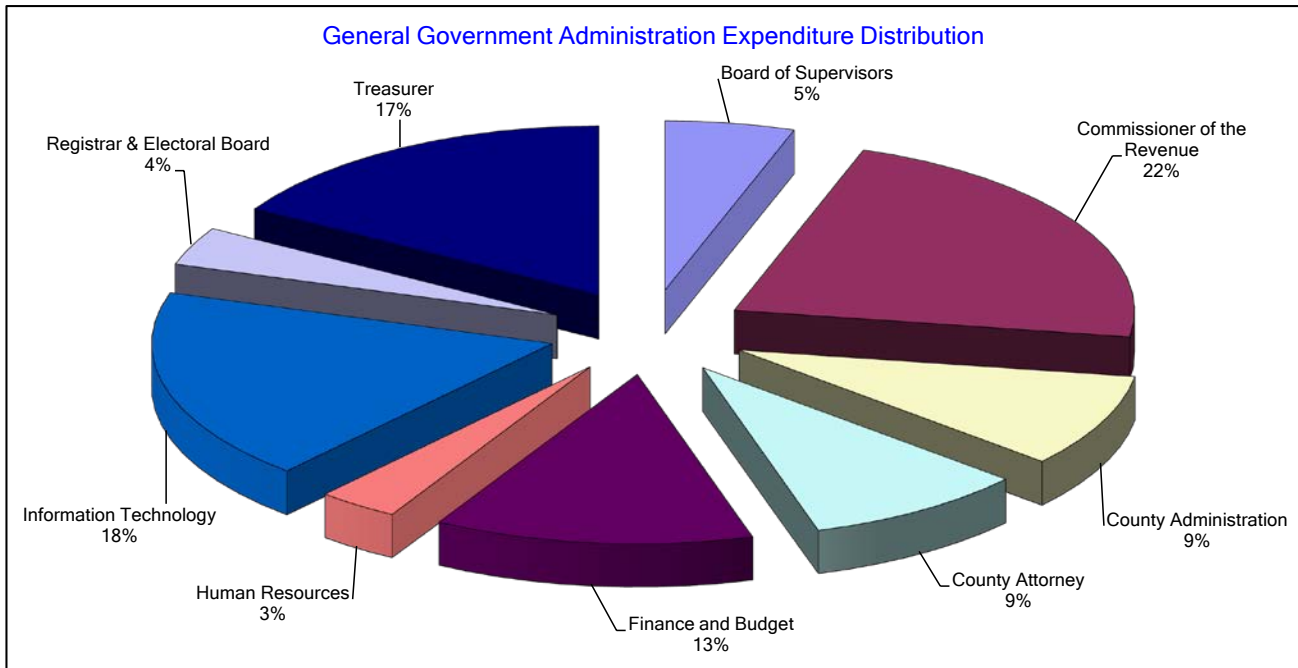
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Capital Projects	\$ 10,915	\$ 1,921,489	\$ 2,865,782	\$ 944,293	49.14%
Central Rappahannock Regional Library	4,652,117	4,667,212	4,967,212	300,000	6.43%
Cooperative Extension	151,836	167,124	169,064	1,940	1.16%
Economic Development	1,721,529	640,413	696,070	55,657	8.69%
Planning and Zoning	2,294,512	2,472,508	2,562,841	90,333	3.65%
Public Works	4,032,189	4,052,897	4,026,646	(26,251)	-0.65%
Total Expenditures	\$ 12,863,098	\$ 13,921,643	\$ 15,287,615	\$ 1,365,972	9.81%





GENERAL GOVERNMENT ADMINISTRATION

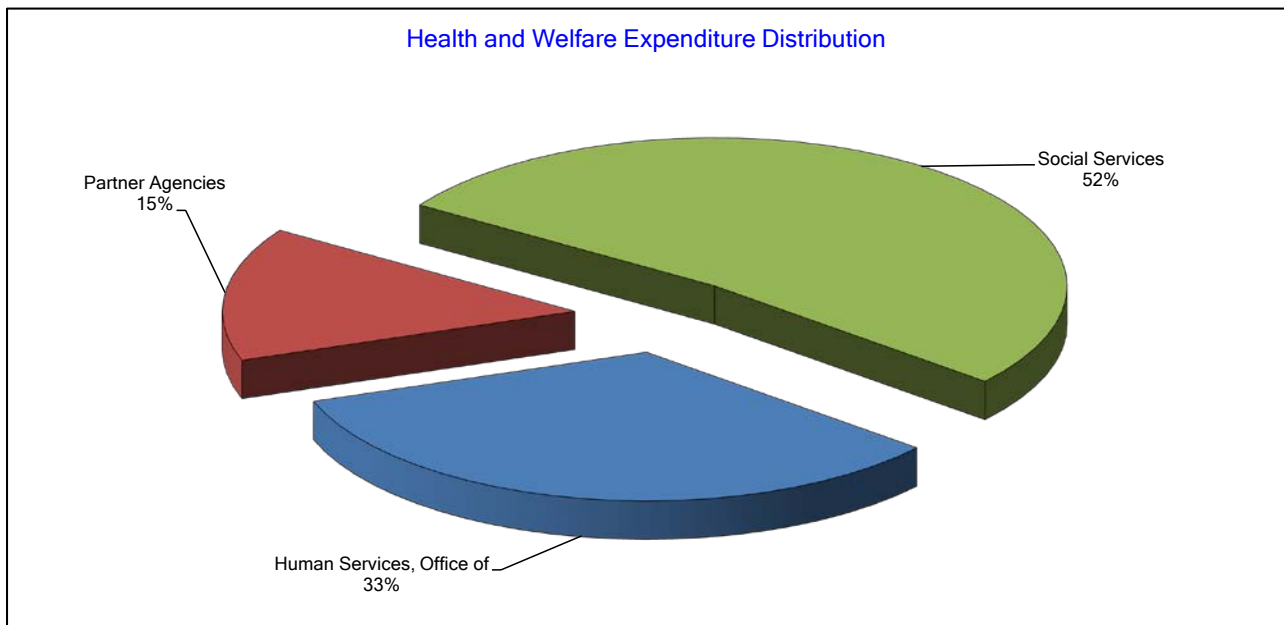
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Board of Supervisors	\$ 543,398	\$ 549,779	\$ 607,066	\$ 57,287	10.42%
Commissioner of the Revenue	2,434,088	2,540,314	2,576,931	36,617	1.44%
County Administration	952,411	926,400	1,026,593	100,193	10.82%
County Attorney	902,569	1,051,734	1,039,238	(12,496)	-1.19%
Finance and Budget	1,396,901	1,454,419	1,490,772	36,353	2.50%
Human Resources	580,965	379,654	378,983	(671)	-0.18%
Information Technology	2,440,223	1,976,399	2,122,646	146,247	7.40%
Registrar & Electoral Board	332,440	375,224	422,574	47,350	12.62%
Treasurer	1,735,671	1,890,590	1,911,088	20,498	1.08%
Total Expenditures	\$ 11,318,666	\$ 11,144,513	\$ 11,575,891	\$ 431,378	3.87%

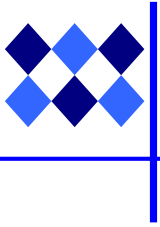




HEALTH AND WELFARE

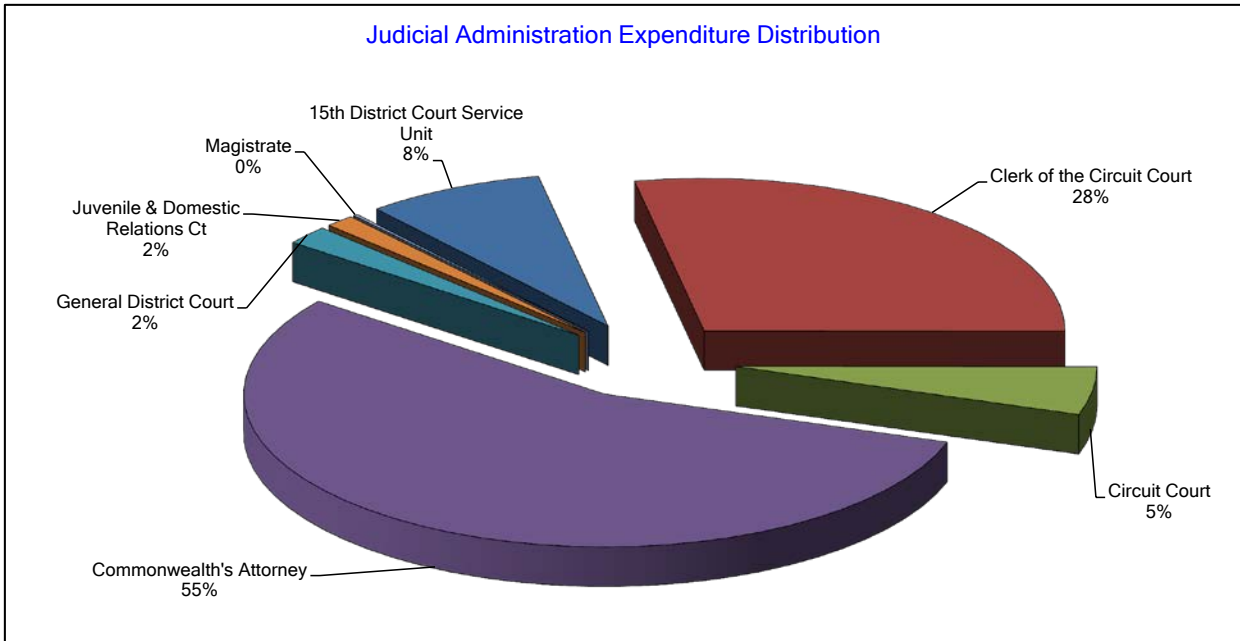
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Human Services, Office of	\$ 4,407,192	\$ 4,208,465	\$ 4,298,505	\$ 90,040	2.14%
Partner Agencies	1,737,915	1,795,342	1,866,077	70,735	3.94%
Social Services	6,891,357	7,991,159	6,655,498	(1,335,661)	-16.71%
Total Expenditures	\$ 13,036,464	\$ 13,994,966	\$ 12,820,080	\$ (1,174,886)	-8.40%





JUDICIAL ADMINISTRATION

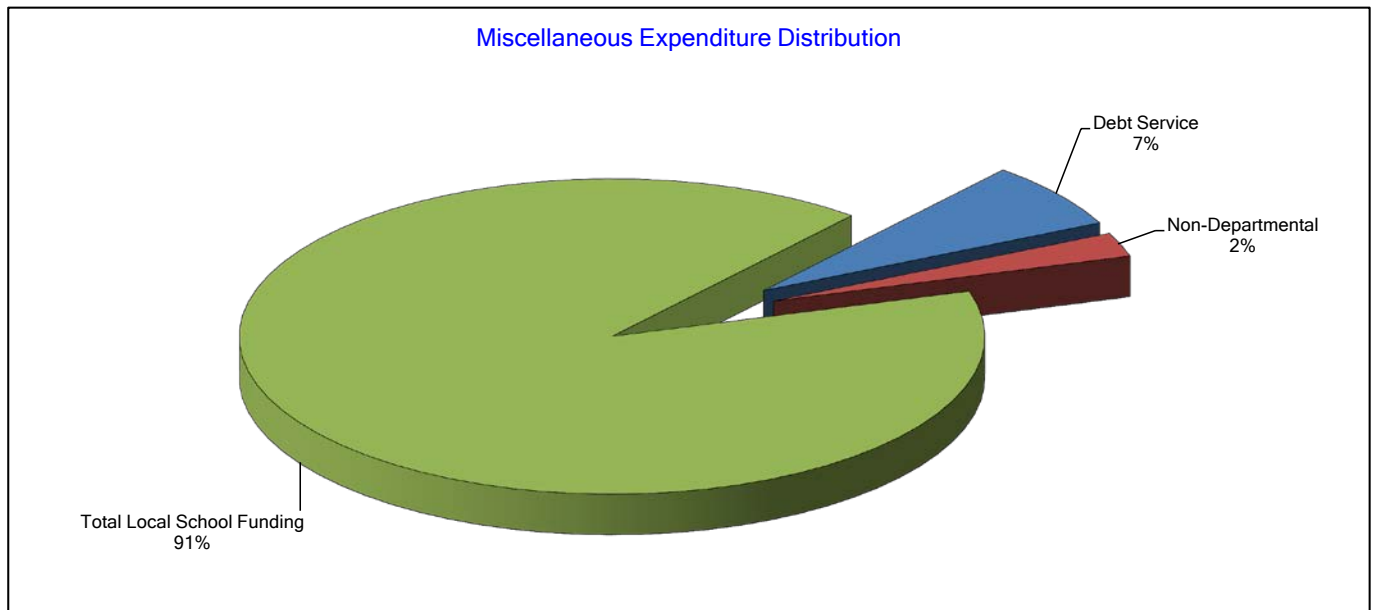
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
15th District Court Service Unit	\$ 349,282	\$ 409,429	\$ 415,087	\$ 5,658	1.38%
Clerk of the Circuit Court	1,604,593	1,411,188	1,456,220	45,032	3.19%
Circuit Court	159,329	160,089	262,959	102,870	64.26%
Commonwealth's Attorney	2,746,842	2,832,268	2,864,733	32,465	1.15%
General District Court	83,578	106,431	102,556	(3,875)	-3.64%
Juvenile & Domestic Relations Ct	54,547	67,396	68,223	827	1.23%
Magistrate	5,563	9,328	9,328	-	0.00%
Total Expenditures	\$ 5,003,734	\$ 4,996,129	\$ 5,179,106	\$ 182,977	3.66%





MISCELLANEOUS

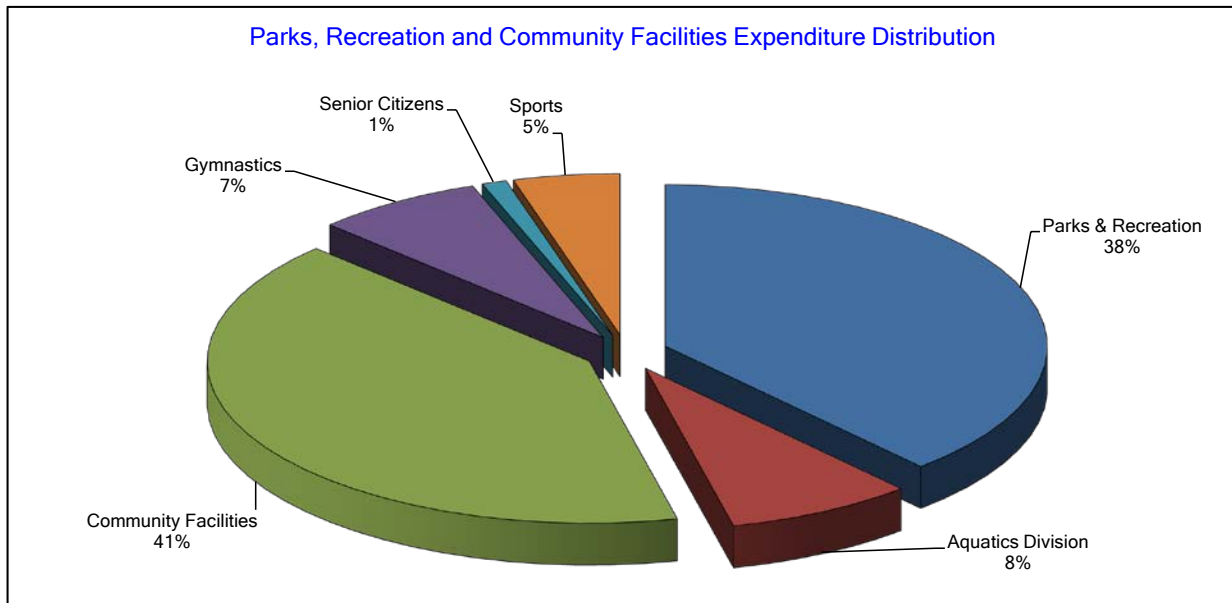
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Debt Service	\$ 11,176,976	\$ 11,570,629	\$ 9,979,518	\$ (1,591,111)	-13.75%
Non-Departmental	1,193,943	2,911,812	3,612,446	700,634	24.06%
Other Transfers	1,276,933	-	-	-	0.00%
Local School Funding					
Operating Budget Transfer	99,323,620	101,693,774	106,518,774	4,825,000	4.74%
Public Day School	-	-	332,000	332,000	100.00%
Subtotal Local School Operating	99,323,620	101,693,774	106,850,774	5,157,000	5.07%
Debt	25,582,528	27,388,986	26,203,740	(1,185,246)	-4.33%
Total Local School Funding	124,906,148	129,082,760	133,054,514	3,971,754	3.08%
Total Expenditures	\$ 138,554,000	\$ 143,565,201	\$ 146,646,478	\$ 3,081,277	2.15%





PARKS, RECREATION AND COMMUNITY FACILITIES

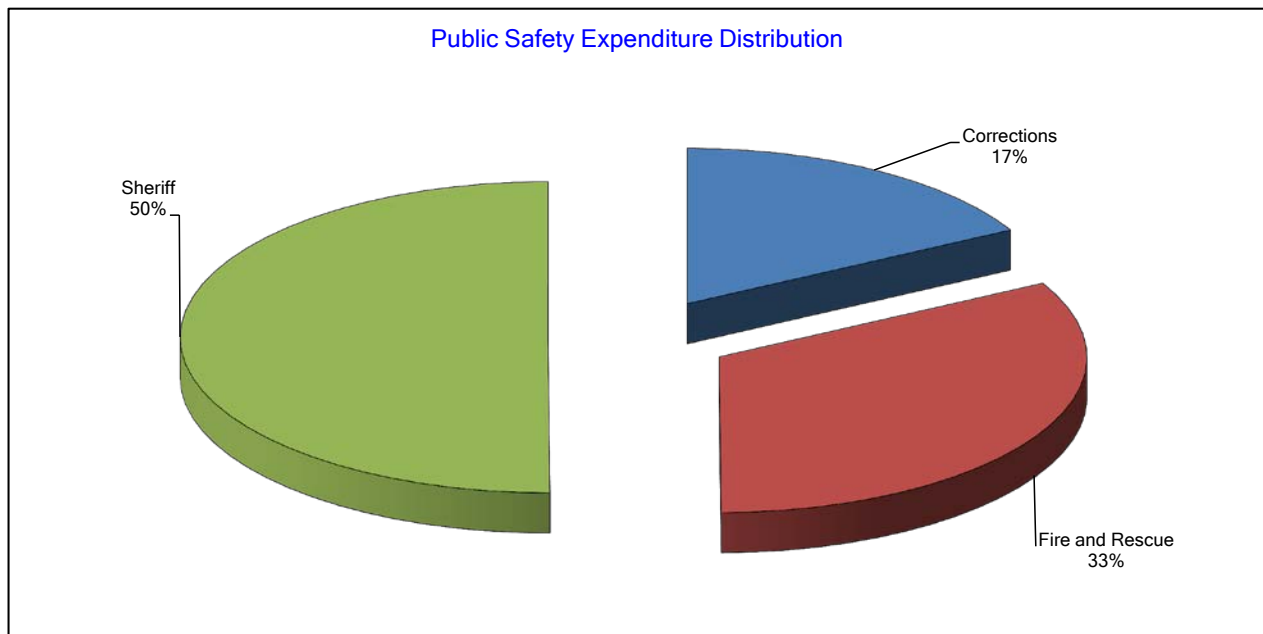
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Parks & Recreation	\$ 3,795,397	\$ 4,064,445	\$ 3,892,406	\$ (172,039)	-4.23%
Aquatics Division	769,076	786,193	806,156	19,963	2.54%
Community Facilities	4,688,163	4,072,045	4,160,306	88,261	2.17%
Gymnastics	655,058	730,228	724,412	(5,816)	-0.80%
Senior Citizens	103,762	104,520	105,704	1,184	1.13%
Sports	461,704	458,790	458,194	(596)	-0.13%
Total Expenditures	\$ 10,473,160	\$ 10,216,221	\$ 10,147,178	\$ (69,043)	-0.68%





PUBLIC SAFETY

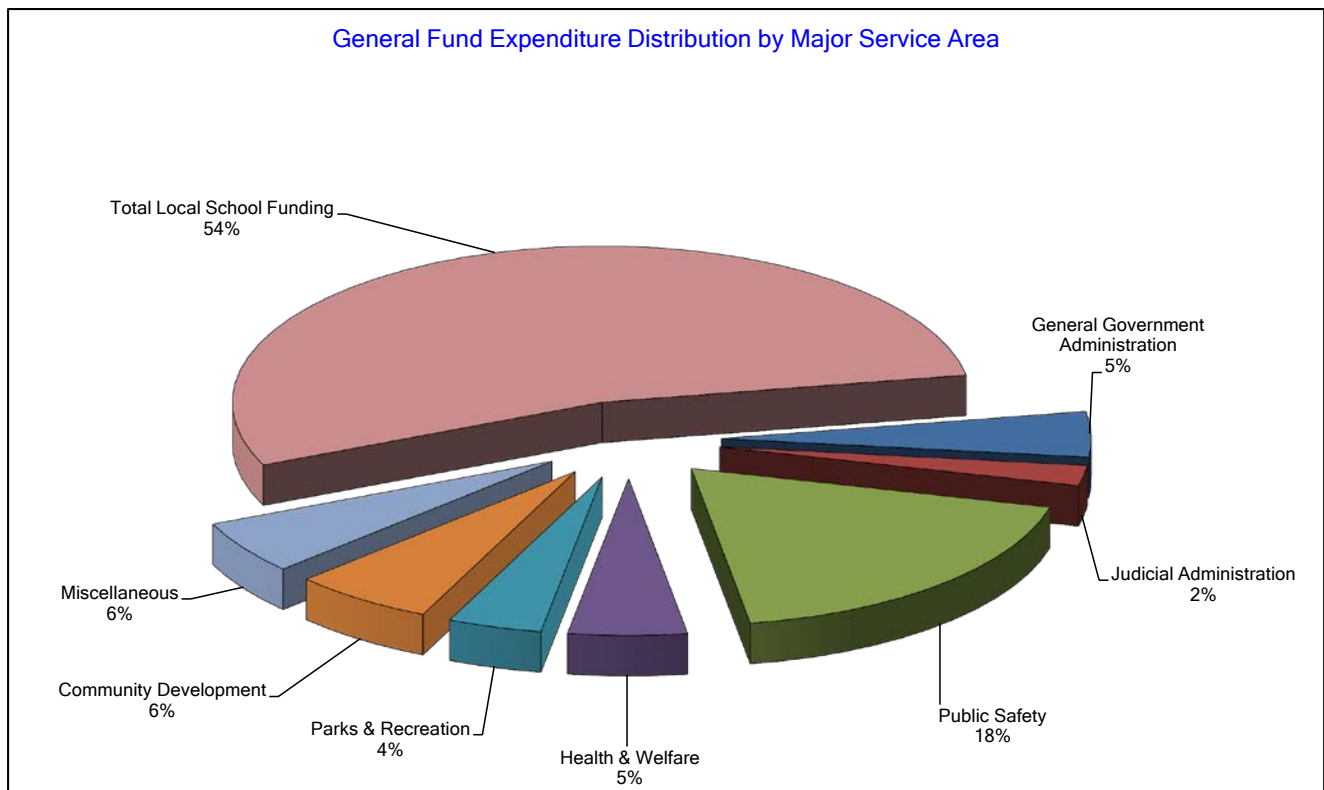
	<u>FY2011 Actual</u>	<u>FY2012 Adopted Budget</u>	<u>Adopted Budget</u>	<u>FY2013 Changes '12 to '13</u>	
Corrections	\$ 7,071,313	\$ 7,362,832	\$ 7,819,046	\$ 456,214	6.20%
Fire and Rescue	13,554,431	14,163,624	14,957,895	794,271	5.61%
Sheriff	22,626,271	21,809,241	22,858,653	1,049,412	4.81%
Total Expenditures	<u>\$ 43,252,015</u>	<u>\$ 43,335,697</u>	<u>\$ 45,635,594</u>	<u>\$ 2,299,897</u>	<u>5.31%</u>





GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA

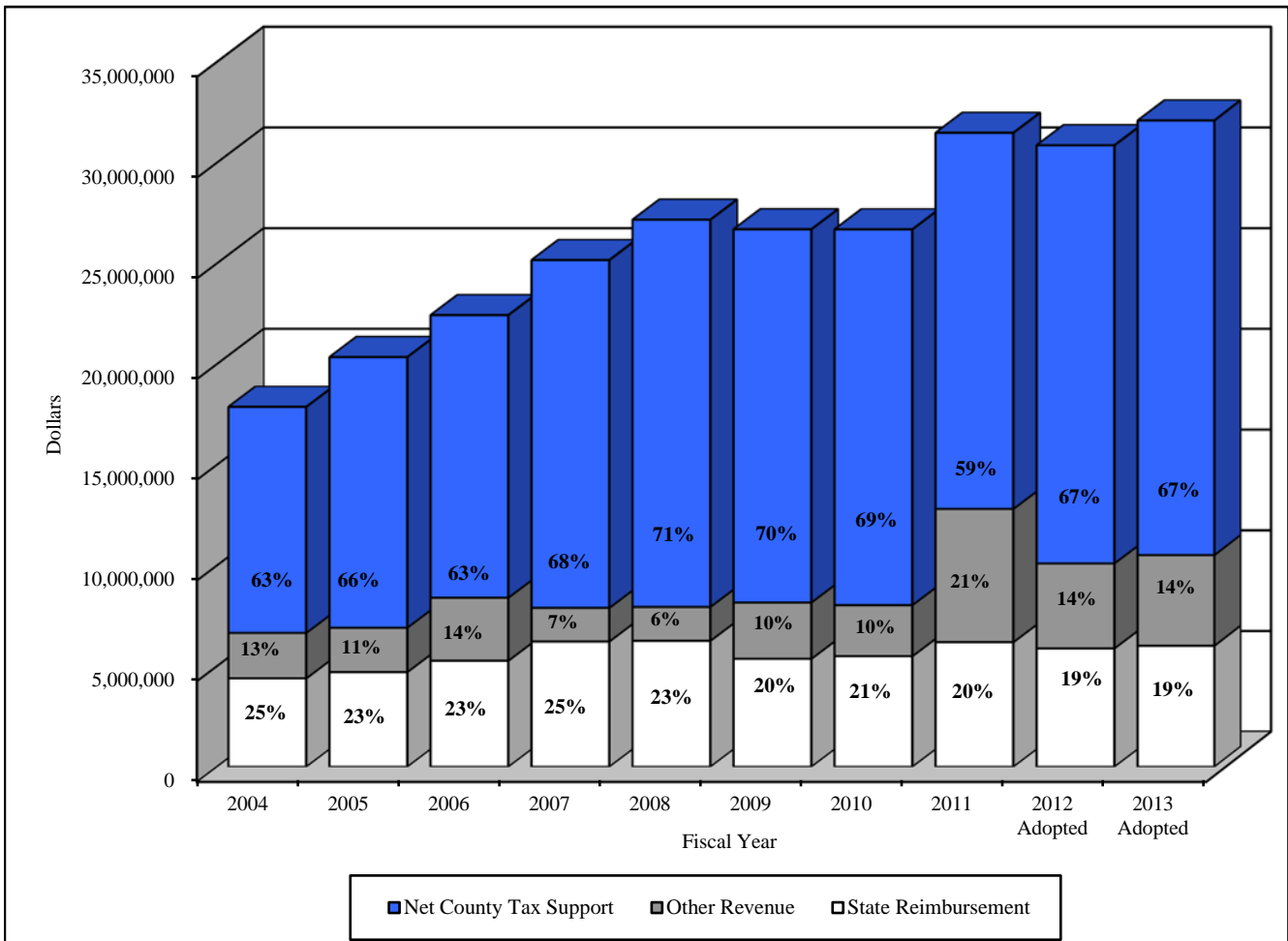
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
General Government Administration	\$ 11,318,666	\$ 11,144,513	\$ 11,575,891	\$ 431,378	3.87%
Judicial Administration	5,003,734	4,996,129	5,179,106	182,977	3.66%
Public Safety	43,252,015	43,335,697	45,635,594	2,299,897	5.31%
Health & Welfare	13,036,464	13,994,966	12,820,080	(1,174,886)	-8.40%
Parks & Recreation	10,473,160	10,216,221	10,147,178	(69,043)	-0.68%
Community Development	12,863,098	13,921,643	15,287,615	1,365,972	9.81%
Miscellaneous	13,647,852	14,482,441	13,591,964	(890,477)	-6.15%
Total Local School Funding	124,906,148	129,082,760	133,054,514	3,971,754	3.08%
Total Expenditures	\$ 234,501,137	\$ 241,174,370	\$ 247,291,942	\$ 6,117,572	2.54%

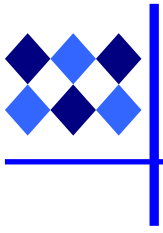




CONSTITUTIONAL OFFICERS FUNDING

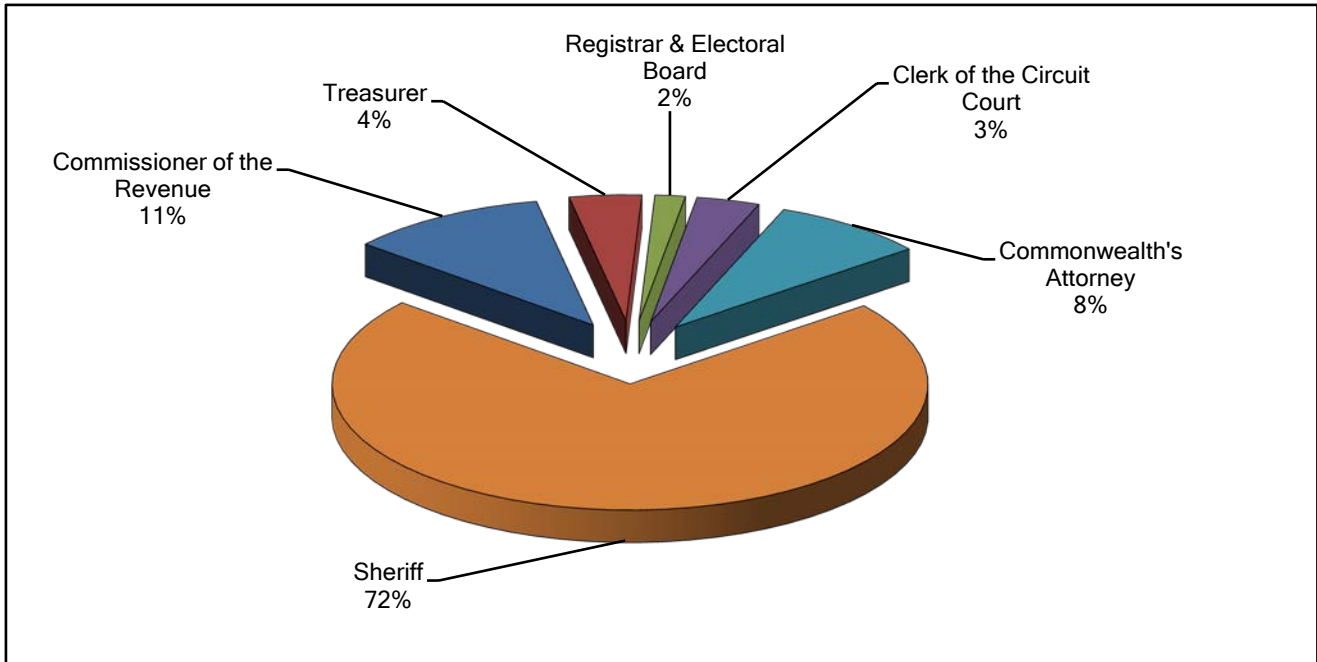
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2013 Adopted	32,090,199	6,009,667	19%	4,502,337	14%	21,578,195	67%
2012 Adopted	30,858,825	5,879,805	19%	4,220,383	14%	20,758,637	67%
2011	31,479,905	6,190,607	20%	6,616,909	21%	18,672,389	59%
2010	26,685,440	5,492,398	21%	2,537,043	10%	18,655,999	69%
2009	26,689,419	5,362,182	20%	2,795,740	10%	18,531,497	70%
2008	27,165,358	6,254,645	23%	1,683,994	6%	19,226,719	71%
2007	25,161,952	6,222,081	25%	1,670,995	7%	17,268,876	68%
2006	22,424,639	5,266,825	23%	3,129,026	14%	14,028,789	63%
2005	20,343,378	4,701,773	23%	2,204,439	11%	13,437,166	66%
2004	17,872,275	4,392,504	25%	2,256,684	13%	11,223,087	63%



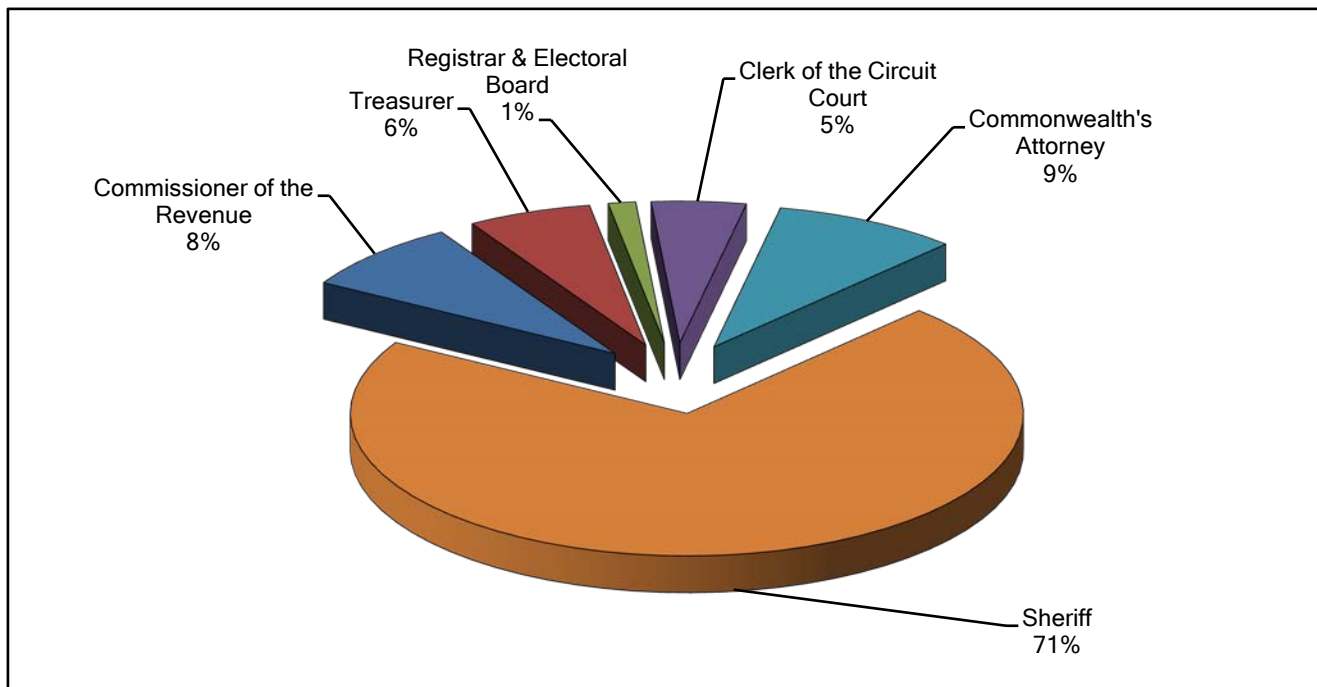


CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers County Tax Support

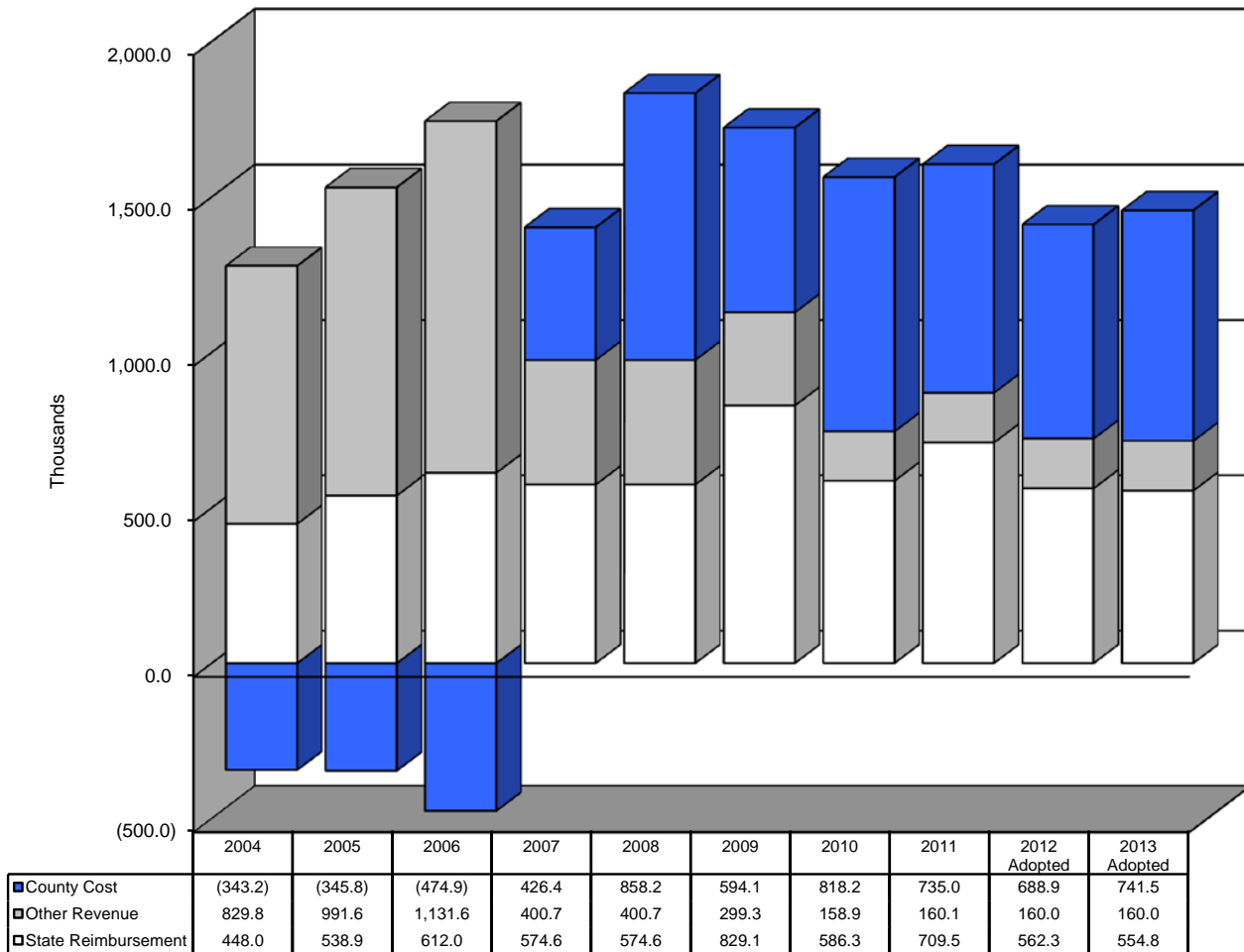


Constitutional Officers Expenditures





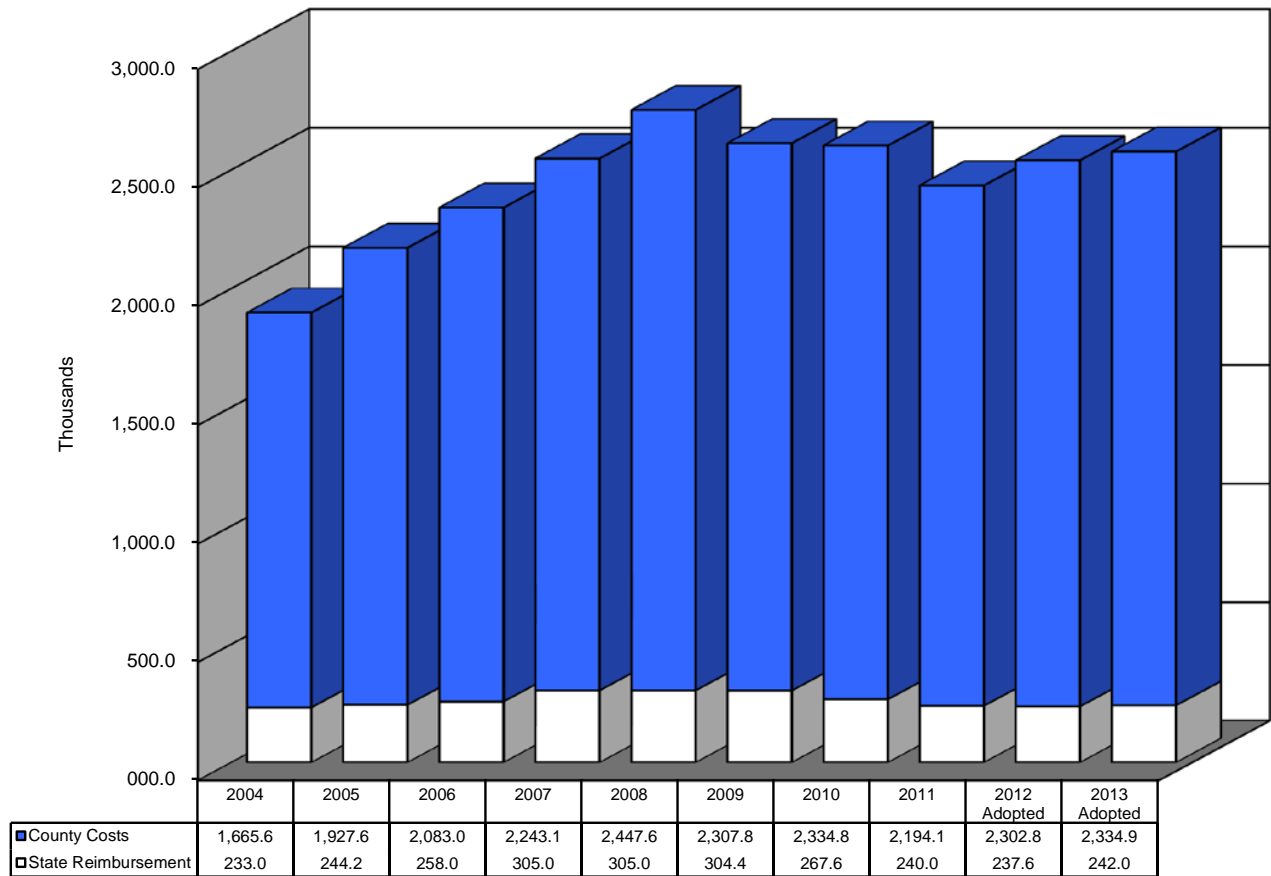
CLERK OF THE CIRCUIT COURT



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	-37%	-29%	-37%	30%	47%	35%	52%	46%	49%	51%
Other Revenue	89%	84%	89%	29%	22%	17%	10%	10%	11%	11%
State Reimbursement	48%	45%	48%	41%	31%	48%	38%	44%	40%	38%



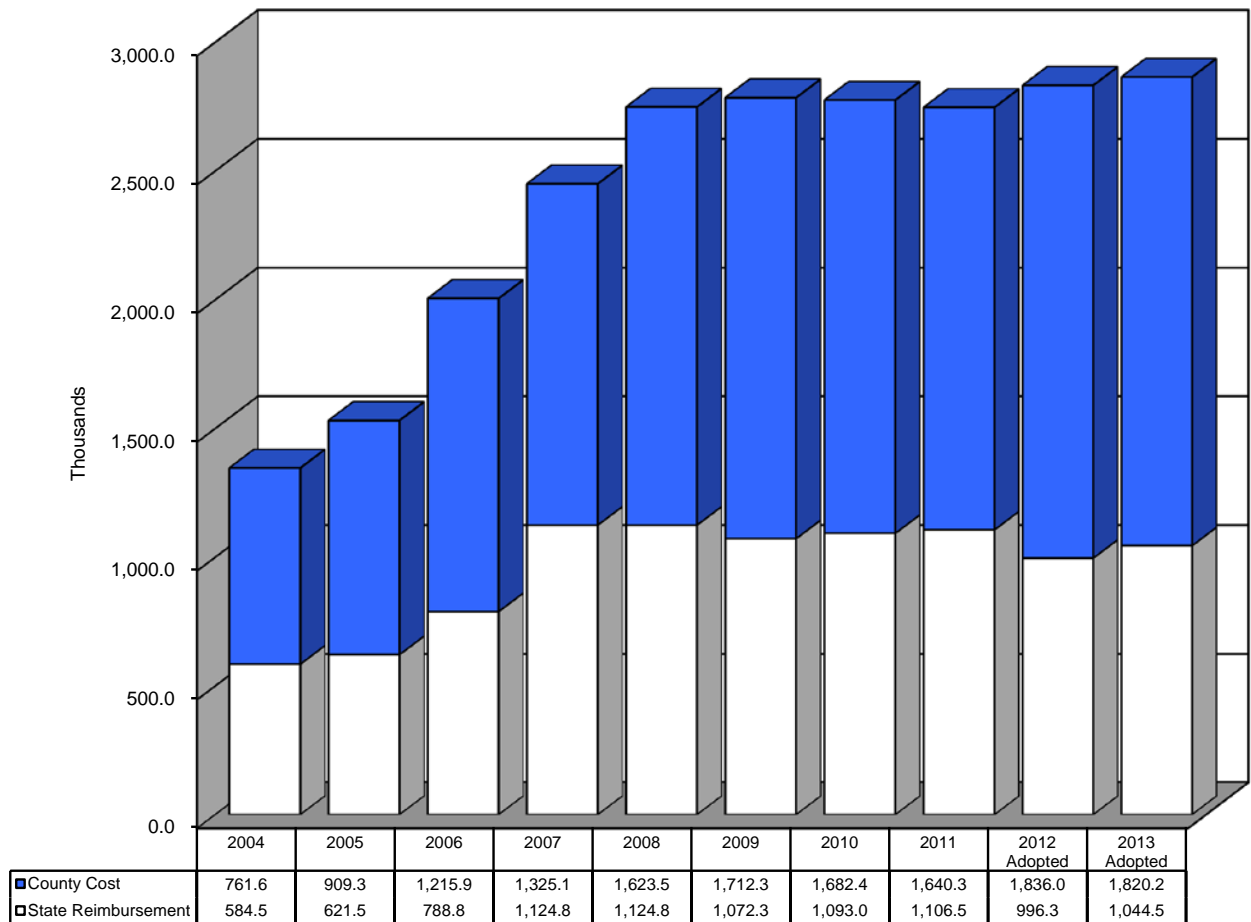
COMMISSIONER OF THE REVENUE



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	88%	89%	89%	88%	89%	88%	90%	90%	91%	91%
State Reimbursement	12%	11%	11%	12%	11%	12%	10%	10%	9%	9%



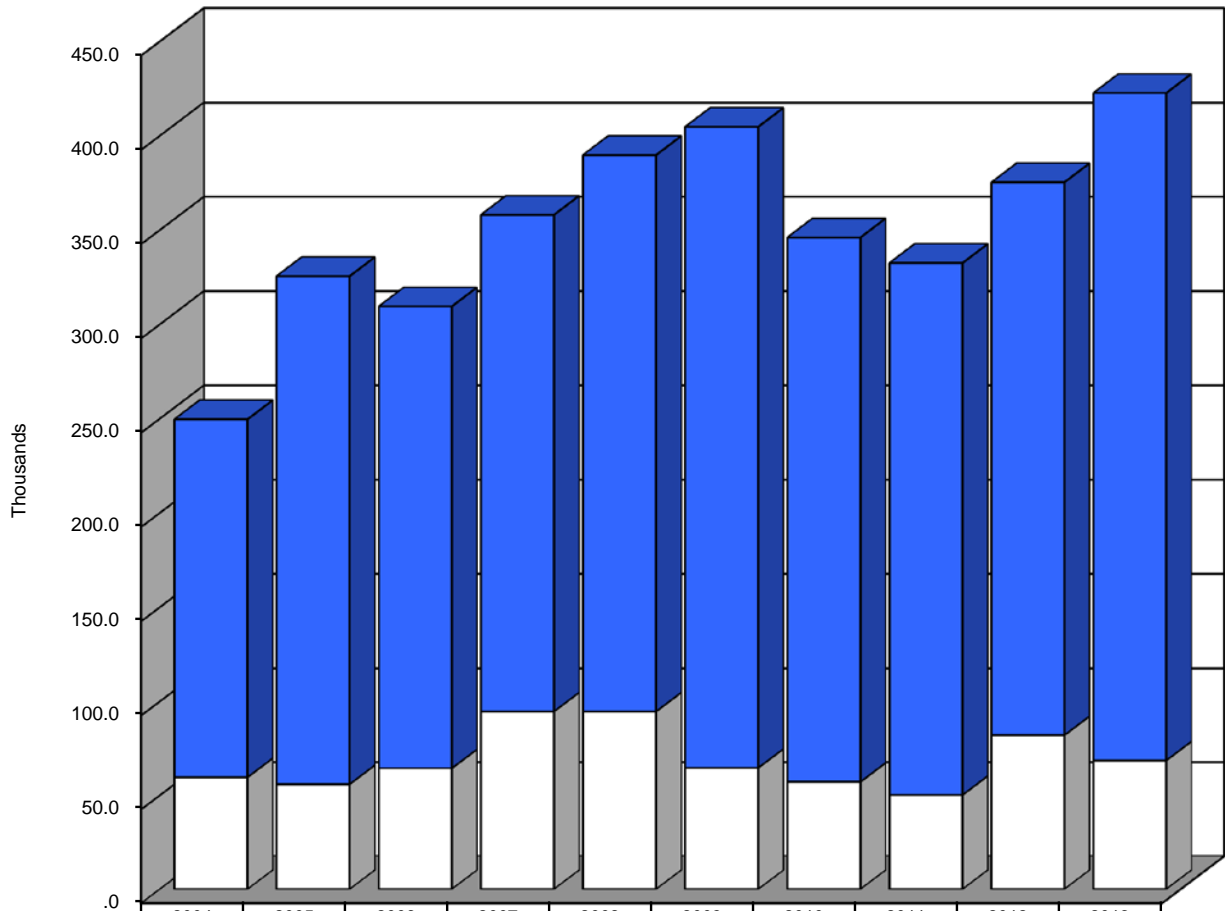
COMMONWEALTH'S ATTORNEY



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	57%	59%	61%	54%	59%	61%	61%	60%	65%	64%
State Reimbursement	43%	41%	39%	46%	41%	39%	39%	40%	35%	36%

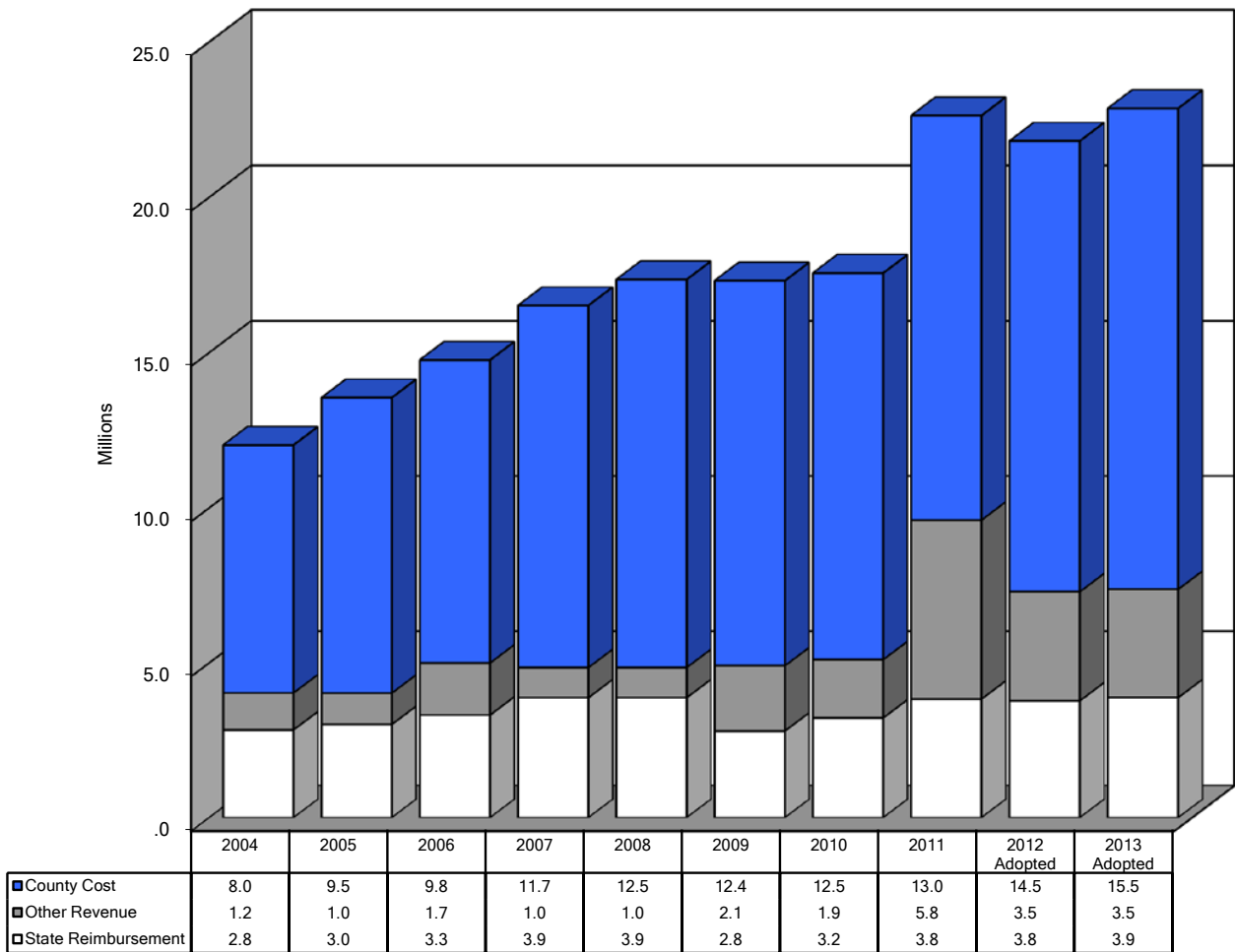


REGISTRAR & ELECTORAL BOARD



■ County Cost	190.0	269.5	245.0	263.3	295.1	340.0	288.8	282.2	293.2	354.0
□ State Reimbursement	59.6	55.9	64.4	94.6	94.6	64.6	57.2	50.2	82.0	68.5

	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
State Reimbursement	24%	17%	21%	26%	24%	16%	17%	15%	22%	16%
County Cost	76%	83%	79%	74%	76%	84%	83%	85%	78%	84%

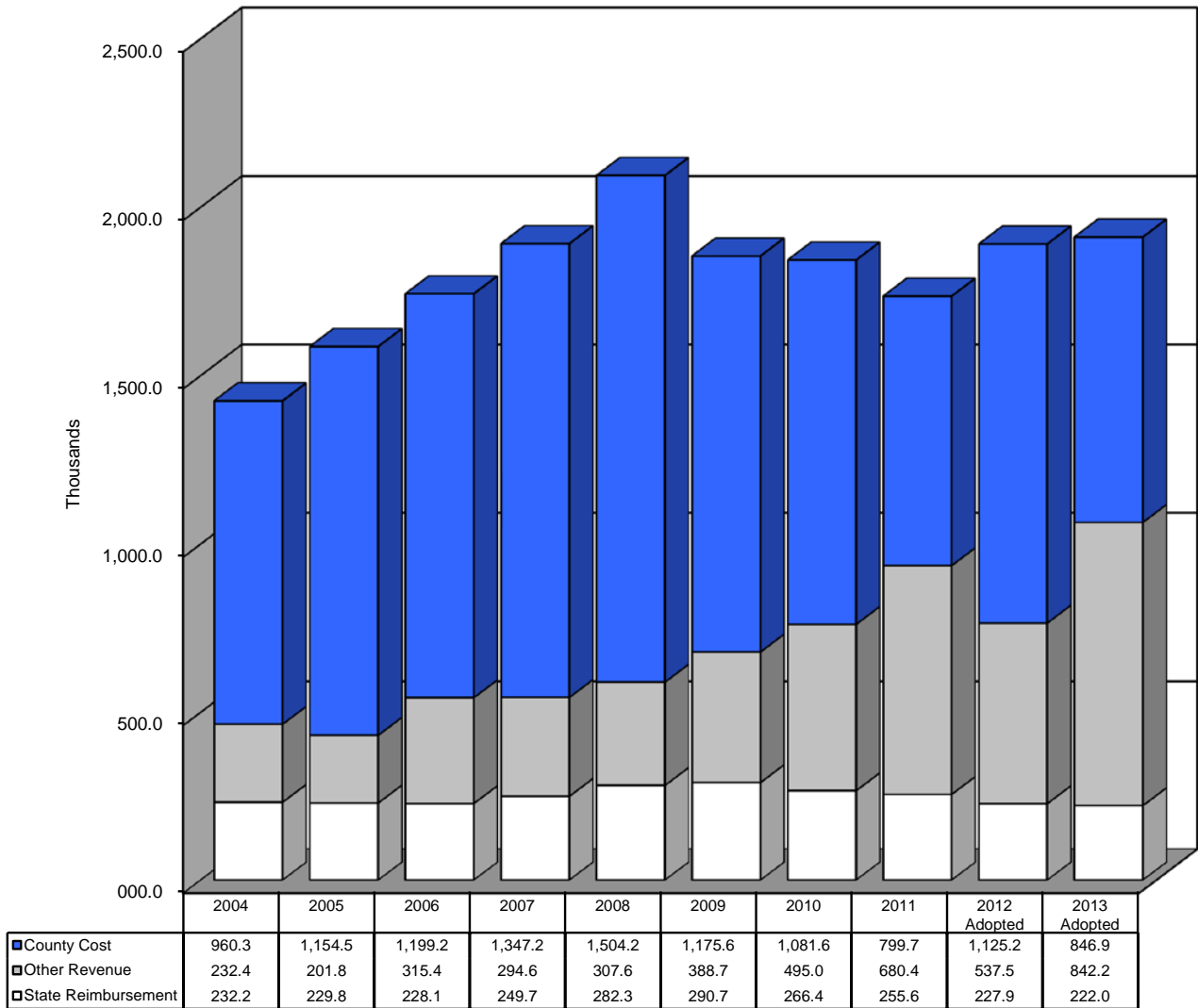


	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	66%	70%	66%	71%	72%	72%	71%	57%	67%	68%
Other Revenue	10%	7%	11%	6%	6%	12%	11%	26%	16%	15%
State Reimbursement	23%	22%	22%	23%	22%	16%	18%	17%	17%	17%

To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY2011.



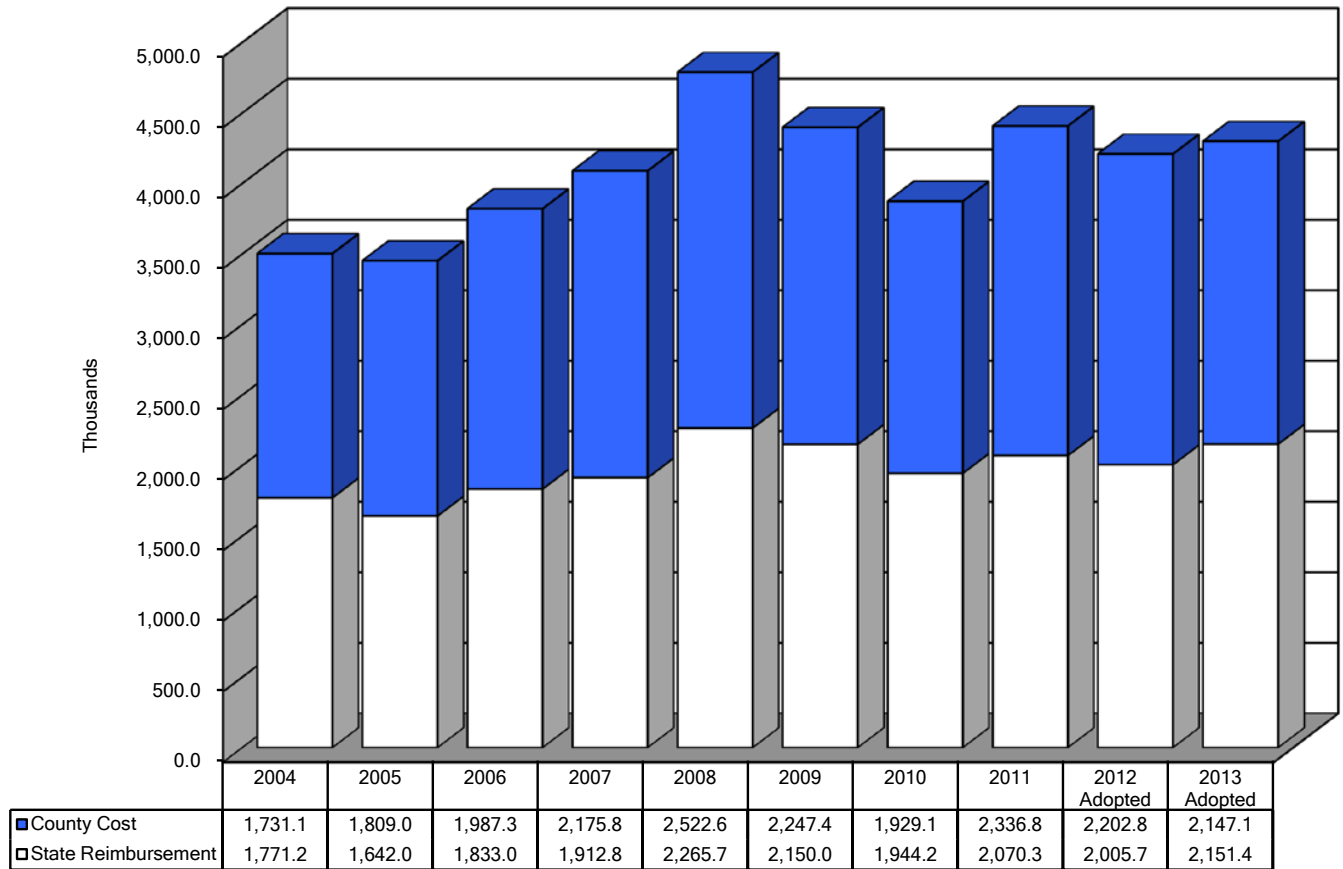
TREASURER



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	67%	73%	69%	71%	72%	63%	59%	46%	60%	44%
Other Revenue	16%	13%	18%	16%	15%	21%	27%	39%	28%	44%
State Reimbursement	16%	14%	13%	13%	13%	16%	15%	15%	12%	12%



OFFICE OF HUMAN SERVICES

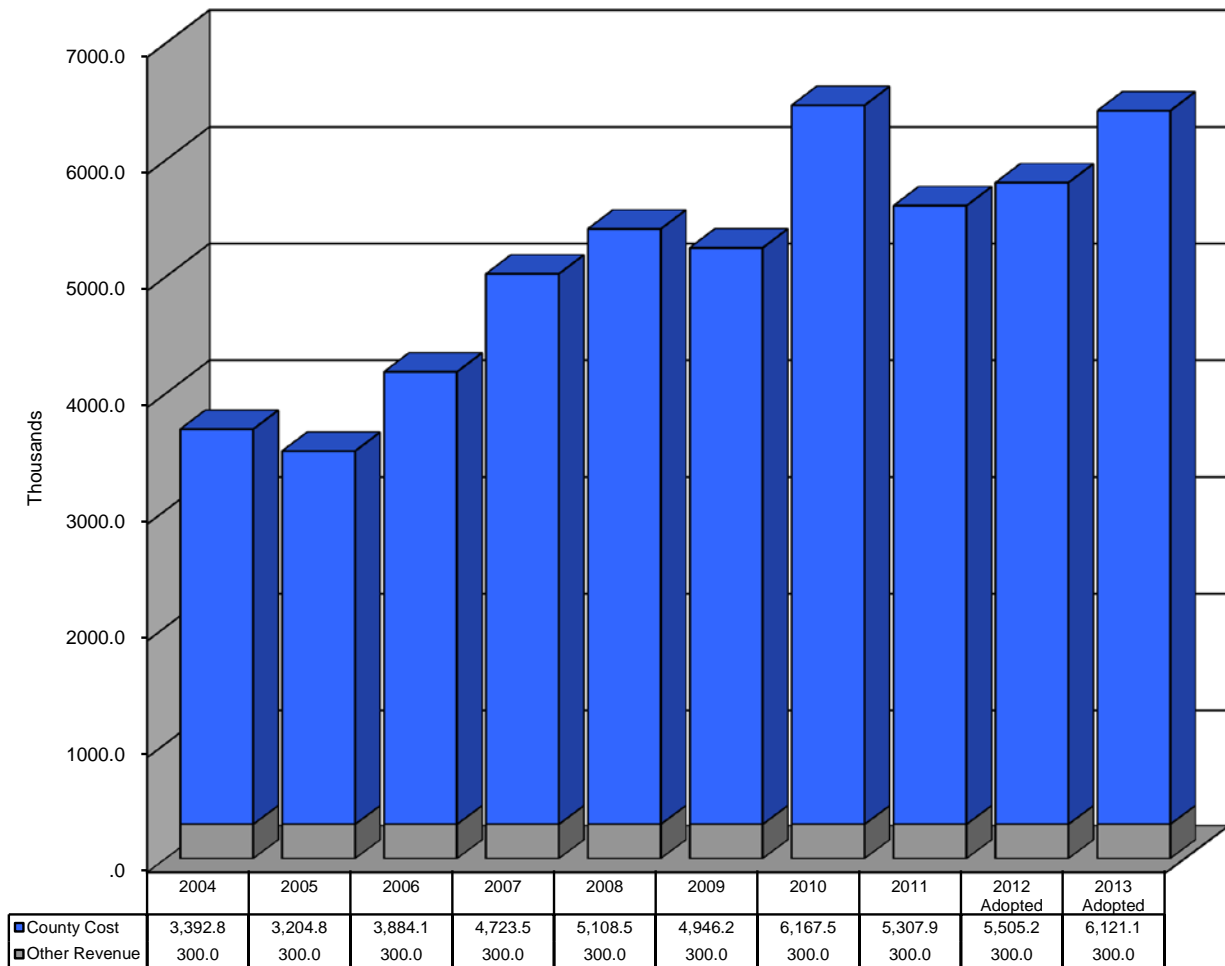


	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	49%	52%	52%	53%	53%	51%	50%	53%	52%	50%
State Reimbursement	51%	48%	48%	47%	47%	49%	50%	47%	48%	50%



RAPPAHANNOCK REGIONAL JAIL

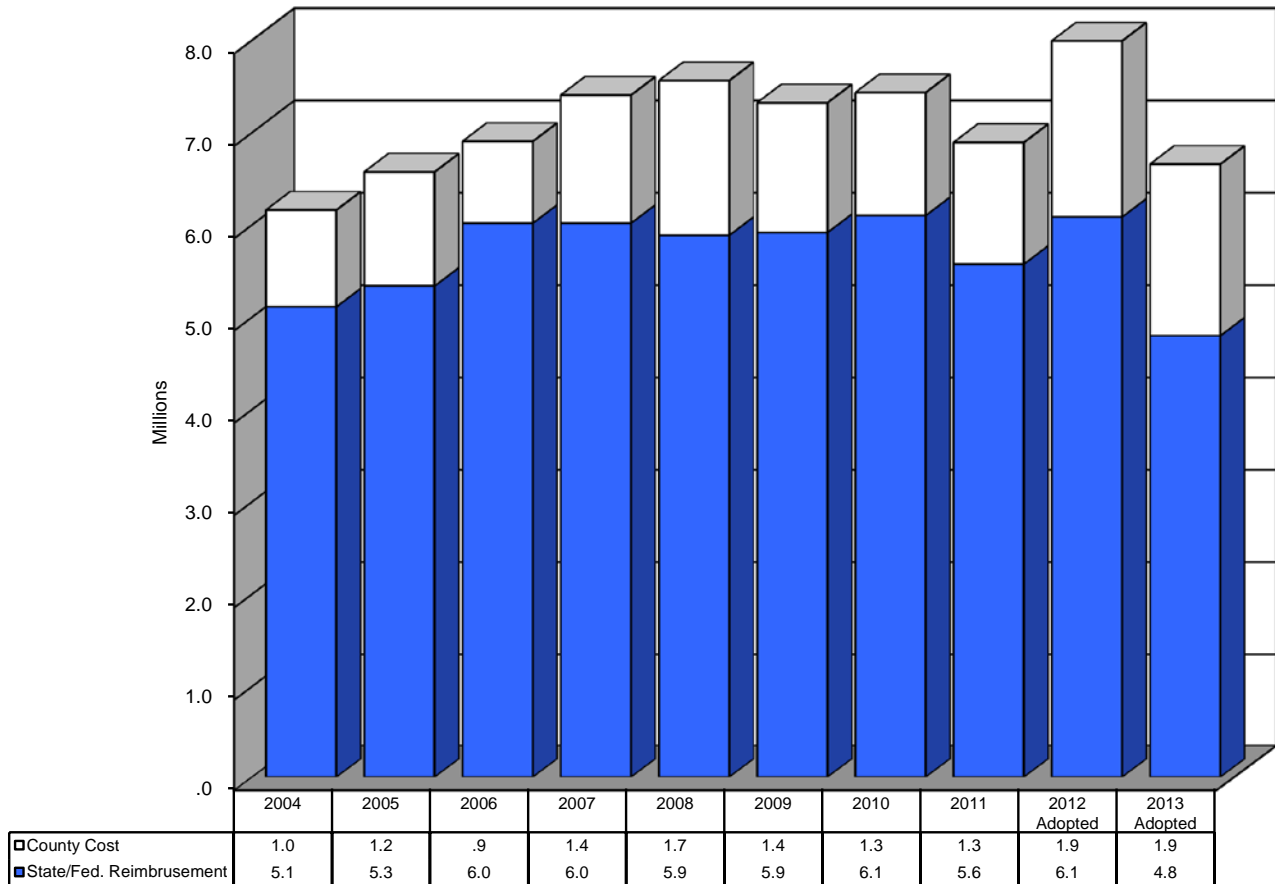
This graph illustrates the revenue sources that support the jail. In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the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



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	92%	91%	93%	94%	94%	94%	95%	95%	95%	95%
Other Revenue	8%	9%	7%	6%	6%	6%	5%	5%	5%	5%



SOCIAL SERVICES



	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
County Cost	17%	19%	13%	19%	22%	19%	18%	19%	24%	28%
State/Fed. Reimbursement	83%	81%	87%	81%	78%	81%	82%	81%	76%	72%





GENERAL FUND

The General Fund section presents individual department summaries.

Department	Budget	Page Number
Board of Supervisors	\$562,164	157
Capital Projects	3,065,782	161
Central Rappahannock Regional Library	4,967,212	163
Commissioner of the Revenue	2,576,931	169
Commonwealth's Attorney	2,864,733	175
Cooperative Extension	169,064	179
Corrections	7,819,046	185
County Administration	1,026,593	189
County Attorney	1,044,638	195
Clerk of the Circuit Court	1,456,220	200
Circuit Court	262,959	202
15th District Court Services Unit	415,087	204
General District Court	102,556	207
Juvenile and Domestic Relations Court	68,223	208
Magistrate	9,328	209
Debt Service	10,231,518	211
Economic Development/Legislative Affairs	700,825	213
Finance and Budget	1,486,017	217
Fire and Rescue	15,082,895	223
Human Resources	398,983	231
Human Services, Office of	4,298,505	235
Information Technology	2,122,646	239
Non-Departmental	3,127,274	245
Parks, Recreation & Community Facilities	10,247,178	249
Planning and Zoning	2,562,841	257
Public Works	4,026,646	263
Registrar & Electoral Board	422,574	269
Schools	132,159,514	273
Sheriff	22,864,153	275
Social Services	6,655,498	279
Treasurer	1,911,088	283





The Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsiveness to all citizens.

Stafford County operates under the traditional form of government utilizing an elected Board of Supervisors (BOS) and County Administrator. The BOS, consisting of seven members elected by district serve staggered terms and exercise all legislative authority and responsibility granted them by the Commonwealth of Virginia. The BOS enacts ordinances, establishes policies, and adopts the annual budget for the efficient and effective discharge of local government functions and services. The chairman and vice-chairman of the Board are elected annually by the members of the Board. Regular meetings are held in the Board of Supervisors chambers, located on the ground floor of the Administration Building, on the first Tuesday of each month; work sessions are held on the third Tuesday of each month. All Board meetings are open to the public.

THINKING EFFICIENTLY:

The Board of Supervisors has partnered with County Administration; Constitutional Officers, the County Attorney, and individual departments to provide guidance and initiative in providing excellent and efficient government services to citizens of Stafford County. The Board also partners with regional agencies to help facilitate and promote a safe, healthy, and prosperous community through responsiveness to Stafford's citizens.

The creation of the Citizen Action Officer position fulfilled the Board's long-term goal of having a staff member dedicated to working with and resolving the needs, wants, and concerns of County residents. The Citizen Action Officer works with the Board to ensure that constituents receive a comprehensive and timely response to any issues or concerns they may have.

In an effort to operate as a "Green Government," the Board approved a new initiative whereby Board meeting agendas are no longer delivered in hard-copy agenda binders. Rather, all agenda materials are delivered electronically via use of iPads. Use of this technology saves considerable staff time, supply costs, and provides an environmentally friendly and efficient delivery of agenda materials.

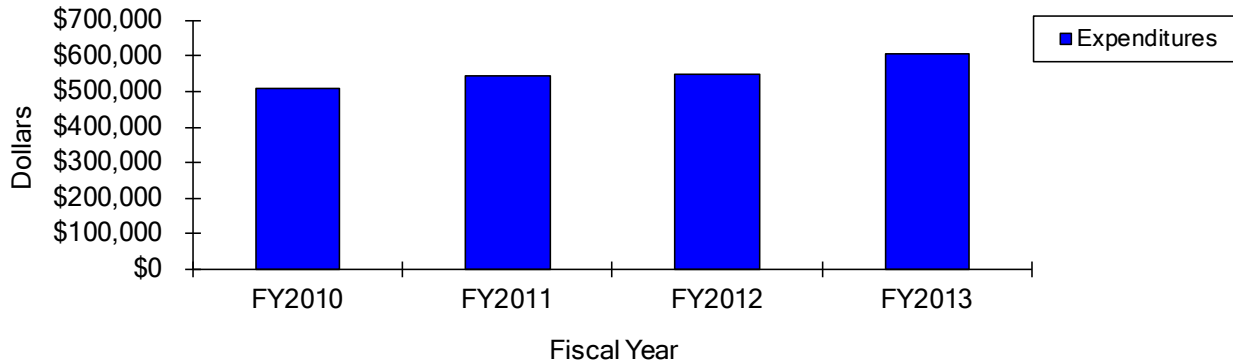


BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$216,978	\$201,384	\$201,933	\$198,443	(\$3,490)	-1.73%
Operating	292,198	342,014	347,846	408,623	60,777	17.47%
Local Tax Funding	\$509,176	\$543,398	\$549,779	\$607,066	\$57,287	10.42%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance savings

Operating

- Digitizing costs for paper copies of minutes for permanent record
- Additional mobile phone plan costs
- Increase in voice over internet protocol costs
- Increase in meeting expenses
- Scope of Audit increased to include schools



BOARD OF SUPERVISORS

CORE SERVICES

Legislative Facilitation

The Board of Supervisors (BOS) is the Legislative Branch of local government. The BOS is responsible for the adoption of the County budget and appropriation of funds; levying County taxes; appointment of members to various authorities, boards, commissions and committees (BACC); constructing and maintaining County buildings; adopting the County’s Comprehensive Plan; approving and enforcing related ordinances; and adopting and enforcing ordinances for law enforcement, sanitation, health and other regulations permitted by State law.

The BOS, consisting of seven members elected by district to serve staggered terms, exercises all legislative authority and responsibility granted to them by the Commonwealth of Virginia.

DEPARTMENTAL GOALS/OBJECTIVES

- Establish and implement policies that maintain a high quality of life for citizens at the least possible cost
- Approve County and School budgets, levy taxes, appropriate funds
- Maintain a AA Bond Rating and enhance the County’s Bond Rating to a *Natural* AA Rating within 5 years
- Redistricting finalized within the state regulated timeframe and parameters
- Participate in “Green Government” initiative through the use of iPads to eliminate hard-copy/paper agendas for Board of Supervisor meetings saving the environment, staff time, and supply costs

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Adjourned/Special Meetings	1	2	2
Board of Supervisors Meetings	20	21	22
Outputs			
BOS Minutes Archived	21	23	24
BOS Agenda Packages Processed	447	450	450
Ordinances Considered	50	50	50
Resolutions/Proclamations Considered	339	350	350



DEPARTMENTAL ACCOMPLISHMENTS

- Adopted Comprehensive Plan
- Maintain a AA Bond rating (Bond rating recalibration and Fitch affirmation)
- Prudently managed budget and enhanced fiscal reserves - established new reserve funds for capital projects, revenue stabilization and created the Stafford Opportunity Fund
- At BOS request, staff maintained system to track citizen requests for assistance
- At BOS request, staff updated a *Guide to County Government*
- Set policies and appointed citizens to Boards, Authorities, Commissions and Committees, which act as advisory bodies
- Conducted successful search for replacement Garrisonville District supervisor, appointing replacement at special meeting held on January 9, 2012, with a special election scheduled for April 3, 2012
- Supported staff to facilitate successful transition to a paperless agenda using iPads (agendas; transmission; maintenance; training, all done in-house). The first fully transitioned meeting was held on January 3, 2012



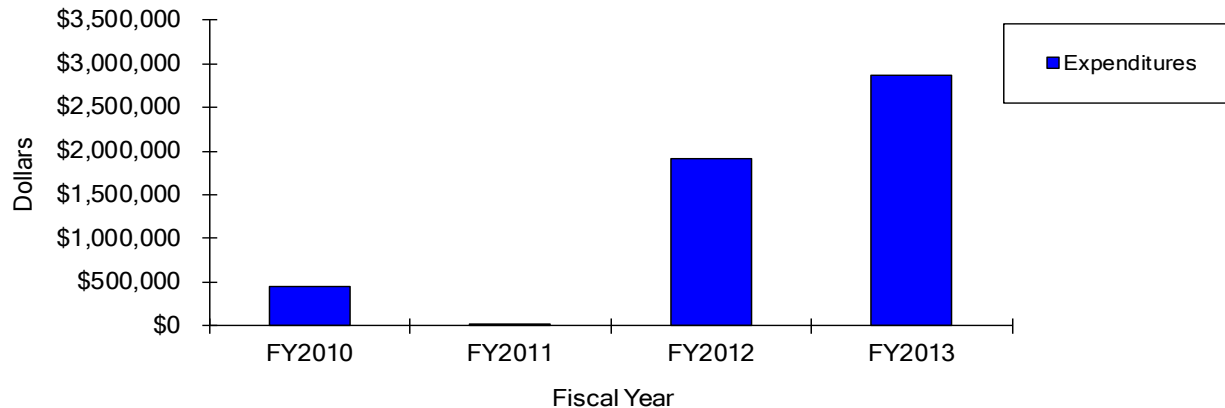
CAPITAL PROJECTS

Maria Perrotte
 Chief Financial Officer
 540-658-4560
 mperrotte@staffordcountyva.gov

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

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	\$0	\$4,994	\$0	\$0	\$0	0.00%
Capital	457,815	5,921	1,921,489	2,865,782	944,293	49.14%
Local Tax Funding	<u>\$457,815</u>	<u>\$10,915</u>	<u>\$1,921,489</u>	<u>\$2,865,782</u>	<u>\$944,293</u>	<u>49.14%</u>



SIGNIFICANT BUDGET CHANGES

Capital

- Infrastructure of \$1,148,782 is budgeted to meet the funding guideline of the Board's Principles of High Performance Management
- Funding for Sheriff's vehicles \$617,000
- Funding for Fire and Rescue vehicles \$800,000
- \$300,000 additional funds for Parks and Recreation infrastructure

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on July 2010
- An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects





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

The Library acquires processes and makes library materials accessible to citizens, 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 Internet.

THINKING EFFICIENTLY:

TECHNOLOGY

- Self-checkout technology is now available at the Salem Church and England Run libraries, where 30% of checkouts are accomplished by patrons. Installation of additional self-checkout machines at Headquarters and Porter in early Spring 2012 should shift a similar proportion of checkouts at those branches to self-checkout, accommodating increased circulation without hiring additional circulation staff.

COLLECTION MANAGEMENT

- Investment in e-books & e-audiobooks saves valuable space, staff time, and courier demands. The Library's annual e-book and e-audiobook circulation increased to almost 30,000 volumes in FY2011. If this increase had come in volumes with a physical format, additional staff would have been required to process and circulate these items.
- CRRL has transitioned to email notices for reserves, saving staff time and postage. Over 80% of all patrons now receive their request and overdue notices via email.
- CRRL's mobile app allows DIY renewals/holds/account changes and now enables users to check out items on their mobile devices. Approximately 31,000 queries are made via the app each month. Remote wireless access to library resources allows CRRL to respond to increased public demand without the need for additional staff and equipment. Wi-Fi use by patrons using their own computers equates to at least forty additional public Library-owned computers.
- Implementing self-serve holds pickup has allowed circulation departments to function efficiently despite staff lost to attrition. More than 350,000 holds are picked up annually with patrons at the Salem Church, Porter and England Run branches picking up their own holds, thus saving the time of circulation staff who can be redirected to other duties.

OUTREACH SERVICE

- Analyzing bookmobile service, CRRL designed a more efficient, cost effective means of delivering service to this clientele. We implemented Lobby Stops, precisely targeted to people who would demographically be bookmobile users. Replacing the bookmobile with a smaller van and establishing procedures that could be accomplished by a single staff person, we reduced staffing requirements by 50%, saved money, and continued to provide uninterrupted service.

CREATIVE STAFFING STRATEGIES

- When staff vacancies occurred, rather than filling the positions we realized significant cost savings by initiating a robust cross-training program that allowed us to schedule the remaining staff to meet the demand for service during our busiest hours.
- CRRL transferred existing staff to England Run, eliminating the expense of hiring & training new staff.

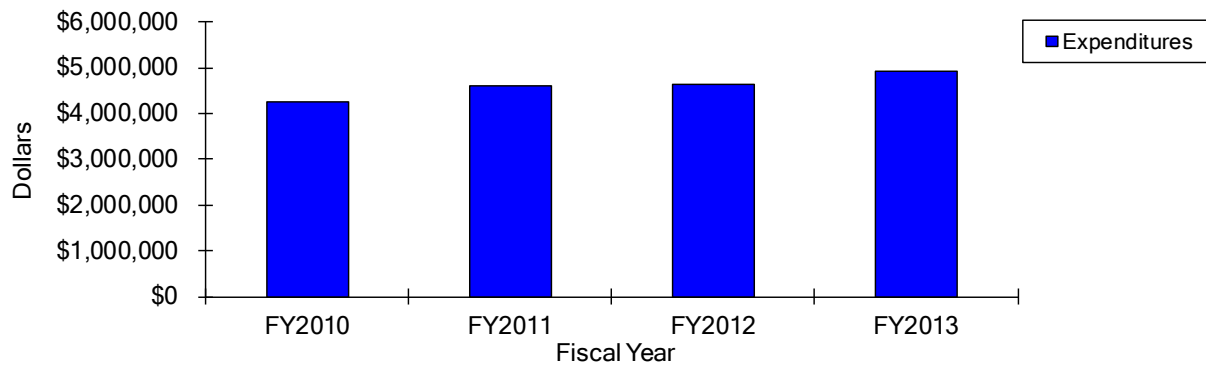
PUBLIC ACCESS

- Having reduced hours based on budget shortfalls, we made sure to make the necessary closures in such a way that maximized accessibility for our patrons, i.e. when England Run is closed, Headquarters is open. While cost savings were realized, library services were staggered geographically to make it as convenient as possible for the library patron.



BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	\$4,254,098	\$4,652,117	\$4,667,212	\$4,967,212	\$300,000	6.43%
Total	4,254,098	4,652,117	4,667,212	4,967,212	300,000	6.43%
Revenue	0	39,961	35,000	40,000	5,000	14.29%
Local Tax Funding	\$4,254,098	\$4,612,156	\$4,632,212	\$4,927,212	\$300,000	6.48%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase in Stafford County share of patronage
- Restore Sunday Hours



CORE SERVICES

Programs

CRRL serves as a civic/cultural/special events center in the County, providing local facilities that enrich and support intellectual and individual growth, therefore enhancing the quality of life for all County residents. Library programs offer age-appropriate, free events for families and individuals throughout the year, including family storytelling; readings by local authors; book groups for children, teens, and adults; film series; lectures by local and national experts; concerts; and summer reading clubs for all ages. Programs include early literacy programs for babies, caregivers, and parents; school outreach; cultural and educational programs for adults; and special programs on technology and health for seniors.

Collections

The CRRL offers opportunities for lifelong learning through expansive collections of over 700,000 items in all formats, enhanced with easy borrowing options from academic and public libraries nationwide. The CRRL serves as a municipal library housing local documents to promote an informed citizenry and provides a public law library. Collections range from board books for infants and babies to materials for school-aged children and adults of all ages. Those who cannot physically use the library are served through Lobby Stops at housing facilities for seniors, Books by Mail, and the Sub-Regional Library for the Blind and Physically Handicapped.

Technology

The CRRL contributes significantly to the County's technology infrastructure, maintaining and developing Web sites that enable convenient electronic access to the library and provide current information about government and community events. Library Web pages provide access to the library's catalog and to informational databases for library card holders wherever they might be. CRRL provides computers to the public and serves as a training center where all residents can learn, experience, and benefit from information technology.

Core services address:

- Basic Literacy
- Business and Career Information
- Community Gathering Place
- Community Referral
- Consumer Information
- Cultural Awareness
- Current Topics and Titles
- Formal Learning Support
- Government Information
- Information Literacy
- Lifelong Learning
- Local History
- Genealogy
- Mobile Connectivity
- Lifelong Learning
- Local History
- Genealogy
- Mobile Connectivity



DEPARTMENTAL 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 12%.
- 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 the region.

DEPARTMENTAL SERVICE LEVELS

Regional Demographics	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outputs			
Book Stock Growth	567,610	584,638	602,177
Library Visits	2,730,961	2,812,890	2,897,277
Number of Programs	3,108	3,201	3,297
Attendance	50,708	52,229	53,796
Service Quality			
Lobby Stops/LEEP Deliveries	58	60	62
Circulation	9,239,470	9,516,654	9,802,154
Stafford Demographics	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outputs			
Book Stock Growth	567,610	584,638	602,177
Library Visits	1,218,131	1,254,675	1,292,315
Number of Programs	1,136	1,170	1,205
Attendance	22,603	23,281	23,980
Service Quality			
Lobby Stops/LEEP Deliveries	27	28	29
Circulation	4,292,299	4,421,068	4,553,700



DEPARTMENTAL ACCOMPLISHMENTS

- 2011 award commended CRRL for cost-effective provision of library service
 - *Library Journal* in its national rating system named CRRL a Star Library for the third year in a row.
- Increased County circulation of materials to 4,292,299 and answered 358,426 information questions.
- Introduced library services through library card registrations to 10,014 Stafford citizens. Sixty-three percent of Stafford County residents now hold active library cards.
- Supported the cultural activities of 73,371 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 87,531 Stafford residents at the Porter, England Run and Headquarters libraries; introduced age-appropriate literature to young people through weekly story-times, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs
- Trained 150 teachers, caregivers, and parents to implement early literacy skills to ensure reading readiness for Stafford children on school entry
- Closely reflecting the CRRL mission to enhance quality of life by meeting the evolving educational, recreational, and information needs of the public, CRRL provided appropriate collections, programs, and technology to achieve the following:
 - Literate population
 - Informed citizenry
 - Productive workforce
 - Strong community
 - Successful children
 - Culturally enriched people





COMMISSIONER OF REVENUE

Scott A. Mayausky
Commissioner of the Revenue
540-658-1122
smayausky@staffordcountyva.gov

Our mission 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.

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.

THINKING EFFICIENTLY:

- We continue to partner with the Treasurer's Office as we enhance our real time billing interface and develop on-line filing and payment capabilities.
- We have streamlined all of our printing and mailing of tax forms and notices. Forms that were previously printed and processed for mailing in house are now outsourced. This has created a savings of both time and money while maintaining the high level of customer service we require.
- We have worked with our software vendor to develop processes which enable us to set the values on personal property earlier in the year. The impact of this has been wide spread. We can assist the customer in projecting their tax liability earlier in the year, helps the treasurer's office to correctly determine TAPP payments and assists the budget department in their projections.
- We continue to build a relationship with Economic Development so as to assist in the ongoing process of developing business friendly tax policies.

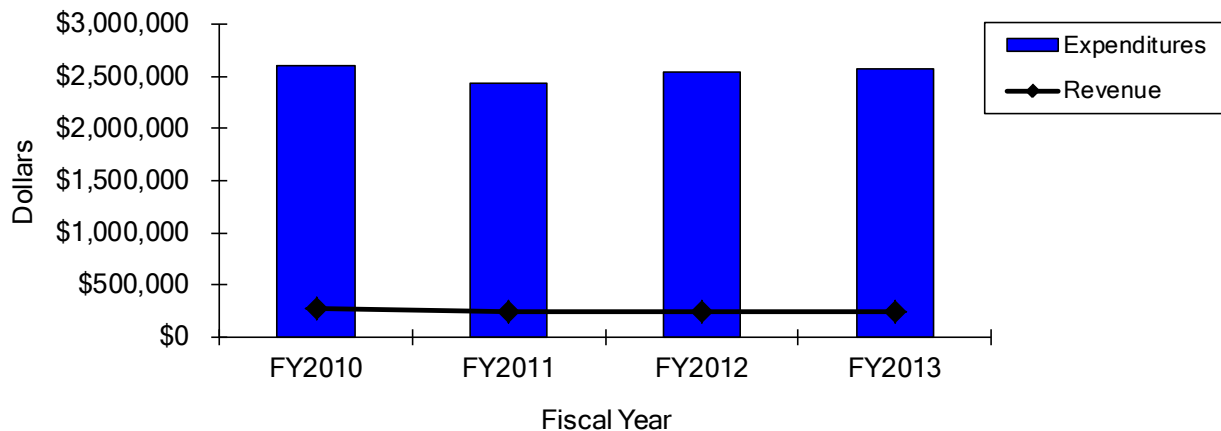


COMMISSIONER OF REVENUE

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$2,363,466	\$2,236,999	\$2,296,550	\$2,312,641	\$16,091	0.70%
Operating	233,796	181,589	243,764	264,290	20,526	8.42%
Total	2,602,371	2,434,088	2,540,314	2,576,931	36,617	1.44%
Revenue	267,567	240,010	237,560	242,033	4,473	1.88%
Local Tax Funding	\$2,334,804	\$2,194,078	\$2,302,754	\$2,334,898	\$32,144	1.40%

Funded Positions						
Full-Time Positions	31	30	29	29	0	0.00%
Part-Time Positions	0	0	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Real Estate consultants fee



COMMISSIONER OF REVENUE

CORE 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 to process them in a timely manner. 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.

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 identify if a property is located in Stafford County by using 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.

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. Received income tax returns are audited for accuracy to ensure that all information needed to process the return is included. 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.

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.

Reassessment

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

Audit

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.



CORE SERVICES (Continued)

Land Use

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.

Real Estate Tax Relief for the 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 dwelling and up to one acre of land.

DEPARTMENTAL GOALS/OBJECTIVES

- Provide accurate, timely and equitable assessments. This will ensure that the tax burden is spread equally among taxpayers. Although no one likes to pay taxes they are generally accepted as long as they are perceived as being fair. By continuing to focus on accuracy and equity we are providing service to both the taxpayers and the county by ensuring the tax system is respected and accepted by the citizens of Stafford County. (BEST value: service)
- Work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts.
- Continue to work with Treasurer’s Office to increase access to assessment and tax billing records by developing a joint website offering a full suite of tax services on-line. The successes already achieved and any future achievements will only be possible through teamwork and cooperation with the Treasurer’s Office. (BEST values: service and teamwork)
- Continue the on-going process to integrate new website with existing personal property software allowing for the creation of on-line accounts, and tax remittances.
- Utilize wireless technology to allow for on-site data collection. The idea for on-site electronic data collection grew out of the desire of our staff appraisers to be able to collect and analyze data while in the field. This will improve our accuracy of assessments as well as improve our efficiency. (BEST value: empowerment)

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Average assessment % of selling price (Proval)	93%	90%	90%
Outputs			
Tax forms processed (State, Meals, Land Use, Tax Relief)	18,728	20,000	20,000
Parcels processed & revalued	25,007	25,400	25,400
Tax payers assisted	62,804	62,000	62,000



COMMISSIONER OF REVENUE

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Service Quality			
# of real estate parcels assessed (Proval)	49,947	49,947	50,800
Efficiencies			
Properties per appraiser (7 appraisers)	7,135	7,135	7,257

DEPARTMENTAL ACCOMPLISHMENTS

- As a result of the efficiently and modernization efforts, the Commissioner's office is operating at pre-1999 staffing levels.
- We have streamlined all of our printing and mailing of tax forms and notices. Forms that were previously printed and processed for mailing in-house are now outsourced. This has created a savings in both time and money while maintaining the high level of customer service we require.
- We have worked with our software vendor to develop processes which enable us to set the values on personal property earlier in the year. The impact of this has been wide spread. We can assist customers in projecting their tax liability earlier in the year, helps the treasurer's office to correctly determine TAPP payments and assists the budget department in their projections.
- Successfully integrated GIS and Pictometry software into work practices enabling appraisers to discover taxable property that had previously been undetected. These efforts continue to increase tax revenue and compliance.





Our mission is to pursue justice through the fair and ethical prosecutions of criminal violations of the Code of Virginia and the Code of Stafford; to create a safer community through positive partnerships with law enforcement and other community members; and to earn and hold the trust and respect of the citizens that we are privileged and honored to serve. The Victim/Witness Assistance Program advises crime victims of their rights, as well as offers support, community referrals, guidance and education of the criminal justice system.

THINKING EFFICIENTLY:

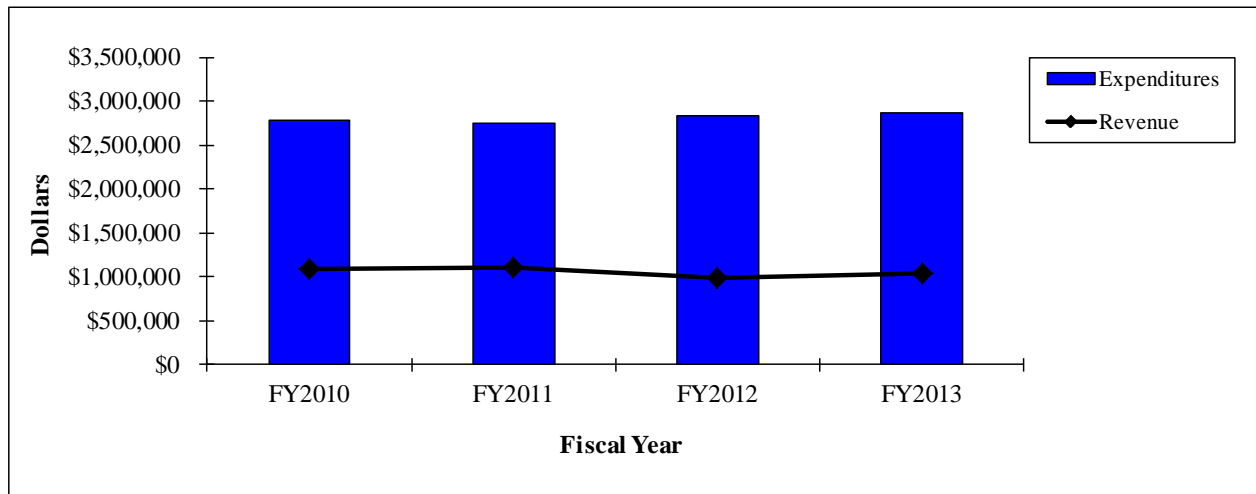
- Where have we partnered within the organization?
 - Sheriff's Office Roll Call Training
 - On Call Assistant Commonwealth's Attorney for law enforcement
 - Legal Advisor to Sheriff's Office
 - Researching Grant Possibilities with Victim Witness and Sheriff's Office
 - Forfeiture Fund w/ Sheriff's Office
 - Crime Prevention Presentations w/ Sheriff's Office at Stafford County Schools
 - Working w/ Clerks of each court (Circuit, General District and Juvenile and Domestic Courts)
 - Victim Witness personnel accompanies victims/witnesses in courtroom during each hearing and trial
 - In house transcription service
 - The Domestic Violence Response Team (DVRT) partners with the Sheriff's Office, Court Services Unit, Magistrate's Office, Juvenile and Domestic Relations Clerk's Office and judges
 - Zoning and Building Code Enforcement
 - Fire and Rescue
 - Department of Social Services
 - Department of Health
- Where have we partnered with community organizations?
 - Commonwealth's Attorney acting as faculty members for outside training
 - Dan Chichester is Board Member and Vice President for the National District Attorneys Association
 - Eric Olsen is Board Member for the National District Attorneys Association
 - Provides training for the National District Attorneys Association
 - Magistrates
 - Eric Olsen on Board of Directors of Rappahannock Legal Services, Inc.
 - Training of prosecutors statewide for Virginia Association of Commonwealth's Attorneys
 - Training and advice to Virginia State Police
 - Training and advice to Aquia Harbour Police Department
 - Extradition of criminals
 - Eric Olsen is Board Member of the Rappahannock Area Alcohol Safety Action Program
 - 15th Judicial District Office of Probation & Parole
 - State Comp Board
 - Department of Criminal Justice Services
 - Special Prosecutor for surrounding jurisdictions
 - Federal Government Recovery Act
 - Juvenile and Domestic Relations Court Services Unit
 - Coalition for a Community Without Violence (CCWV)
 - The Domestic Violence Response Team (DVRT)
 - Rappahannock Area Council on Sexual Assault
 - Rappahannock Counsel on Domestic Violence (RCDV)



BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$2,580,235	\$2,559,342	\$2,640,915	\$2,693,673	\$52,758	2.00%
Operating	195,187	187,500	191,353	171,060	(20,293)	-10.61%
Total	2,775,422	2,746,842	2,832,268	2,864,733	32,465	1.15%
Revenue	1,093,009	1,106,493	996,301	1,044,504	48,203	4.84%
Local Tax Funding	\$1,682,413	\$1,640,349	\$1,835,967	\$1,820,229	(\$15,738)	-0.86%

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



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Rent is only required for six months and then the offices will be relocated to the new Chichester Building



COMMONWEALTH'S ATTORNEY

CORE SERVICES:

- Prosecuting felonies and misdemeanor appeals in Circuit Court
- Prosecuting felonies and misdemeanors in General District Court
- Prosecuting felonies and misdemeanors in Juvenile and Domestic Relations Court
- Institute civil proceedings to forfeit the proceeds of drug related crimes, including cash and personal property, to the state
- Legal advice/training to state & local law enforcement agencies
- Protecting the rights of victims and witnesses

DEPARTMENTAL 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 Program
- Ensure that all criminal cases are fairly assessed and cases are meritoriously prosecuted to the fullest extent of the laws while taking into consideration the rights of the victims and witnesses
- Track Show Causes for repeat offenders
- Maintain high level of conviction rate
- Monitor and encourage active collection of delinquent fines and court costs for all courts
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency
- Increase the amount of state grant funding to support Victim/Witness Program
- Increase County share of fines assessed in criminal cases
- Increase County outreach aimed at preventing crime



DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Victims' services new cases (V/W only)	785	850	900
Protective Orders Generated	181	0	225
Preparation/submission of victim restitution to court (V/W only)	\$34,924	\$300,000	\$100,000
Cases prosecuted with Sexual and Domestic Spousal Victim Fund Grant (CA only)	157	160	160
Criminal Injuries Compensation Fund claim awards to victims	\$19,606	\$0	\$20,000
Outputs			
Circuit Court - Criminal cases, to include Indictments, Misdemeanor Appeals and Probation Violations	4380	5,500	4,600
General District Court - Criminal cases, to include Misdemeanors, Felonies and CA/SC/Other; Traffic Cases, to include Infractions, Misdemeanors, Felonies and CA/SC	11,169	14,200	12,500
Juvenile & Domestic Relations Court -Criminal cases, to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	3,139	3,800	3,300
Service Quality			
Victim Witness participates with local agencies providing crime victim awareness and training (meeting frequency)	40	40	42
Assistant Commonwealth's Attorney provides training to law enforcement agencies (frequency in hours)	1,100	1,150	1,200
Hours of training received by Commonwealth Attorney and Victim Witness Staff Members	1,141	1,300	1,500
Collection of delinquent fines and costs for courts (Contracted)	\$887,834	\$1,200,000	950,000

DEPARTMENTAL ACCOMPLISHMENTS

- The Commonwealth's Attorney's Office continues to protect public safety within our county through the aggressive and comprehensive prosecution of those who commit crimes in our community.
- Victim/Witness Services successfully concluded the V-STOP Grant for Domestic Violence Response Team (DVRT) to assist women victims of domestic violence and domestic sexual assault.
- Victim/Witness Program hosted Family Fun Day, for approximately 1000 community members, in recognition of National Crime Victims' Right Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with many local agencies.
- Victim/Witness Program hosted victim service provider training, in conjunction with the Counties of Spotsylvania, Caroline, Orange and the City of Fredericksburg Victim/Witness Programs, to a multitude of state-wide agencies.



The mission of the Virginia Cooperative Extension (VCE) is to improve the lives of citizens in Stafford County through an educational process that uses scientific knowledge focused on issues and needs.

VCE is a dynamic organization that stimulates positive personal and societal change, leading to more productive lives, families, farms and forests, as well as a better environment in semi-urban and rural communities. VCE provides information to county residents and assists them in applying the results of scientific research and technological development in the fields of agriculture/horticulture; 4-H youth development; food, nutrition and health; and family and consumer sciences.

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, the Stafford County Cooperative Extension Office helps people to solve their own problems using a variety of educational delivery techniques, VCE reaches diverse clients in their homes, schools, at work and in the community.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Stafford County Environmental Health Department - food safety classes
- Stafford County Head Start
- Stafford County Public Schools - in-school enrichment and after school programs
- Stafford County Parks, Recreation, and Community Facilities Department
- Stafford County Fire and Rescue Department - EMS Disaster Response Team

Where have we partnered with community organizations?

- Rappahannock Regional Solid Waste Management Board (R- Board) - composting classes
- Stafford Victory Garden Committee - plant and maintain demonstration gardens
- Olde Forge Junction - 4-H programs for at-risk youth
- Garrison Woods Community/Social Services - 4-H programs for at-risk youth
- University of Mary Washington - various educational programs
- Friends of the Rappahannock - Student Stream Team
- The George Washington Foundation - volunteer work at Ferry Farm
- Earned Income Tax Credit Coalition (EITC) - free income tax preparation for low-income families
- The Childcare Network
- Virginia Department of Corrections
- Virginia Department of Education
- Virginia Department of Social Services - childcare provider training
- Virginia Department of Agriculture and Consumer Services
- Virginia Department of Transportation - 4-H community service
- Boy and Girl Scouts of America
- Tri-County Soil and Water Conservation District
- Rappahannock Area Agency on Aging
- Rappahannock Council on Domestic Violence
- Smart Beginnings Rappahannock Area
- Rappahannock Area Office on Youth
- Rappahannock Area Community Services Board

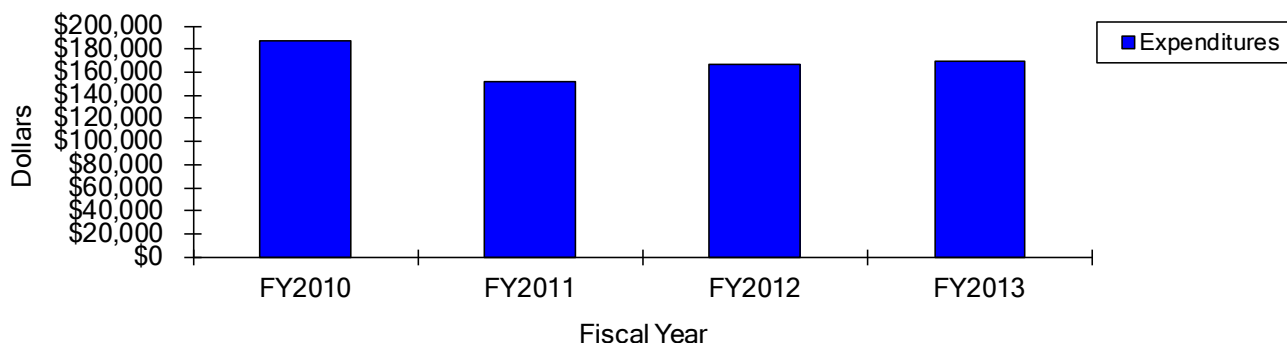


COOPERATIVE EXTENSION

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$91,153	\$79,425	\$82,881	\$84,821	\$1,940	2.34%
Operating	96,629	72,411	84,243	84,243	0	0.00%
Local Tax Funding	\$187,782	\$151,836	\$167,124	\$169,064	\$1,940	1.16%

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



CORE SERVICES:

4-H Youth Development

engages youth (ages 5-18) in learning leadership, citizenship, and life skills. Four-H provides hands-on lessons that have a direct correlation to the Virginia Standards of Learning (VSOL). Lessons are designed to enrich the learning experiences and development of youth by equipping them with life skills needed to become effective, contributing citizens of society. Delivery modes in Stafford County include: overnight and day camps, in-school and homeschool enrichment programs, community-based clubs and county, district, state, and national competitions and events.

Family and Consumer Sciences (FCS)

Extension Model is unique from other state agencies in that our educational system enhances and supports BOTH the community AND the individual by focusing on the family system. All FCS programs address economic stability, educational excellence, and health. For example, we offer programs to children about the importance of eating breakfast. Children who eat breakfast are healthier (health); do better in school (educational excellence); and when they do better in school are more likely to be productive citizens in terms of contributing to a strong economy (economic stability). Programming efforts relate to food safety, nutrition and wellness, and family financial management.



CORE SERVICES (Continued)

Agriculture and Natural Resources (ANR)

program educates the public by focusing on sustainable agriculture and landscape management in an environmentally friendly manner. For example, ANR offers accurate diagnosis of home, lawn and garden problems and recommends corrective control methods for home, lawn, and garden issues. To meet the requirement of the Virginia Department of Agriculture (VDACS), ANR offers pesticide applicator certification classes. In addition, an annual Master Gardener course is offered to educate and equip volunteers with the knowledge, skills, and ability to better serve others in the community.

Community Viability (CV)

partners with Virginia communities to promote and sustain vibrant economies, healthy and safe environments, and social well-being. We engage diverse audiences to deliver client-centered education, connect resources, and build partnerships.

DEPARTMENTAL GOALS/OBJECTIVES:

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



COOPERATIVE EXTENSION

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Gypsy Moth (GM) Egg Mass Surveys	725	750	900
Gypsy Moth (GM) Monitoring Activities (traps)	73	80	100
Outputs			
ANR/4-H/GM Programs (Contacts/Volunteers/Program Participants)	15,297	20,000	22,000
ANR,4-H/MG Volunteer Dollar Value Gained	\$81,290	\$90,000	\$95,000
Service Quality			
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	130	150	175
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	0	\$75.00	\$90.00
Cost per VCE Program Participant/Contact*	3.52	\$3.25	3.25

*Based on actual cost of salaries of ANR Agent, and 4-H staff positions serving Stafford County

*FCS Agent figures unavailable

DEPARTMENTAL ACCOMPLISHMENTS

While each of the Extension Agents serving Stafford County provides programming to the community in his or her discipline, i.e.: 4-H Youth Development; Family & Consumer Sciences (FCS); and Agriculture and Natural Resources (ANR), they collaborate on joint programming as well. By pooling their resources and knowledge, they are able to reach a broader section of our population.

Some examples of cross-programming are: 4-H and FCS collaborating on *The Kids' Market Place* financial management program; ANR and FCS collaborating on the *ServSafe* food safety course, with the ANR Agent teaching the course material on Integrated Pest Management; 4-H and ANR collaborating on the 4-H Junior Master Gardener program.

VCE 4-H Youth Development

- The 4-H Science, Engineering and Technology (SET) program model is the national and state priority of the 4-H Youth Development Program for the next five years. During 2011, 4-H in Stafford County has engaged about **200** youth specifically in environmental science, animal science, natural resources education, agriculture, as well as, engineering and technology via community based clubs such as Livestock, and the Junior Master Gardener Program. In addition to in-school enrichment programs such as *Enviroscape*, Embryology, and Electricity, 4-H also offers Project Learning Tree (an environmental science curriculum comprised of hands-on activities that offer cross-course content and have direct correlation to grade-appropriate Virginia SOLs).
- Stafford 4-H participated in the 2011 Kids' Tech University. This is a free, semester long educational research program developed by the Virginia Bioinformatics Institute of Virginia Tech in collaboration with Virginia 4-H, that puts scientists and engineers in the classroom with youth ages 9-12 to encourage exploration of science, technology, engineering and math. The program is held at both Virginia Tech and Virginia State University.
- For the first time, Stafford County served as a host for the International 4-H Exchange program. This is an exciting educational and cultural initiative for a foreign 4-H member to immerse themselves academically and socially in American culture. The 15-year old male student attends Stafford Senior High School.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

VCE Family and Consumer Sciences

- Drinking Water Clinic -Three hundred and thirty eight (338) residents of Stafford and Spotsylvania Counties participated in a drinking water clinic to have their private well water tested. The ANR and FCS agents provided participants with individualized water test results and information on well maintenance and corrective action for water problems.
- *ServSafe* - Seventy one (71) food service employees participated in four (4) *ServSafe* classes held in Stafford County in 2011. As a result, \$131,350.00 was potentially saved from pain and suffering, reduced productivity and medical expenses if one case of foodborne illness in Stafford County was prevented per food handler completing the course.
- FIT Extension - Fourteen (14) Stafford County residents participated in FIT Extension in 2011. Every participant reached their physical activity goal, and teams logged 1,329 miles during the 8-week program.

VCE Agriculture and Natural Resources

- Stafford County Victory Garden - This program was designed to help low income seniors start a vegetable garden. VCE partnered with Stafford County Parks, Recreation, and Community Facilities Department and concerned citizens to till gardens and help seniors plant and care for them. A demonstration garden was planted by Master Gardeners at the Rowser Bldg. in Stafford County.
- The Master Composter/Recycler training course is the first of its kind in Virginia. To become a Master Composter/Recycler, you must complete 20 hours of classroom instruction. Some of the course topics include: Solid Waste Management, Science of Decomposition, Compost Fundamentals and Systems, Vermicomposting, Outreach Tools, and Field Trips. This program was conducted in partnership with the Stafford County R-Board, and VCE Master Gardeners.
- Diversion Center Horticulture Program - Six (6) workshops were held at the Rappahannock Regional Department of Correction's Diversion Center to teach basic landscaping skills to inmates for careers in the green industry. One hundred, five (105) inmates received Certificates of Completion for future job prospects.





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

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, and was paid after receiving reimbursement from the Commonwealth.

JUVENILE DETENTION CENTER

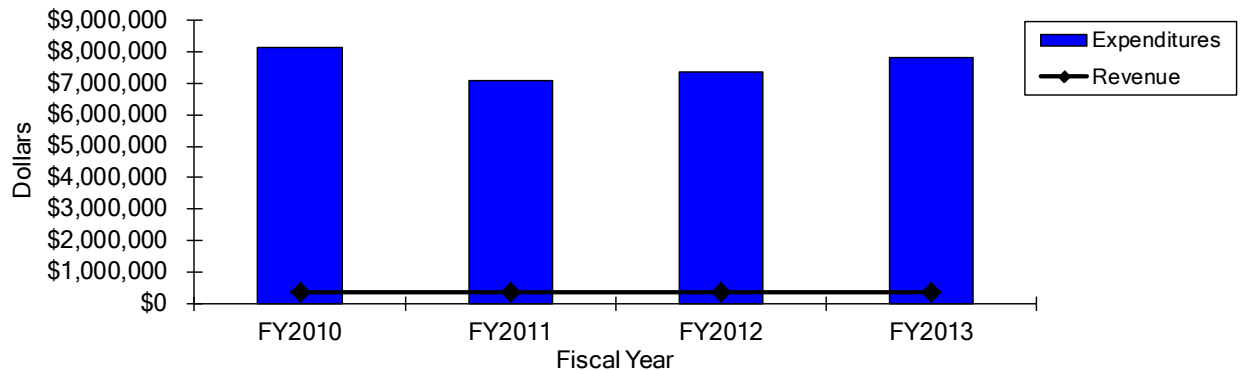
The purpose of the Rappahannock Juvenile Detention Center is to operate pre-dispositional and post-dispositional secure juvenile detention homes in accordance with the agreement executed by participating jurisdictions dated January 15, 1971 and amended July 1, 1978.



CORRECTIONS

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Jail						
Operating	\$4,481,674	\$4,393,385	\$4,546,085	\$4,815,662	\$269,577	5.93%
Debt Service	1,985,787	1,214,495	1,259,084	1,605,454	346,370	27.51%
Total	\$6,467,461	\$5,607,880	\$5,805,169	\$6,421,116	\$615,947	10.61%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$6,167,461	\$5,307,880	\$5,505,169	\$6,121,116	\$615,947	11.19%
Juvenile Detention Center						
Operating	\$1,443,266	\$1,463,433	\$1,344,368	\$1,187,341	(\$157,027)	-11.68%
Debt Service	226,295	0	213,295	210,589	(2,706)	-1.27%
Total	\$1,669,561	\$1,463,433	\$1,557,663	\$1,397,930	(\$159,733)	-10.25%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$1,629,561	\$1,423,433	\$1,517,663	\$1,357,930	(\$159,733)	-10.52%
Corrections						
Operating	\$5,924,940	\$5,856,818	\$5,890,453	\$6,003,003	\$112,550	1.91%
Debt Service	2,212,082	1,214,495	1,472,379	1,816,043	343,664	23.34%
Total	\$8,137,022	\$7,071,313	\$7,362,832	\$7,819,046	\$456,214	6.20%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$7,797,022	\$6,731,313	\$7,022,832	\$7,479,046	\$456,214	6.50%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase in Stafford County share of population in Regional Jail
- Decrease in Stafford County share of population in the Juvenile Detention Center

Debt Service

- Increase in Regional Jail debt service
- Refinance of debt service for the Juvenile Detention Center resulted in a debt cost savings



CORRECTIONS

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Inmates accounted for each day	100%	100%	100%
Outputs			
Inmates detained without escape	100%	100%	100%
Service Quality			
Days Jail Staff is free of injuries from confrontations	100%	100%	100%
Inmates who take General Equivalent Diploma (GED)	160	160	160
Inmates who participate in Work Release Program (ADP)	150	150	150
Stafford County Jurisdictional Share	42.85%	41.75%	42.96%





Our Mission: To ensure that elected officials, staff, the business community and citizens work together and have the information they need to make Stafford County a progressive and sustainable place to live, work and play.

We will do this by nurturing and keeping the Board of Supervisors informed, facilitating legislation, providing information to the public, professional management of staff, and providing elected officials, staff and citizens with the tools to continually enhance community relationships.

THINKING EFFICIENTLY:

Since 2009, we have reduced the staffing levels of our non-public safe workforce by 5 percent from FY2011 level and 20 percent since 2009. Our non-public safety staffing is below July 2004 levels. Because of innovations and efficiencies, we met the Board of Supervisors goal of having 12 percent of General Fund Revenues in our Unallocated Fund Balance and ended FY2011 with a \$6.6 million surplus. We continue to spend less than our peer localities at \$603 for general government spending per capita and \$81 for lowest general government administration spending per capita. Our adherence to several strict financial policies that limit debt, maintain reserves, estimate revenues conservatively and spend less than our adopted budgets strengthened our financial standing, which led to Standard & Poor's upgrading the County's bond rating from AA- to AA.

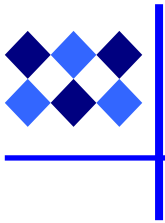
In 2011 The Public Information Office and the Citizens Assistance Office, in partnership with the Utilities Department began operation of our 311 Center. The center is staffed by employees of Citizens Assistance and Utilities, and serves as a main call center for people who have questions about their utility services. Staff's goals are to answer a caller's questions at the center, and take care of them from start to finish, rather than transferring them to other departments, and also to reduce the call flow to individual departments. Not only were we able to implement the center with existing staff and resources, but we were able to maintain the percentage of calls that Utilities handled at about 94% at the call center, with the rest being transferred to other Utilities staff for further assistance. Eventually, the 311 Center will serve as the County's main call center for all callers.

The Public Information Office continues to use technology to help make the County more accessible. In 2011, PIO staff worked with the Information Technology Department to roll out a new County website. The site offers a variety of new features, including a Citizen Tracker, which allows users to report a problem or ask a question via a cell phone, I-Pad or Internet.

The County's Leadership Institute and B.E.S.T. University, programs coordinated by County staff, and the LEAD and SEI programs through the University of Virginia, have all had Stafford employees graduate in 2011. The courses taught through all of these programs not only address leadership, but also what it takes to be a high performing organization, which is what Stafford continually strives to be.

Enhancing customer service continues to be a focus of County Administration, and staff was involved in many initiatives in this area. In addition to the 311 Center, staff is also working on opening a Community Development Service Center that will serve as a central location for any resident or business representative who has to apply for a permit. Case managers at the Community Development Service Center will walk them through the permitting process from start to finish, answer their questions and keep them informed through the process toward a successful completion of their project.

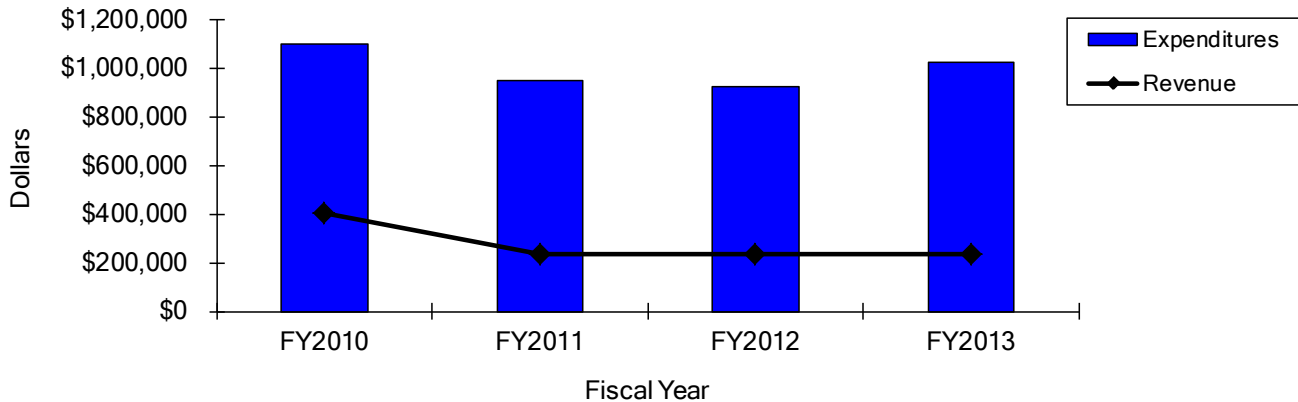
Additional efforts at promoting and maintaining a "Green Government" were enhanced by the implementation of a paperless agenda through the use of iPads, replacing hard-copy agenda binders. The first successful implementation of the use of iPads was at the Board of Supervisors' annual organizational meeting held on January 3, 2012.



BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,058,299	\$926,762	\$881,903	\$963,345	\$81,442	9.23%
Operating	44,064	25,649	44,497	63,248	18,751	42.14%
Total	1,102,363	952,411	926,400	1,026,593	100,193	10.82%
Revenue	403,290	237,583	237,583	237,995	412	0.17%
Local Tax Funding	\$699,073	\$714,828	\$688,817	\$788,598	\$99,781	14.49%

Funded Positions						
Full-Time Positions	10	9	9	9	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Full-time Citizen Action position added after Adopted FY2012 Budget was approved

Operating

- Increase in mobile phones, data plan costs
- Increase in dues and memberships
- Increase in public notification
- Increase in Operating supplies

CORE SERVICES

Executive Management and Leadership

Oversees the proper and efficient administration of all services, programs and activities over which the Board of Supervisors and County Administrator have authority. Leads and encourages professional development among staff, and implements programs to engage all staff in high quality customer service.

Legislative Facilitation

The Board of Supervisors is the Legislative Branch of local government. The County Administrator's staff supports the Board who is responsible for the adoption of the County budget and appropriation of funds; levying County taxes; appointment of members of various authorities, commissions and committees; constructing and maintaining County buildings; adopting the County's Comprehensive Plan; approving and enforcing related ordinances; and adopting and enforcing ordinances for law enforcement, sanitation, health and other regulations permitted by State law.

Staff Support to the Board of Supervisors

County Administration ensures that all departments work together to assist the Board in meeting constituent needs, finding resolutions to their problems and answering their questions about government services; coordinates meetings of the Board subcommittees; and provides administrative support to enable Supervisors to fulfill their responsibilities as elected officials.

The Chief Deputy Clerk and the Deputy Clerk coordinate meeting agendas, oversee preparation of agenda packets on the Web and via iPad transmission, processes resolutions, ordinances, and proclamations as approved by the Board. Attends Board meetings, takes and transcribes minutes for the permanent record book. The Chief Deputy Clerk oversees meeting and travel planning, office management, preparation of statistical and financial reports including budget preparation/oversight for the County Administrator's office, the Board of Supervisors, and the Clerk to the Board.

Public Information

The role of the Public Information staff is to act as the main information connection and customer service liaison to elected officials, staff, citizens and the general public by providing open, timely and accurate information about County services through all available outlets including the media, Internet and customer service representatives so they can make educated decisions about living and working in Stafford County. The goal of the staff is to implement a strategic communications plan that supports the Board of Supervisors goals and priorities.

The Public Information Administrator manages the Citizens Assistance and Volunteer Services staff, who provide a central in-house resource for customer service and information on County services through a corps of volunteers, customer service training and information databases.

Community Building

To pull all the different aspects of a community together including businesses, health care, education, recreation, and public infrastructure and build a place where residents can work toward a common future.

DEPARTMENTAL GOALS/OBJECTIVES

- Enhance our Bond rating to a *Natural AA* within 5 years
- Enhance the financial stewardship of the County

The above goals support the Principles of High Performance Financial Management and The BOS Priorities

- Maintain an organizational performance measurement system;
- Implement total compensation program;
- Lead the County's customer service training program to ensure all employees deliver the highest quality customer service;
- Direct the County's organizational development initiatives to ensure that every employee has the opportunity for professional development that will enhance their abilities and skills in providing services to customers;
- Administer equitable, efficient and high quality delivery of services to citizens, businesses and visitors;
- Ensure staff response to constituent requests from the Board of Supervisors within 5 business days;
- Develop more proactive and effective means of communication with employees and the public by using different technologies to reach diverse groups;
- Improve communications with the Schools to ensure more efficient delivery of services.
- Implement strategic communications plan that supports the Board of Supervisors goals and priorities
- Enhance professional development of employees through teaching classes at BEST University
- Enhance volunteer program through Citizens Assistance and increase savings to County through volunteer services
- Develop partnerships within the community to address social challenges and encourage civic engagement;

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

- Continue to promote positive image of Stafford County Government through various media outlets, community organization meetings, Citizens Academy, and Social Media tools.
- Continue efforts to gain regional and national publicity that promote Stafford County as a high-performing local government and a community of choice.
- Implement the goals of the Board of Supervisors and follow-up on Action Items.
- On-time agenda preparation and iPad transmission for twenty-one (21) regularly scheduled Board of Supervisors' meetings.

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Maintained AA Bond Rating	100%	100%	100%
% of participants in Citizens Academy (20 students per session)	100%	100%	100%
Percent of employees who enroll in customer service training (based on total number of employees)	25%	50%	100%
Reduction of calls to departments for general government information following establishment of 311 Center. NOTE - The center is currently only taking selected departments' phone calls	N/A	NA	25%
% increase in number of requests for information updates to web site, cable TV, etc.	100%	100%	100%
Outputs			
BOS Agenda Packages Processed	447	450	450
Action Item Directives from BOS	585	700	750
BOS Requests for Constituent Assistance Processed	1200	1200	1200
# of External Public Information Documents Produced	400	500	600
Number of Citizen Education Programs	20	25	30
Number of internal communications/programs	150	200	225
Number of walk-in customers assisted	71,033	75,000	80,000
Number of phone inquiries/complaints processed	12,912	15,000	20,000
Service Quality			
% of employees who enroll & are satisfied with customer service training	100%	100%	100%
% of newly trained volunteers retained after 3 months with the County	100%	100%	100%
% of internal customers satisfied with public information	100%	100%	100%
Efficiencies			
On-time agenda preparation and iPad transmission (beginning 1/3/12)	N/A	N/A	21
External documents per PIO staff	112	150	300
Special events handled per PIO staff	20	25	30
Internal communications/programs per staff (2 PIO staff)	75	100	125
Citizen inquiries/complaints per staff (2 Cit. Assistance staff)	545	700	850
Printed/online news articles generated by the media	500	625	800

DEPARTMENTAL ACCOMPLISHMENTS

- Standard and Poor's upgraded the County's bond rating to AA. Stafford County's bonds are now rated AA by all three major ratings agencies
- Assisted with revisions of Board's financial policies and strategy to achieve Natural AA bond Rating
- Maintained all Reserve funds including undesignated fund balance, capital projects reserve, Rainy Day Reserve (for unforeseen circumstances), and Stafford Opportunity Fund for economic development projects
- Created monthly Stafford Progress Report
- Created monthly Board of Supervisors monthly Financial Report to the Community
- Established the Stafford Innovations Team
- Maintained tracking and support of the Board of Supervisors' long term goals (deliverables)
- Implemented electronic Board packages through use of iPads for Board of Supervisors
- Held groundbreakings for Belmont-Ferry Farm Trail (Phase 3), Rocky Pen Run Water Treatment Facility, Chichester Building, Stafford Civil War Park
- Updated *Guide to County Government* for the Board of Supervisors
- Enhanced monthly statistical report for Board of Supervisors with additional information
- Facilitated leadership development and critical thinking for senior management through regular leadership meetings
- Enhanced communication with employees and engaged them in efforts to achieve the standards of a high performance organization
- Conducted annual Citizens Academy
- Assisted with public information efforts for various issues/events including BRAC Open House,
- Assisted with numerous special events including commemoration of 10th anniversary of September 11, Student Government Day, Day of Caring, United Way Yard Sale.
- Conducted third grade tours for five (5) Stafford elementary schools for a total of 459 students
- Gained national publicity with stories on Human Services Public Day School, archaeological survey at Aquia Landing; and return of 1791 Stafford Court ledger
- Gained approximately 11,900 hours of service by volunteers through Citizens Assistance at a value of \$311,090
- Worked with IT to facilitate a successful transition to a paperless agenda using iPads. The first fully transitioned meeting was held on January 3, 2012



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

This mission includes advising, representing, and defending the Board, the County, the County Administrator, County departments and County staff, and Constitutional Officers (i) in litigation before Virginia and Federal Courts at all levels, (ii) in administrative or quasi-judicial proceedings, and/or (iii) in enforcing County Ordinances, Resolutions, and/or decisions. The County Attorney's Office provides legal advice on a daily basis to the Board, County Administrator, County Departments and staff, and Constitutional Officers, as requested in connection with the duties and responsibilities of these Departments and Officers.

THINKING EFFICIENTLY:

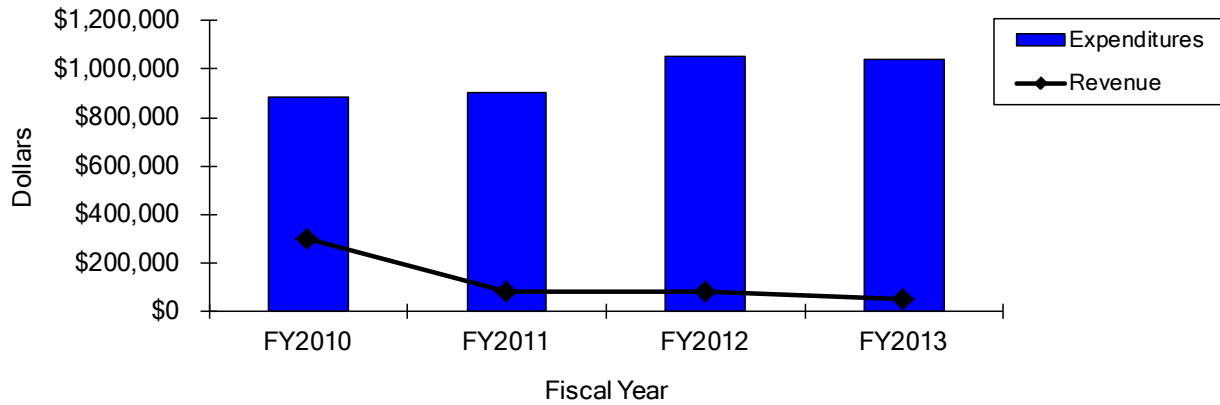
- Continue to use standard forms for departments and Constitutional Officers to use to send in legal questions, opinion requests, and/or have information reviewed.
- Drafted and partnered with departments and Constitutional Offices to draft and review new ordinances, resolutions, amendments to existing ordinances, and memoranda of agreement/understanding.
- Partnered with County Administration and departments to ensure legality and accuracy of Board packages.
- Partnered with Planning & Zoning, Utilities, and Parks and Recreation, in reviewing all deeds, easements, agreements, etc. to ensure legality and accuracy. Continue to refine the process and checklist to improve efficiency.
- Partnered with departments to review public hearing ads.
- Continue to partner with the Treasurer's Office and Utilities Department to recover debts owed to the County, through the General District Court and the bankruptcy courts.
- The Office continues to support the Board, County Administrator, and County staff in pursuing the Board's adopted priorities in an efficient and cost-effective manner, including economic development, transportation improvements, and constructing new and improving existing parks and recreation facilities.
- The Office continues to work efficiently and identify cost-savings, by leveraging existing resources, closely monitoring outside legal expenses, and cutting non-essential expenses.
- The Office continues to support the Board, County Administrator, and County staff in identifying and realizing efficiencies and cost-savings, and maximize current and potential resources.
- The Office implemented internal workflow and assignment processes to improve office efficiency, communication, and oversight.
- The Office continues to partner with the Purchasing Office and other departments to advise regarding procurement issues and review proposed contracts for goods and services to help ensure that the County is receiving the best goods and services at the best value to the taxpayers.



BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$836,844	\$633,290	\$765,169	\$796,573	\$31,404	4.10%
Operating	47,272	269,279	286,565	242,665	(43,900)	-15.32%
Total	884,116	902,569	1,051,734	1,039,238	(12,496)	-1.19%
Revenue	297,411	85,723	85,723	52,005	(33,718)	-39.33%
Local Tax Funding	\$586,705	\$816,846	\$966,011	\$987,233	\$21,222	2.20%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Decrease in legal fees
- Decrease in contracts



CORE SERVICES

- Provide daily legal advice and representation to the Board of Supervisors, the County Administrator, the County departments and staff, and Constitutional Officers, including (i) interpreting federal, state, and County laws, ordinances, and regulations, and (ii) enforcing County Ordinances, Resolutions, and decisions.
- Provide legal advice to various Boards, Commissions, Committees, and Task Forces appointed by the Board of Supervisors, including the Planning Commission.
- Draft, review, and/or approve (i) deeds and plats for dedications of rights-of-way and easements to the County, (ii) contracts and purchase agreements for the purchase of goods and services, construction, and acquisition of real property for the County, (iii) leases, (iv) memoranda of agreement/understanding, (v) public hearing advertisements, and (vi) FOIA responses and subpoena responses.
- Provide collection services to collect debts owed to the County, including utility fees (by filing warrants in debt in court) and filing claims in bankruptcy cases for money owed the County.
- Handling garnishment proceedings filed with the County through the courts.

DEPARTMENT GOALS/OBJECTIVES

- Provide legal advice to staff to implement the amended Comprehensive Plan, including small area plans, zoning and subdivision ordinance amendments, and form-based code provisions.
- Provide legal advice and assistance to County staff in support of economic development efforts and opportunities.
- Provide legal guidance in support of the implementation of all County Road Bond Projects from procurement through construction, including PPTA projects and property acquisition.
- Provide legal advice in support of the implementation of the approved Stafford County Park Bond Referendum, including procurement of services and property acquisitions.
- Provide legal advice regarding proposed transfer of development rights (TDR) ordinance.
- Continue to defend and assist outside counsel in defending the County against tax assessment challenges.
- Represent the Board in the appeal of the Circuit Court's decision in the Chesapeake Stafford Associates case before Virginia Supreme Court.
- Coordinate closely with Planning and Zoning and Code Administration to aggressively pursue zoning enforcement and other Code enforcement issues.
- Provide legal support to County staff and the County's legislative liaison to pursue the Board's legislative agenda before the General Assembly.



COUNTY ATTORNEY

DEPARTMENT SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Advise the Board of Supervisors, Planning Commission, and other BACCs and staff (Manual Tracking)	720	800	825
Property acquisition and deed of dedication review (Manual Tracking)	475	500	515
Outputs			
Litigation (zoning violations, and general civil cases) (Manual Tracking)	75	75	75
Service Quality			
Provide legal advice to County Administration, County departments, and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking)	2,380	2,500	2,600
Efficiencies			
Monetary Collections (including bankruptcy and utility collection cases) (Manual Tracking)	900	950	1,000

DEPARTMENT ACCOMPLISHMENTS

- Supported the Board and staff in successful legislative redistricting, which resulted in Justice Department pre-clearance.
- Supported the Board and staff in Board's adoption of amendments to the Comprehensive Plan to allocate the remaining 4,000 dwelling units that were required to comply with the UDA statute.
- The number of outstanding litigation matters filed against the County has been reduced with in-house staff, attorneys provided by the County's insurance carrier, and retained outside counsel. Successful litigation results include:
 - North Stafford Associates non-suited its tax assessment (consolidated) case, which has not been rescheduled for trial;
 - Garrett, et al. tax assessment cases were continued to FY13;
 - Verizon withdrew its 2009 and 2010 SCC tax assessments appeals;
 - R Income and Airport Business Group cases (rezonings) nonsuited;
 - Westlake tax assessment case reached tentative settlement (contingent upon Board approval); and
 - Zoning violations.
- Successfully re-staffed the Office by hiring two Assistant County Attorneys (one a former clerk in the Office and one a former judicial clerk to a Virginia Supreme Court Justice) and two new Legal Secretaries (including an internal hire). After significant staff turnover during the past several years, the
- Office is fully staffed with talented, high-quality, and motivated employees who are interested in serving the Board and the community.
- Assisted staff in acquiring or in the process of acquiring real estate and easements for, among other things, road, sidewalk, utility, and park and recreational improvements.
- Began bringing Human Resources legal advice back in-house.



JUDICIAL ADMINISTRATION (COURTS)

Juvenile & Domestic Relations 540-658-8775
Clerk of the Circuit 540-658-8750
General District 540-658-8935
Circuit 540-658-4840
Magistrate 540-659-2968

Our aim is to assure that disputes are resolved justly, promptly, and economically through a court system unified in its structures and administration.

The Judicial Administration consists of the Circuit Court, General District Court, Magistrate, Juvenile and Domestic Relations Court and the 15th 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 judgments, administrative liens and notices.

THINKING EFFICIENTLY:

Clerk of the Circuit Court

It is the Clerk's responsible to administer the Circuit Court's judicial proceedings and to serve as record keeper for the County.

- During the last eight months, six deputy clerks took on the project of moving old records to the storage room. They boxed 252 file cabinet drawers and moved them to storage. These were court cases that needed to be processed for purging. With the assistance of two volunteers who were sorting, indexing and scanning what needed to be scanned for permanent record, they were able to purge and shred the files here in the office, saving the cost of hiring an outside vendor for the job.
- In addition, they also re-arranged old case papers, moved 171 old land books, 21 plat books, fee books, warrant register books, docket books, fund registry process books, misc. receipts books etc. to the storage room.

These employees completed the project while keeping their work up to date.



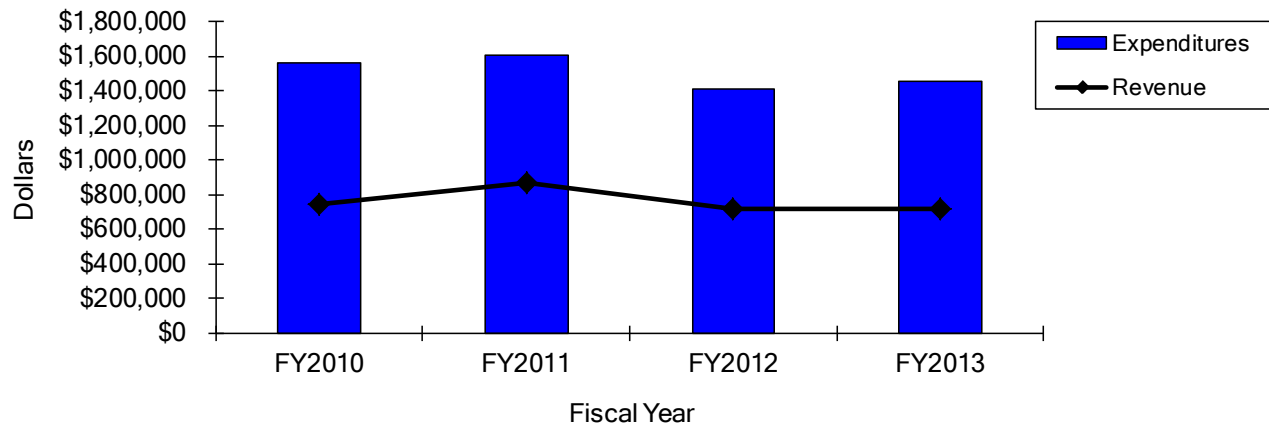
JUDICIAL ADMINISTRATION (COURTS)

CLERK OF THE CIRCUIT COURT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,293,614	\$1,312,235	\$1,119,783	\$1,160,338	\$40,555	3.62%
Operating	269,614	284,858	291,405	295,882	4,477	1.54%
Capital	145	7,500	0	0	0	0.00%
Total	1,563,373	1,604,593	1,411,188	1,456,220	45,032	3.19%
Revenue	745,187	869,590	722,262	714,760	(7,502)	0.00%
Local Tax Funding	\$818,186	\$735,003	\$688,926	\$741,460	\$52,534	7.63%

Funded Positions						
Full-Time Positions	23	19	18	18	0	0.00%
Part-Time Positions	2	2	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Support for new judge



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Court Administration

The administrative function of the Clerk's Office handles all civil cases with claims of more than \$15,000. It shares authority with the general district court to hear matters involving claims between \$4,500 and \$15,000; family matters such as divorce and child custody issues; criminal cases; felonies and misdemeanors. Circuit Court partners with the Stafford Sheriffs Office, the Commonwealth Attorneys Office, and Circuit Court judges from arrest to conviction. The Clerk's Office has maintained status quo and has provided the same quality of service to the public and the other departments, such as Victim Witness, Probation and Parole, Virginia State Police, Department of Corrections. Every one of these departments has grown and its workload has increased. Circuit Court also hears appeals cases from general district court and juvenile and domestic courts, prepares appeals for Circuit Court decisions that go to the Court of Appeals and Supreme Court of Virginia. Collects fines, cost and restitution awarded in circuit court cases.

Jury Management

The Clerk's Office manages jury operations for the courts and is responsible for jury questionnaires to establish a qualified jury pool, issue summons for dates of appearance, prepares lists for attorneys and judges, summons grand jurors and special grand jurors as needed.

Probate Judge

Circuit Court is granted judicial power for the probate of wills, similar to probate judges in many other jurisdictions. When a last will and testament is presented to the clerk's office for probate of an estate, authentication of the will is verified, a legal appointment of an executor or administrator for the estate is made, and legal documents to handle the estate are prepared. The Clerk's Office collects all applicable estate taxes for the commonwealth and the county.

Land Records

The Clerk's Office is responsible for collecting the recording taxes and fees for the recordation of deeds, trust, plats, judgments, financing statements, etc. The clerk's office is responsible for maintaining all land records of the county since the inception of the county and for ensuring adequate public access to these records.

DEPARTMENTAL GOALS/OBJECTIVES

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

DEPARTMENTAL ACCOMPLISHMENTS

- Secured remote access by application to anyone interested in working from home or office for research of Land Records
- Case Management research is offered on the Supreme Court web-site @ www.court.va.us
- Information about the Circuit Court Clerks office can be found on the county web-site @ www.co.stafford.va.us. Click on constitutional offices to get to the Circuit Court



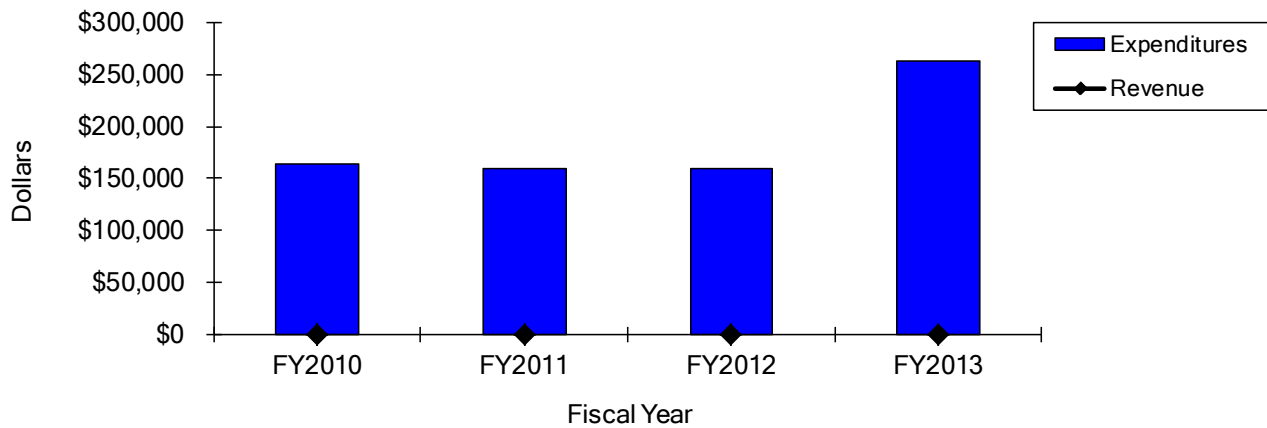
JUDICIAL ADMINISTRATION (COURTS)

CIRCUIT COURT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$149,774	\$142,860	\$143,664	\$233,988	\$90,324	62.87%
Operating	13,559	16,469	16,425	28,971	12,546	76.38%
Local Tax Funding	163,333	159,329	160,089	262,959	102,870	64.26%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Clerk for new judge was added during FY2012

Operating

- Support for new judge



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Judges Chambers

Controls the docket of the Court, scheduling cases and acting as a liaison between the Judges and members of the Bar, private citizens, the Clerk's Office, the Commonwealth's Attorney, other Judges of this Circuit and the Commonwealth, the VA Supreme Court and members of the Stafford County administration. Beginning January 1, 2010, the Judges Chambers will be responsible for handling the dockets of three courtrooms.

DEPARTMENTAL GOALS/OBJECTIVES

- The goal of this department this year and every year is to ensure that the matters before the Circuit Court are handled efficiently and in a legally sufficient manner.



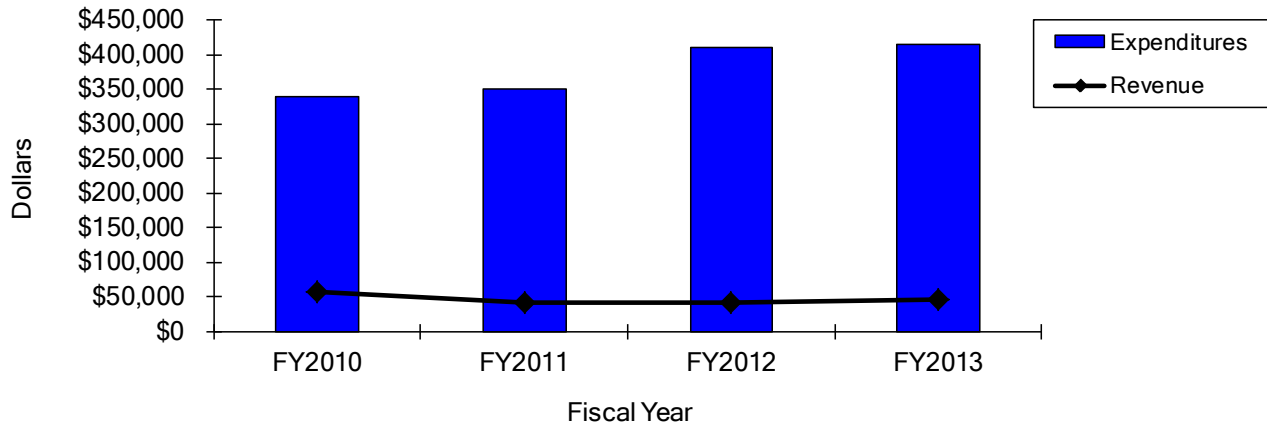
JUDICIAL ADMINISTRATION (COURTS)

15TH DISTRICT COURT SERVICES UNIT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$136,350	\$137,834	\$141,782	\$144,448	\$2,666	1.88%
Operating	203,690	211,448	267,647	270,639	2,992	1.12%
Total	340,040	349,282	409,429	415,087	5,658	1.38%
Revenue	58,568	42,115	41,375	45,716	4,341	10.49%
Local Tax Funding	\$281,472	\$307,167	\$368,054	\$369,371	\$1,317	0.36%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Increase in other purchased services



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Juvenile Intake

Intake services are provided 24 hours a day at the CSU's. An intake officer on duty, or on-call officer after business hours, has the authority to receive, review and process complaints.

Investigations and Reports

Social histories make up the majority of the reports that CSU personnel complete. These court-ordered investigations describe the social adjustment of the youth before the court and provide timely, relevant and accurate data.

Domestic Relations

CSU's provide intake services for domestic relations complaints. These complaints include non-support, family abuse, adjudication of custody (permanent and temporary), abuse and neglect, termination of parental rights, visitation rights, paternity and emancipation.

Probation Services

Virginia juvenile probation strives to achieve a "balanced approach." This approach focuses on the principles of community protection (public safety), accountability and competency development.

Parole Services

Parole officers are assigned to offenders to provide case management services, broker appropriate transitional services and monitor the offender's adjustment to the communities.

Electronic Incarceration Program

The 15th District Court Service Unit Electronic Incarceration Program (EIP) provides a cost effective alternative to secure detention for juvenile offenders without an increased risk to public safety. A full time CSU employee provides 24 hour on call monitoring of assigned juveniles' behaviors and activities.

Anger Management

The CSU's Anger Management Program provides adolescents with specific tools that help them to control and better manage their anger. The six week program is facilitated by a CSU certified anger management consultant. Additionally, the program is utilized as a mechanism to prevent juveniles from becoming court involved and affords an Intake Officer additional diversion alternative which diverts delinquency complaints from the court.

Substance Abuse Assessment and Treatment

The CSU's substance abuse assessment and treatment program provided by Building Healthy Connections is an adolescent family centered substance abuse therapy program for adolescents between the ages of twelve and seventeen that meet the criteria for substance abuse or dependence. Parents and children attend a thirteen week Multi-family group at the CSU with the objective of reducing risk factors and strengthening protective factors known to predict later alcohol and other drug use, delinquency, violent behavior and other behavioral problems. Each participant is provided with an Individualized Relapse Prevention Plan addressing the four areas that influence substance abuse: family, peers, school and community.

School-based Probation Program

The CSU's School-based Probation Officers are on-site at a high school (currently Stafford High School) and are required to spend at least 70% of their time in the school environment. School-based probation officers' caseloads consist of court-involved youth from their assigned school only. The School-based Probation Officer applies a balanced approach to probation practice using graduated sanctions, services and incentives to enhance school and community safety and hold offenders accountable while helping them develop competency.



DEPARTMENTAL GOALS/OBJECTIVES

- System-identified juveniles will be deterred from committing new offenses
- Ensure that only juveniles that are at high risk to public safety are placed in secure detention
- Unit operations will be consistent with the Code of Virginia, the Department of Juvenile Justice standards, the Court Service Unit Policy and Procedures Manual and all applicable policy and procedures

DEPARTMENTAL ACCOMPLISHMENTS

- Probation cases were supervised with a 98% compliance rate in FY09
- Direct care parole cases were managed in FY09 with a 100% compliance rate
- Stafford CSU accomplishments in the past year include the establishment and maintenance of programs that prevent and reduce delinquency
- Over the last year, 90% of Stafford families entering the Multi-Family Substance Abuse Treatment Group successfully completed the program (30 of 34)
- Over the last year, 88% of the Stafford youth entering the Anger Management Group successfully completed the program (45 of 50)
- Grant funding was obtained to establish a Larceny Reduction Program which began in September 2009. Larceny is a common juvenile crime in Stafford County with 328 larceny and burglary complaints being filed in FY09
- The Stafford CSU maintained a cost effective detention alternative program (EIP/Field Surveillance) which served 144 youth charged with delinquent offenses in Stafford County in FY09. Since 2008, detention admissions for Stafford County have declined by approximately 27%
- The Stafford CSU appropriately diverted 14% of delinquency complaints from the court in FY09
- The Stafford CSU successfully passed the annual internal assessment conducted in August 2009.

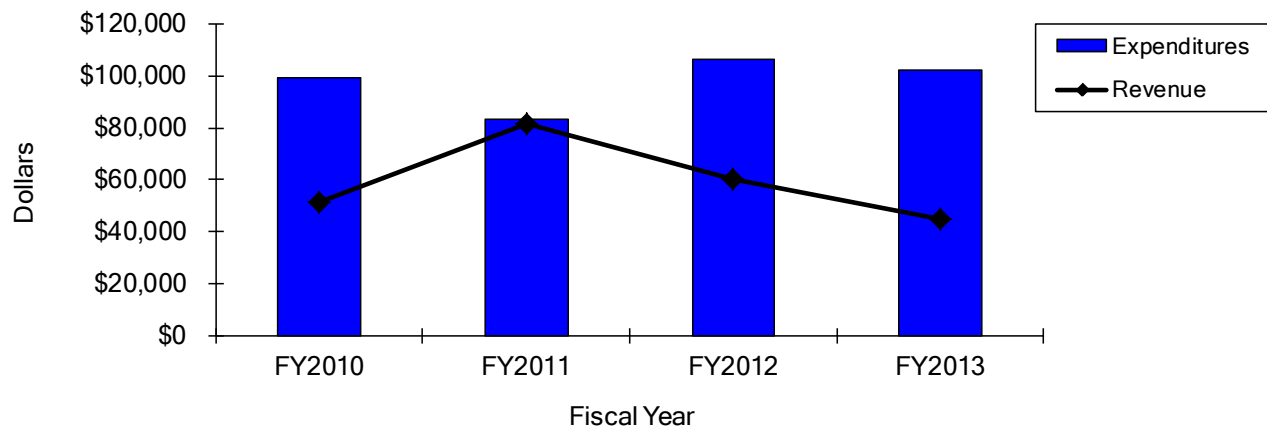


JUDICIAL ADMINISTRATION (COURTS)

GENERAL DISTRICT COURT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	99,309	83,578	106,431	102,556	(3,875)	-3.64%
Total	99,309	83,578	106,431	102,556	(3,875)	-3.64%
Revenue	51,629	81,662	60,000	45,000	(15,000)	-25.00%
Local Tax Funding	\$47,680	\$1,916	\$46,431	\$57,556	\$11,125	23.96%



SIGNIFICANT BUDGET CHANGES

Operating

- Decrease in court appointed attorney fees
- Increase in equipment rental
- Decrease in seminars and conferences
- Decrease in dues & memberships

CORE SERVICES

- To process all case paper work efficiently and timely to ensure the Judge's can hold court daily
- Store all cases papers and financial records according to the statutory timeframe
- Provide certified copies of all case papers to any party that requests such copies
- Assist attorneys, agencies, and the general public in person and over the phone
- Provide the Judge's with the legal resources to make decisions on legal matters by ensuring the most up to date Code books and legal publications are in the court.

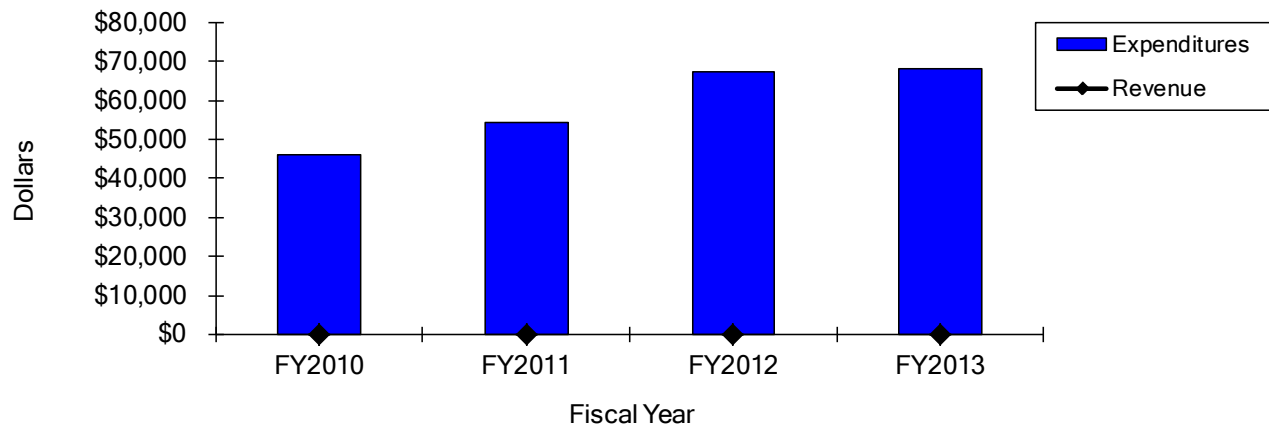


JUDICIAL ADMINISTRATION (COURTS)

JUVENILE AND DOMESTIC RELATIONS COURT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	45,950	54,547	67,396	68,223	827	1.23%
Local Tax Funding	\$45,950	\$54,547	\$67,396	\$68,223	\$827	1.23%



CORE SERVICES

- Court- make sure citizens have open access to the court
- Customer service
- Timely processing of criminal, traffic, and civil pleadings
- Ensuring cases and records are updated correctly and confidentiality is maintained
- Collections of fines and costs.

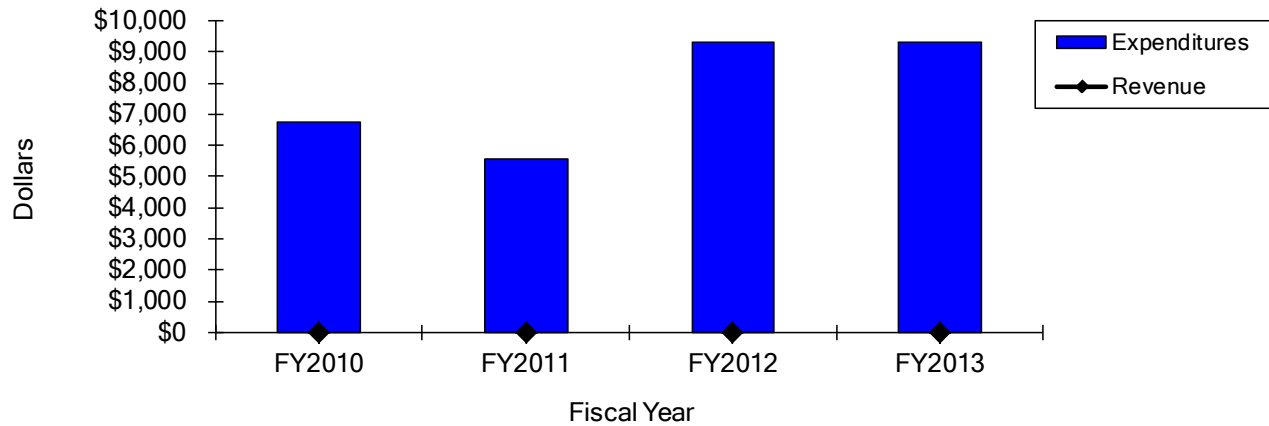


JUDICIAL ADMINISTRATION (COURTS)

MAGISTRATE

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	6,740	5,563	9,328	9,328	0	0.00%
Local Tax Funding	\$6,740	\$5,563	\$9,328	\$9,328	\$0	0.00%



CORE SERVICES

- Issue warrants (search, arrest and civil)
- Admit to bail or commit to jail
- Issue subpoenas
- Administer oaths and take acknowledgements
- Issue emergency custody orders
- Issue civil or criminal temporary mental detention orders
- Issue emergency protective orders.



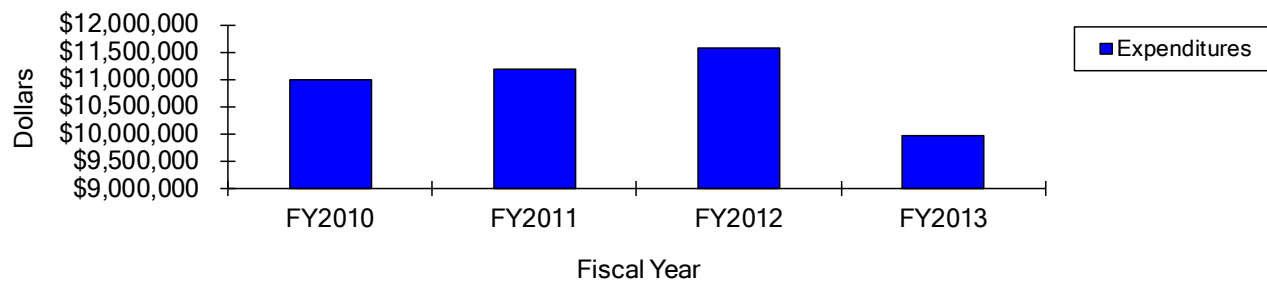


DEBT SERVICE

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, office buildings housing the administrative offices of the Schools and the County government, parks and other projects as determined by the Board of Supervisors. 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.

BUDGET SUMMARY (General Government)

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Capital	\$10,990,807	\$11,176,976	\$11,570,629	\$9,979,518	(\$1,591,111)	-13.75%
Local Tax Funding	\$10,990,807	\$11,176,976	\$11,570,629	\$9,979,518	(\$1,591,111)	-13.75%



SIGNIFICANT BUDGET CHANGES

- Early payoff of master lease debt
- Refinancing of general obligation debt
- Declining payments for existing debt issues



DEBT SERVICE

DEPARTMENTAL GOALS/OBJECTIVES:

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on July, 2010:
- 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 1% of the general government budget

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Efficiencies			
Debt Issue Cost (General Fund and School Fund)	\$56,450	\$54,230	
Interest (General Fund and School Fund)	\$14,245,746	\$17,045,267	
Principal (General Fund and School Fund)	\$22,203,685	\$22,303,118	



Economic Development

Administers both a comprehensive program to attract, retain and expand high-quality businesses and the County's Tourism Program. Those initiatives result in a stable and diverse local economy which provides employment opportunities as well as an enhanced quality of life for Stafford's citizens.

Redevelopment

Encourages, attracts and facilitates private-sector investment within the four designated redevelopment areas: Boswell's Corner, the Courthouse, Falmouth and the Southern Gateway.

THINKING EFFICIENTLY

Where have we partnered within the organization?

Each year the Department of Economic Development partners with all other County departments to provide information to support economic development and redevelopment activities. This includes responding to the many requests for data from prospective businesses, providing information and requests for assistance to our existing companies, and working together to ensure that economic development projects materialize in a timely fashion for our customers.

Where have we partnered with community organizations?

In addition to partnering with Stafford's business community, the Department works closely with the following organizations to market the County and advocate on its behalf:

- Educational institutions (Stafford County Public Schools, University of Mary Washington, and Germanna Community College)
- Fredericksburg Regional Alliance
- Virginia Economic Development Partnership
- Virginia Department of Transportation
- George Washington Regional Commission
- Local real estate brokers and land developers
- Other community organizations as appropriate.

Cost efficiencies:

- By upgrading the website, the Department estimates it will save \$40,000 in reduced document production and distribution costs by enabling all publications to be made available to the public in a downloadable format. The new website will be content-management based, Department staff will be able to make updates itself, rather than through a contracted internet service provider. It is anticipated that this will save approximately \$12,000 a year.
- By acquiring a license for Esri "Business Analyst" software, which combines geographic information system (GIS) analysis and visualization capabilities with an extensive market data package, the Department's need for market data and analysis services from consultants will be significantly reduced going forward.



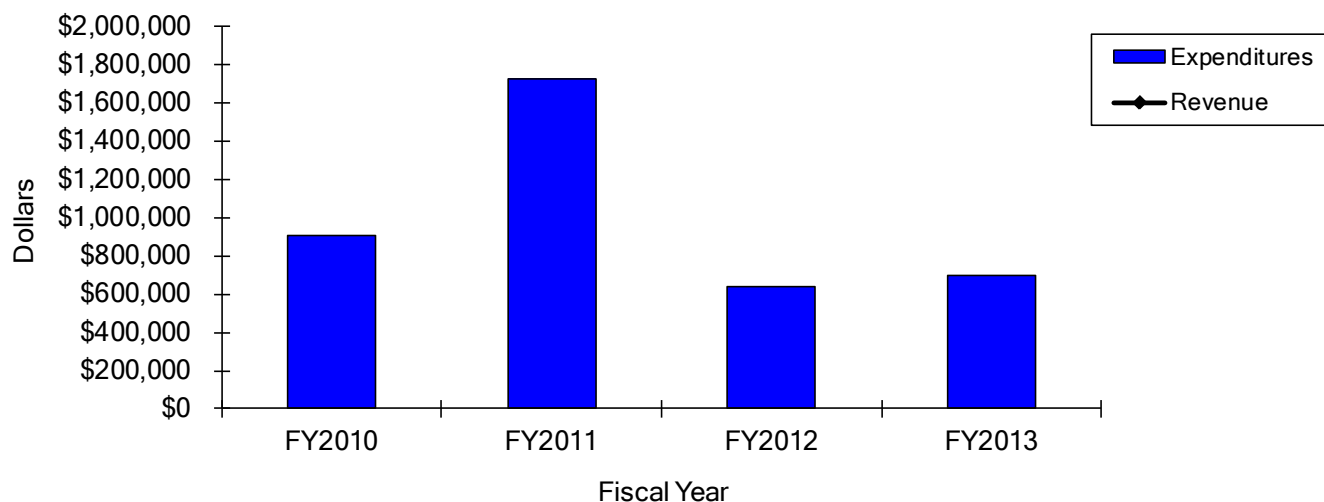
ECONOMIC DEVELOPMENT

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$623,874	\$606,649	\$444,881	\$507,967	\$63,086	14.18%
Operating	279,082	1,114,880	195,532	188,103	(7,429)	-3.80%
Local Tax Funding	\$902,956	\$1,721,529	\$640,413	\$696,070	\$55,657	8.69%

Funded Positions							
Full-Time Positions	6 *	6 *	5 *	6	1	20.00%	
Part-Time Positions	1	1	1	0	(1)	-100.00%	

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Full-time position moved from IT; PT position eliminated. (IT will have a corresponding decrease in FT position, increase in PT.)

Operating

- Decrease in management services
- Decrease in printing costs



ECONOMIC DEVELOPMENT

CORE SERVICES

- Retain, expand, and support existing businesses in Stafford
- Attract new businesses, jobs and capital investment in the local Stafford economy
- Promote increased commercial/industrial development, taxable sales and tourism opportunities
- Monitor state and federal government regulations impacting area businesses and notify the Board/administration accordingly
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary
- Continue to implement the recommendations of the Master Redevelopment Plan adopted by the Board

DEPARTMENTAL GOALS/OBJECTIVES

- Promote a business climate that ensures at-place employment at current levels or provides for annual increases
- Maintain the number of Stafford businesses at over 2,200 and visit at least 100 existing businesses annually in the Business Retention and Expansion program
- Facilitate expansion of the County's commercial and industrial tax bases by assisting private-sector entities with their plans
- Develop and administer a comprehensive marketing plan promoting Stafford County on a global scale
- Publish an Economic Development e-newsletter four times a year
- Advance and monitor redevelopment-related capital improvement projects, including the U.S. Route 1 and Telegraph Road projects in Boswell's Corner; the Upton Lane/Hope Road project in the Courthouse area; safety and parking improvements in Falmouth; and the Sebring Drive project in the Southern Gateway.
- Advance redevelopment-related changes to County policies and procedures, including RDA/UDA boundary alignments and a form-based code ordinance for the Southern Gateway and Falmouth.
- Advance redevelopment-related changes to the Comprehensive Plan, including updates to the Transportation Plan, Cultural Resources Plan and Environmental Management Plan.
- Coordinate and oversee implementation of the Board's Economic Development 10-Point Plan.



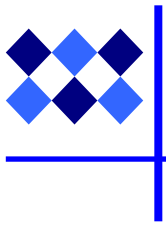
ECONOMIC DEVELOPMENT

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
At-Place Employment (VEC)	34,500	34,500	38,000
Revenues Generated by Businesses	\$62 M	\$62 M	\$70 M
SF New Commercial Buildings (Hanson System)	450,000	450,000	450,000
Businesses in the County (VEC)	2,200	2,200	2,250
Outputs			
Existing Business Visitation (manual tracking)	240	100	70
Marketing Missions/Trade Shows	7	5	2
Promotional and Networking Activities	N/A	N/A	20
Businesses Assisted	N/A	50	55

DEPARTMENTAL ACCOMPLISHMENTS

- The Master Redevelopment Plan for Falmouth, Boswell's Corner, the Courthouse and the Southern Gateway was completed on time and within budget and was subsequently adopted by the Board of Supervisors as an economic development element of the County's Comprehensive Plan.
- Progress was made during FY 2012 toward the establishment of a research and technology park for Stafford County. Funding was provided by the Board to establish the presence of the academic partners and to develop a rebranding plan.
- The Department initiated its Retail Attraction Study, which will be completed in late winter or early spring of 2012.
- The Department sponsored an exhibit booth and participated in the Force Protection Equipment Demonstration VIII at Stafford Regional Airport.
- The Department initiated a complete redesign of both the Economic Development and Tourism websites, which are expected to launch in early March 2012.
- A County telecommunications summit was held in February 2012.



Our Mission is to provide, courteous, knowledgeable and prompt service to all external and internal customers.

The Finance and Budget Department is responsible for safeguarding the resources of Stafford County taxpayers by establishing, maintaining and enforcing sound fiscal policies for the County, promptly disbursing funds and accounting for the County's financial resources. It supports the County Administrator in developing and implementing the annual budget and capital improvement program and monitors compliance throughout the year. It oversees the County's debt issuances and assures that such transactions are financially and legally sound. The department also manages the County's grants efforts to ensure that federal, state funds are utilized to the fullest extent.

The Finance and Budget Department shares both the responsibility and opportunity to help the County achieve its vision. The department is committed to teamwork and recognizes the contributions of each team member.

THINKING EFFICIENTLY:

- Staff utilizes flexible work schedules to efficiently process accounts payable transactions, given their cyclical nature
- The Purchasing Office conducts auctions of items, such as furniture and equipment, from the departments within the County to outside participants. Not only do the auctions acquire additional funds for the County, but it allows others to benefit from these gently used items.
- Purchasing and Accounting staff took advantage of a Council of Governments cooperative purchasing agreement to renew our procurement card (P-Card) provider contract. In so doing we are able to access spending rebates through pooled consortium spending rebates
- The CAFR and Budget Book(s) are printed and collated in-house, saving \$3,000-\$3,500 on each set of documents
- Records Management recycles storage boxes to be reused by departments. This results in cost savings as fewer boxes are purchased
- During the past year, the Finance Department surveyed its internal customers, seeking feedback and ideas to improve the services it provides. As a result, staff is working with the financial software vendor to develop secure digital leave and earnings statements to replace the current paper ones. This change will reduce printing costs and time spent handling employee paystubs
- To address the Board of Supervisors' high priority of capital projects, a full-time Grant Manager position was converted to assist with construction finance management. The position will assist project managers with financial tracking and reporting for projects. Existing staff will absorb grant management.

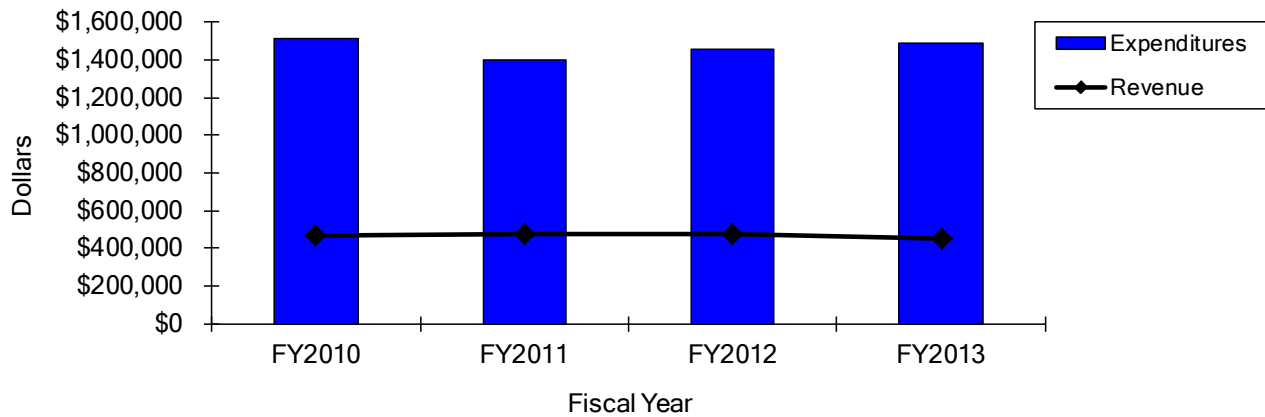


FINANCE AND BUDGET

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,453,349	\$1,340,040	\$1,377,374	\$1,413,726	\$36,352	2.64%
Operating	57,391	56,861	77,045	77,046	1	0.00%
Total	1,510,740	1,396,901	1,454,419	1,490,772	36,353	2.50%
Revenue	466,168	479,709	479,508	450,288	(29,220)	-6.09%
Local Tax Funding	\$1,044,572	\$917,192	\$974,911	\$1,040,484	\$65,573	6.73%

Funded Positions							
Full-Time Positions	17	16	15	15	0	0.00%	
Part-Time Positions	0	0	0	0	0	0.00%	



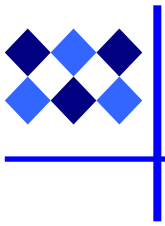
SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Increase in software maintenance contracts



CORE SERVICES

Accounting

The Accounting Division produces the Comprehensive Annual Financial Report (CAFR) as well as other financial reports for state and federal reporting. It provides support to all County departments, vendors and outside agencies. The division is responsible for maintaining accurate accounting of all County funds in compliance with APA regulations. The division is also responsible for generating and distributing paychecks, W2's, vendor accounts payable checks and 1099's. It also provides internal support for all SunGuard Public Sector financial system users. The division is also manages grants. They identify potential grant opportunities for dissemination to departments and assists relevant departments with grant application process as necessary. The division also monitors the grant application process and compliance with grant requirements and communicates grant activity to the Board of Supervisors and County Administrator.

Administers:

- Payroll
- Accounts Payable
- Accounting/ Financial Reporting
- Accounts Receivable
- Grants Management
- Landfill billing

Budget

The Budget Division provides primary support to the County Administrator in developing, publishing and implementing the County's budgets and capital improvement plan. The Budget Division also provides frequent financial planning and analytical services to the County Administrator and Board of Supervisors in order to maintain fiscal integrity and accountability.

The Proposed and Adopted Budget Book, Quarterly and Mid-Year Budget Reviews, and the Proposed and Adopted Capital Improvements Plan, are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

Purchasing

The Purchasing Office reviews and processes all bids and proposals for the County and the School Board to ensure that the best value is obtained for each public dollar spent in accordance with the Virginia Public Procurement Act (VPPA) and Stafford County Procurement Policies and Procedures.

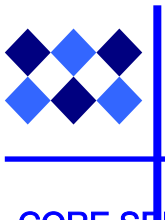
Purchasing administers the P-Card Program for small-dollar purchases and is responsible for compliance with all rules and regulations associated with the program. This office is also responsible for the disposition of County surplus property, the issuance of purchase orders, and administering all standard contracts for services and supplies.

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 Federal Occupational Safety and Health Administration (OSHA) and State (VOSH) regulations.

Administers:

- Workers Compensation program
- Safety programs
- Property and vehicle claims
- Maintaining insurance policies
- Drug screening program
- Driving safety program



CORE SERVICES (Continued)

Records Management & Storeroom

The County is required to retain and destroy its public records in compliance with the Virginia Public Records Act. The storeroom analyzes needs and orders and dispenses County-wide supplies, such as stationery. The employee responsible for records management and storeroom functions reports to the Risk Manager.

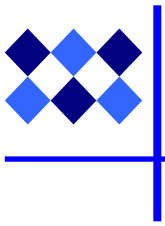
DEPARTMENTAL GOALS/OBJECTIVES

- Complete a timely, error-free audit and Comprehensive Annual Financial Report (CAFR) by November 30th.
- Produce a CAFR that meets GFOA's criteria
- Continue to work on a more efficient work flow within the department and with other departments by analyzing at least one major process each year
- Reduce the number and percentage of paper checks
- Review and update internal controls
- Develop a balanced budget that meets the needs of the community, in compliance with the Code of VA and generally accepted financial standards
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors
- Produce a Adopted Budget document that meets GFOA's criteria as distinguished
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure
- Solicit for competitive pricing to obtain high quality goods and services at reasonable cost

These goals support the Board's Principles of High Performance Financial Management to "prudently manage the people's resources."

- Provide training to County departments
- Effectively administer in-house drug and alcohol screening
- Maintain a pro-active insurance review process
- Coordinate effective safety programs to reduce workplace injuries and promote workplace safety and reduce claims
- Provide defensive driver training at minimum cost to the County
- Complete a survey of internal customers to provide feedback and identify areas for enhancement
- Foster an environment that encourages innovation, effort and results

These goals support our B.E.S.T. values.



FINANCE AND BUDGET

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Attain GFOA Certificate for CAFR	Yes	Yes	Yes
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes
Outputs			
Landfill bills processed	310	360	360
Payroll checks processed	25,000	24,000	23,500
Accounts Payable payments Issued	44,000	35,000	35,000
Service Quality			
Consecutive years GFOA Certificate	29	30	31
Efficiencies			
Length of time to complete monthly closing date	15	15	15

DEPARTMENTAL ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 29th consecutive year
- Received the GFOA Distinguished Budget Award for the 23rd consecutive year
- Continued growth of the P-Card program
- Continued growth of electronic public surplus auction
- Continued growth of the online vendor registration
- Continued in-house drug and alcohol screening
- Provided training for all supervisors in reasonable suspicion
- Provided driver safety training for all County employees who use County vehicles
- Provided training in lockout/tagout and confined space management for employees whose jobs deal with these situations
- Achieved a reduction in workers' compensation claims from 177 to 102
- Achieved a reduction in vehicle accident claims from 26 to 19





One Mission, One Department, Many Partners - the all-hazards Mission of the Department is the safeguarding of life and property through proactive community risk reduction services, rapid fire, rescue and emergency medical services, community emergency preparedness planning and recovery and investigation of fire, explosion and environmental crimes.

THINKING EFFICIENTLY:

- Where have we partnered within the organization?
 - BOS - streamlined plan review and permitting process to assist incoming businesses
 - Public Works - consolidated inspections
 - Human Resources - drug testing, employee vaccinations
 - Sheriff - PSIC grant, AED program, EMD program, Animal Sheltering Grant
 - School Division - AED Program, event coverage
 - Parks and Recreation - Falmouth Waterfront and annual aquatic safety campaigns
 - All Departments - NIMS Compliance and Emergency Management planning
 - Social Services - Smoke detectors for low income, hearing impaired

- Where have we partnered with community organizations?
 - Northern Virginia Fire Chiefs - Emergency Services, Planning, Purchasing, Grants, Training
 - Stafford Hospital Center - Training, Purchasing, Equipment Exchange
 - MWHC - Operational Medical Director
 - Department of Homeland Security - Equipment
 - Metropolitan Washington COG Fire Chiefs - Planning, Training, Grants
 - Health Department - Seasonal Influenza vaccination clinics
 - MCB Quantico - Emergency Services, Training, Equipment Maintenance
 - FBI Critical Incident Response Group - Training
 - FBI HMRU and Bomb Techs - Training
 - FBI HQ - Field experience for FBI Paramedics

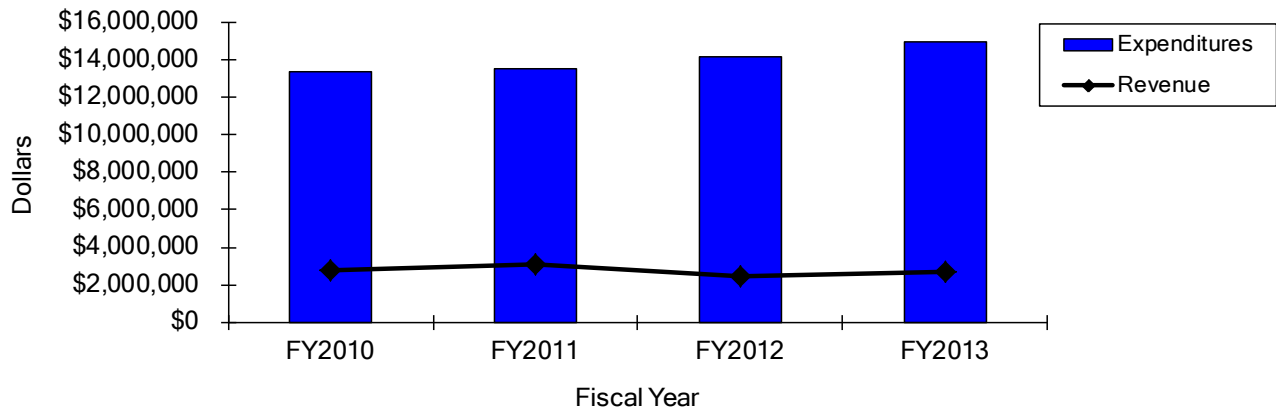


FIRE AND RESCUE

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$8,967,959	\$9,172,206	\$9,569,417	\$9,914,256	\$344,839	3.60%
Operating	3,978,125	4,172,005	4,447,707	4,908,130	460,423	10.35%
Capital	433,672	210,220	146,500	135,509	(10,991)	-7.50%
Total	13,379,756	13,554,431	14,163,624	14,957,895	794,271	5.61%
Revenue	2,785,891	3,076,135	2,414,049	2,690,000	275,951	11.43%
Local Tax Funding	\$10,593,865	\$10,478,296	\$11,749,575	\$12,267,895	\$518,320	4.41%

Funded Positions						
Full-Time Positions	110	110	109	109	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Increase in Length of Service Awards Program (LOSAP)
- Increase in Line of Duty Death Benefit (LODD)
- \$125,000 reduction in personnel cost to reflect expected savings from appointment of interim Fire Chief from existing staff

Operating

- Full Year maintenance cost for radio communications system
- Increase in tower leases
- Additional grant funding; expenditures are fully supported by additional revenue
- Increase in Volunteer Departments' operating

Capital

- Decrease in Volunteer Departments' capital



FIRE AND RESCUE

CORE SERVICES

- All Hazards Emergency Response (Fire, Rescue, EMS, Haz-Mat, etc.)
- Training and Education (Department and County Personnel/General Public)
- Fire and injury prevention through building and fire protection systems review and fire prevention code enforcement
- Fire, Explosion and Environmental Crime Investigations
- Community, Emergency Response System and Emergency Management Planning
- Administrative Services to support efficient and effective fire and rescue service delivery including development of ordinances, ongoing fiscal planning to balance revenue and expenditure needs; financial and logistical support of fire and rescue operations and our volunteer partners; and supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed.

DEPARTMENTAL GOALS/OBJECTIVES

Office of the Fire Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment
- Monitor performance benchmark results for system improvements and adjustments
- Sustain and improve communications with stakeholders
- Maintain current level of volunteer recruitment and retention
- Implementation of the Shift-based EMS, Health and Safety program
- Introduction and implementation of the Community Cardiac Care Effort (C3E)
- Develop community partnerships for public education

Operations Command

- Ensure a constant state of operational readiness
- Meet or exceed benchmarks for response and staffing performance
- Establish county-wide system of volunteer scheduling
- Maintain required training and education levels for all Department personnel
- Sustain and improve communications with stakeholders
- Complete CPSE Self-Assessment for Operations Command areas of responsibility
- Reevaluate apparatus deployment and make recommendations for improvement
- Reevaluate Special Operations services and deployment

Planning Command

- Maintain constant state of readiness through monitoring daily intelligence and situational Awareness
- Ensure the readiness of the Emergency and Department Operations Centers
- Meet or exceed benchmarks for plan review, inspections and investigations
- Complete planning phase for Fire and Rescue Station 14



FIRE AND RESCUE

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Complete planning phase for the Fire and Rescue Training Center
- Re-submit FBI needs assessment for Bomb Squad certification
- Develop a comprehensive Target Hazard pre-planning system and begin implementation
- Manage federal and state emergency management grants
- Begin CAD replacement research
- Implement new Radio system in the Department
- Complete CPSE Self-Assessment for Planning Command areas of responsibility
- Revise Chapter 10, Emergency Services, for BOS consideration

These goals support the Board of Supervisor's priorities for the community

Logistics Command

- Maintain Fleet, Facilities and Equipment in a constant state of readiness, issue weekly report
- Implement station-based fleet preventative maintenance program
- Develop new specifications for all standard mobile assets
- Complete a comprehensive facility assessment of all fire and rescue stations
- Meet or exceed benchmarks for vehicle and equipment repair
- Implement new Fleet software and develop monthly fleet status report
- Issue new RFP's for all required fleet services not conducted in-house
- Develop apparatus and facility use contracts for volunteer partners
- Complete CPSE Self-Assessment for Logistics Command areas of responsibility

Finance and Administration Command

- Oversee LOSAP and issue required reports
- Complete a comprehensive review, edit and implementation for all Department policies and procedures
- Ensure compliance with local, state and federal laws concerning human resources
- Ensure compliance for all personnel requirements including background, certifications, etc.
- Ensure accountability of payroll and timely processing
- Complete CPSE Self-Assessment for Finance and Administration Command areas of Responsibility
- Ensure budget compliance for Department and all Commands
- Monitor all incoming revenue and ensure success

These goals support our Principles of High Performance Financial Management

- Implementation of the Shift-based EMS, Health and Safety program
- Sustain and improve communications with stakeholders
- Begin CAD replacement research
- Implement new radio system in the Department

These goals support our B.E.S.T. values.



FIRE AND RESCUE

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up (Fractile Compliance = 90%).	71%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted (Fractile Compliance = 25%).	18%	25%	25%
Ten minute or less scene time (or Helo activation) for all trauma cases meeting REMS flight criteria (Fractile Compliance = 90%).	70%	90%	90%
Discharge rate of out of hospital cardiac arrest victims (Fractile Compliance = 12%).	7%	12%	12%
Outputs			
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. (Fractile Compliance = 90%).	87%	90%	90%
Percentage of paid and volunteer personnel that meet yearly training requirements	95%	100%	100%
Two OCS offered annually to allow volunteer officer certification	100%	100%	100%
Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
Percentage of total inspection violations cleared in 30 days or less	88%	100%	100%
Percentage of total plan reviews completed within 10 business days	96%	100%	100%
Percentage of Schedule 1 repair tickets completed within 24 hours	32%	100%	100%
Percentage of apparatus repair tickets completed in-station	48%	100%	100%
Percentage of requests for replacement PPE filled within 24 hours	100%	100%	100%
Percentage of station supply requests filled within 72 hours	100%	100%	100%
Percentage of IT Schedule 1 repair tickets completed within 24 hours	72%	100%	100%
Percentage of IT Schedule 2 repair tickets completed within 3 working days	65%	100%	100%
Percentage of annual volunteer recruitment need filled.	100%	100%	100%



FIRE AND RESCUE

DEPARTMENTAL SERVICE LEVELS (Continued)

Service Quality	FY2011 Actual	FY2012 Budget	FY2013 Plan
Contain fires involving structures to the room of origin (Fractile Compliance = 70%)	38%	70%	70%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases (Fractile Compliance = 70%)	8%	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard (Fractile Compliance = 100%)	100%	100%	100%

DEPARTMENTAL ACCOMPLISHMENTS

- Revised Uniform Rank Structure
- Completion of all training Task Books for all field operation positions
- Established a comprehensive Heart Safe Community program
- Established a comprehensive health and safety program to include entry level and annual medical examinations and physical fitness requirements
- Assured NIMS Compliance
- Completed the implementation and transition of the 700 MHz radio communications system
- Implemented Therapeutic Hypothermia Cardiac Arrest program
- Completed comprehensive assessment of funding options for fleet replacement
- Developed White Paper on alternative funding programs for EMS and other potential reimbursable emergency response costs
- Implemented annual awards program



VOLUNTEER FIRE RESCUE ORGANIZATIONS

In 2009, a committee was formed to evaluate the funding process for volunteer stations. Based on the committee's findings The Stafford Fire and Rescue Department enacted a performance-based funding policy for the volunteer stations in the County. The new accounting formula is based on the percentage of time that a volunteer unit is staffed in order to equitably reward those stations that provide consistent and dependable firefighting and emergency medical services. Those units that perform at a higher level and have more staff available will potentially receive a higher percentage of funding from the County. The amounts are guidelines only, which are forwarded to the Fire Chief for approval and may be modified by the County Administrator and/or the Board of Supervisors.

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Aquia Harbour Rescue	\$31,744	\$39,800	\$34,274	(\$5,526)	-13.88%
Rock Hill Rescue	28,466	37,000	34,708	(2,292)	-6.19%
Mountain View Rescue	16,193	23,360	23,360	0	0.00%
Stafford Rescue	13,115	28,600	34,326	5,726	20.02%
White Oak Rescue	21,499	24,850	26,943	2,093	8.42%
Rescue Stations	\$111,017	\$153,610	\$153,611	\$1	0.00%
Stafford Fire	\$210,434	\$211,497	\$175,160	(\$36,337)	-17.18%
Rock Hill Fire	50,100	48,780	51,020	2,240	4.59%
Mountain View Fire	35,870	27,700	24,518	(3,182)	-11.49%
White Oak Fire	43,551	48,670	45,132	(3,538)	-7.27%
Fire Stations	\$339,955	\$336,647	\$295,830	(\$40,817)	-12.12%
Widewater Fire & Rescue	\$28,351	\$43,535	\$28,468	(\$15,067)	-34.61%
Potomac Hills Fire & Rescue	36,112	24,528	23,360	(1,168)	-4.76%
Falmouth Fire & Rescue	201,410	204,070	187,798	(16,272)	-7.97%
Brooke Fire & Rescue	24,982	34,682	28,094	(6,588)	-19.00%
Hartwood Fire & Rescue	43,475	55,372	135,283	79,911	144.32%
Combined Stations	\$334,330	\$362,187	\$403,003	\$40,816	11.27%
Length of Service Awards Program	\$22,054	\$50,000	\$100,000	50,000	100.00%
Grand Total	\$807,356	\$902,444	\$952,444	\$50,000	5.54%





HUMAN RESOURCES

Joseph K. Gilkerson
Human Resource Administrator
540-658-8658
jgilkerson@staffordcountyva.gov

Our mission: To provide strategic and collaborative human resource leadership and guidance to recruit, develop, motivate and retain a diverse and high-performing workforce.

The Department of Human Resources is a full-service internal services department that assists all County departments, Constitutional Officers and citizens regarding compensation, benefit, recruitment, and organizational and workforce development issues. The focus of the department is on the development of a high performance organization county-wide while utilizing existing resources and functioning as a strategic partner within the organization and with our partners in the community.

THINKING EFFICIENTLY:

- Provided excellent leadership development training (Leadership Institute) via University of Virginia partnership while incurring no cost increase since 2009.
- To ensure cost efficiencies with the County's Health Insurance plan, the department conducted a 100% eligibility audit of all employees.
- Continuing with the County's commitment to providing its employees quality health care benefits, the department sought out and implemented a comprehensive supplementary health care benefit through Mark III.
- The department continued to support County needs in light of a 50% reduction in full time staffing levels (due to a reduction in force) since June 2010.

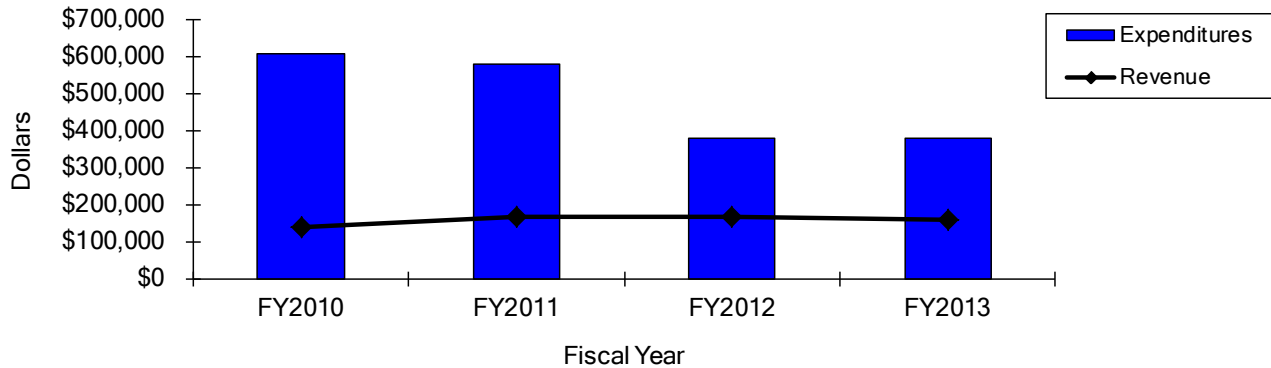


HUMAN RESOURCES

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$584,855	\$549,680	\$312,249	\$320,693	\$8,444	2.70%
Operating	23,774	31,285	67,405	58,290	(9,115)	-13.52%
Total	608,629	580,965	379,654	378,983	(671)	-0.18%
Revenue	140,187	170,034	170,034	159,815	(10,219)	-6.01%
Local Tax Funding	\$468,442	\$410,931	\$209,620	\$219,168	\$9,548	4.55%

Funded Positions						
Full-Time Positions	6	5	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Contract for employee ID equipment
- Increased software maintenance costs
- Shifted responsibility of equipment maintenance costs from Human Resources



HUMAN RESOURCES

CORE SERVICES:

Employee Benefits Administration

Maintenance and administration of a comprehensive total compensation employee benefit program for County employees. Includes a market based salary scale, job classification plan, health, vision and dental benefits, wellness programs and supplemental benefit programs such as deferred compensation plans, life insurance, medical reimbursement, and VRS.

Classification and compensation

Administer and maintain a total compensation and classification system which is fair and competitive so that the County can recruit, retain and motivate employees. This includes an analysis of compensation data, determining positions with recruitment or retentions issues and identifying position and market trends.

Workforce Recruitment and Staffing

Be a strategic partner with departments to monitor personnel needs and manage vacancies. Assist in the selection process and development of qualified employees. Provide timely, efficient and cost effective recruitment assistance, and screening. Assist in the development and implementation of interview methods and processes and provide for enhanced new employee orientation.

Workforce Readiness

Provide research, development, training and educational opportunities to enable managers and employees to reach the goals of high performance and the B.E.S.T. values of the organization. This includes all programs, activities and training for B.E.S.T. University, workforce training, technical skill "focus" training, leadership development, mentoring, and succession planning. Provide information and comparative analysis of workforce strategies and programs and provide policies, plans, resources and direct support to County agencies.

Employee Relations/Policies

Develop, monitor and evaluate HR policies and procedures; ensure that policies are updated and enforced based on federal, state and local laws; provide technical assistance and training to managers and employees on policies and procedures.

DEPARTMENTAL GOALS/OBJECTIVES:

- Maintain schedule of employee health care contribution increases as established in R09-165.
- Monitor funded vacancies throughout the organization.
- Monitor vacancies and workforce resources and place resources where needed.
- Review and revise policies on a quarterly basis.
- Maintain level of service for recruiting and hiring new employees.
- Maintain level of service for assisting departments with discipline issues.

These goals support our B.E.S.T. values.

- Implement and fund FY 2013 Performance Pay Plan.
- Through B.E.S.T. University, offer core courses that reinforce the B.E.S.T. values and high performance organization goals
- Begin Cohort 7 of the Leadership Institute.
- Provide funding for 12 LEAD students and 1 SEI student.



HUMAN RESOURCES

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Actual	FY2013 Plan
Outcomes			
Total compensation based on market - 75 th percentile (R06-93)	95%	95%	95%
Outputs			
Number of new hires (FTE) includes Parks & Recreation seasonal positions	240	238	240
Number positions recruited (Neogov) Full-time/RPT	100	104	105
Service Quality			
Average # of days to fill a position from interview to hire (Internal)	14	15	15
Response time for HR inquiries within 24 hours (VOIP, Internal)	99%	99%	99%
Efficiencies			
Vacancy Rate (FTE)	5.0%	4.35%	5.0%
Full time employees per Human Resources staff member (FTE)	140.5	232.5	232.5
Turnover Rate (FTE)	8.75%	9.5%	9.6%

DEPARTMENTAL ACCOMPLISHMENTS

- Completed the second year of the 6th Cohort of the Leadership Institute
- Maintained B.E.S.T. University utilizing in-house trainers and Germanna Community College and Tuition Reimbursement Program
- Hosted 1 regional local government workshop
- Received funding for ID card machine, now department can do ID cards for employees onsite
- Continued application for the Early Retiree Reinsurance Program
- Solicited RFP for Offsite Wellness Clinic
- Continued to support County needs in light of 41% reduction in staffing levels
- Continued to support outside agencies such as GWRC directly and other governmental agencies within the County indirectly
- Implemented Fiscal Year 2012 Pay for Performance
- Completed 100% employee audit for health insurance eligibility
- Implemented new comprehensive supplementary insurance plan



Our mission is to provide a link for and between human service agencies within the community in providing services to identified children and families within Stafford that is collaborative, child centered and family focused.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- We work very closely with Social Services in providing services for foster care children. We have developed several processes that have lead to more efficiency in handling the finances between our agencies.

Where have we partnered with community organizations?

- Through the Comprehensive Services Program multi agency collaboration and oversight, the Family Assessment and Planning team and the Community Policy and Management Team to assist at risk children and families within the community. These teams include representation from social services, public schools, court services, department of health and mental health services and local government.
- We collaborated in developing a partnership with several community based agencies: Snowden at Fredericksburg, Rappahannock Area Office on Youth, City of Fredericksburg CSA program, County of Spotsylvania CSA program, and the United Way to provide training, resources, and networking opportunities to human service professionals that serve children and families within the planning district.
- We partnered with the Rappahannock Area Community Services Board to establish a memorandum of agreement for a child serving case worker position for identified youth within Stafford County.
- We partnered with the 15th District Court Services Unit to expand shelter care services offered to eligible youth in the County.
- We partnered with Stafford County Public Schools to develop a public day school program to serve identified youth within our community, which is least restrictive and more cost effective.

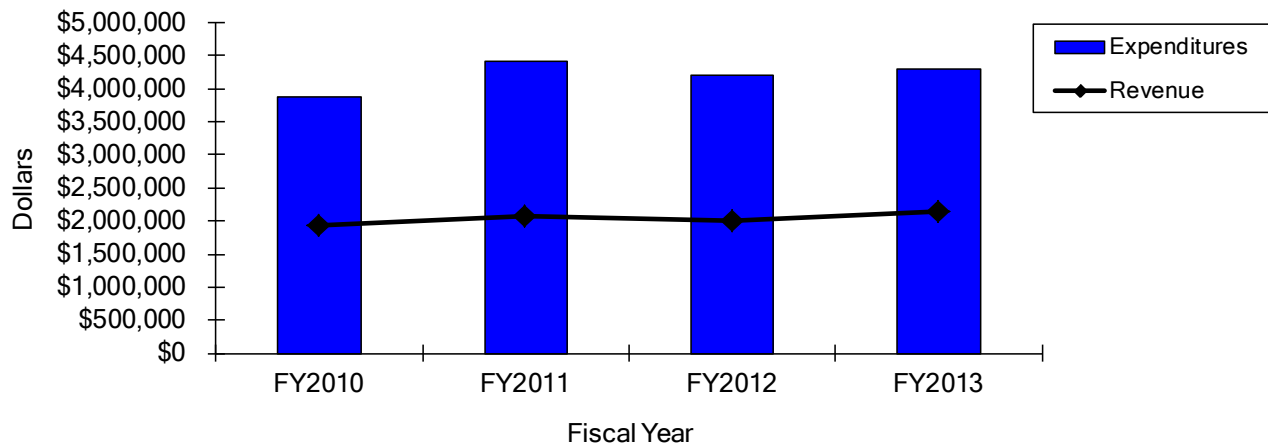


OFFICE OF HUMAN SERVICES

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$184,444	\$185,870	\$187,733	\$194,903	\$7,170	3.82%
Operating	3,688,793	4,221,322	4,020,732	4,103,602	82,870	2.06%
Total	3,873,237	4,407,192	4,208,465	4,298,505	90,040	2.14%
Revenue	1,944,181	2,070,348	2,005,654	2,151,360	145,706	7.26%
Local Tax Funding	\$1,929,056	\$2,336,844	\$2,202,811	\$2,147,145	(\$55,666)	-2.53%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Increase in mandated services



OFFICE OF HUMAN SERVICES

CORE SERVICES

- The Human Services Office provides funding for children within the custody of the Department of Social Services.
- The Human Services Office provides funding for children identified through the school system that have an Individual Education Plan.
- The Human Services Office provides funding for prevention services for at-risk youth within the community who are identified through agencies such as the Department of Juvenile Justice, the Rappahannock Area Community Services Board, County Schools, and the Department of Social Services.
- The Human Services Office coordinates and collaborates with child serving agencies within the community to provide services for identified at-risk youth in a comprehensive approach.
- The Human Services Office provides extensive review of all case records including financial information in addition to tracking progress of placements for effectiveness of treatments and for outcomes.
- The Human Services Office created opportunities to interact with community agencies/organizations to strengthen the network of human services. Including forming relationships with leaders within the community to improve communication and collaboration. In addition assesses what types of programs or development of programs are needed within the community.
- The Human Services Office oversees the process of reviewing funding applications from nonprofit human services organizations seeking funding from the County.

DEPARTMENTAL GOALS/OBJECTIVES

- Collaborate with community based agencies to expand available community resources to serve at risk children and families. This approach is more cost effective and further supports the families in our community. Supports the Principles of High Performance Financial Management in that utilizing community based services reduces the cost of more restrictive placements while developing community partners to creatively serve identified families.
- Create a more comprehensive system of linking human service agencies in order to have a more global approach to meeting the needs of identified families within our community. In its efforts to support the value of Teamwork, this office will facilitate and coordinate improved communication among agencies and facilitate the development of partnerships for maximization of limited resources.
- Maintain a strong financial policy, in cooperation with the Community Policy and Management Team for the assessment and collection of parental co-payments, which is effective and streamlined in its policies and procedures.
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. Support the County's benchmarks as listed in R09-120 for maintaining a balanced budget.
- Create a Human Services Master Plan that ensures the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and that provides an opportunity for agency leaders to collaborate and work on improving relationships between agencies that will increase the comprehensive care provided to the families and children of Stafford County.
- Develop a County run mentoring program. County staff will work with Human Services Office staff to develop and start a volunteer youth mentoring program. This service will be provided to identified youth within the community.



OFFICE OF HUMAN SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Co-Payments Collected for CSA Program	\$50,000	\$45,000	\$45,000
Child Support Refunds	\$140,000	\$140,000	\$140,000
Outputs			
Cost per Child served by CSA program (CSA Statistical Report)	\$20,000	\$20,000	\$20,000
Number of Children that received Prevention services	25	25	25
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	200	200	200
Survey of effectiveness (distributed to vendors, case mangers, and families)	50	250	250

DEPARTMENTAL ACCOMPLISHMENTS

- **Prevention Services:** Developed a Public Day School program that serves identified youth within our community. This partnership was developed between the Human Services Office and the Stafford County Public School System.
- **Outcome Survey:** an outcome survey was developed and implemented. The survey tracks the effectiveness of the Family Assessment and Planning Team meetings and services plan. The survey is completed by the families being served by the County. Data is being collected and will be compiled in a chart and ratio form to review outcomes.
- **Revenue Collection:** Consistent oversight and tracking lead to collection of parental co-payments assessed as stated in CPMT financial policy in the amount of \$39,232.
- **County Staff:** Developed and expanded internal communication with the Human Services Office that will create a more collaborative approach to the implementation of human services within the County and its citizens.



The mission of the Information Technology department is to provide hardware and software information systems, GIS and other technologies that enable County departments to accomplish their respective missions and to provide department personnel with information relative to their operations; support strategic planning; promote effective resource management; enhance customer service, and promote internal and external communications.

THINKING EFFICIENTLY:

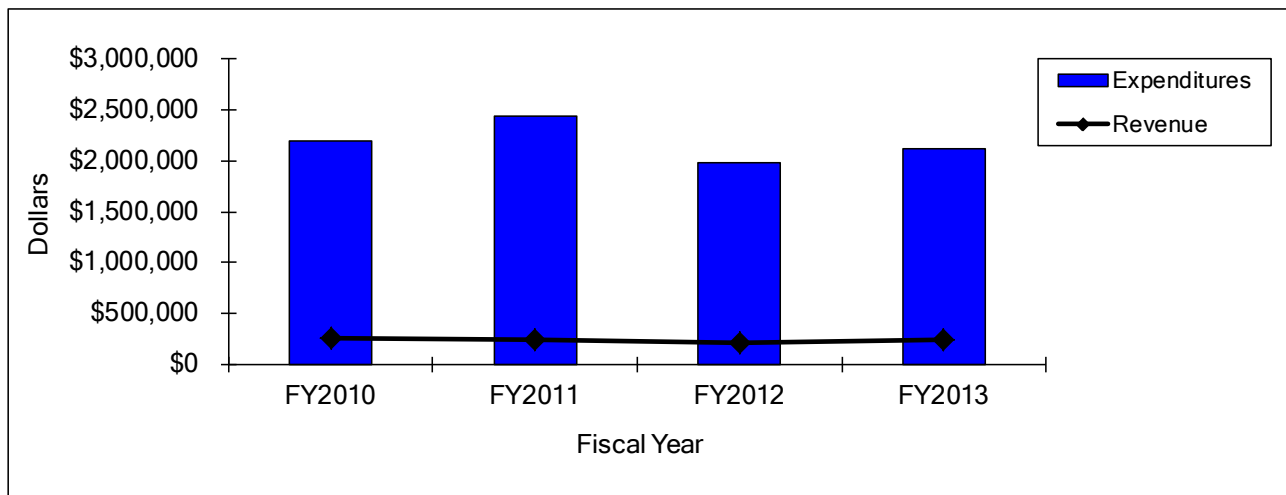
- IT Leadership Team is a partnership with all departments for key IT initiatives. We have formed subcommittees for Public Safety System, Land Information System upgrade to Hansen 8, MS Office 2010 and Security.
- Continue to partner with the Schools to find ways to share networks, financial systems, GIS and other assets and ideas.
- Explore new opportunities to outsource IT services to keep staffing to a minimum. Stafford's IT staff count is the smallest of Stafford's comparison counties.
- Provide 7x24 on call support for Public Safety systems and provide leadership towards moving to a new CAD/RMS that is up to date with current standards and technology. Strategic Technology Plan.
- Implement efficiency savings with document imaging as noted in the County's Strategic Technology Plan. As of January 2012 the document imaging system contains 1.4 million documents. Representing approximately 7 million pages or 693 four drawer filing cabinets that would require 2,772 square feet of office space.
- Work with departments and constitutional offices to keep the County's website fresh and offer more online information and services to the public.
- Further integrate GIS with County information systems especially public safety applications.
- Keep the GIS website up to date with information of available properties so that prospective businesses can get details about each type of property.



BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,798,583	\$1,659,550	\$1,629,978	\$1,678,748	\$48,770	2.99%
Operating	296,097	637,189	346,421	443,898	97,477	28.14%
Capital	109,756	143,484	0	0	0	0.00%
Total	2,204,436	2,440,223	1,976,399	2,122,646	146,247	7.40%
Revenue	254,925	241,300	215,089	240,542	25,453	11.83%
Local Tax Funding	\$1,949,511	\$2,198,923	\$1,761,310	\$1,882,104	\$120,794	6.86%

Funded Positions						
Full-Time Positions	20	19	18	17	(1)	-5.56%
Part-Time Positions	2	2	2	3	1	50.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Increase to technical training
- Increase for redundant internet line for disaster recovery
- Increase for computer software
- Biennial cost for pictometry update



INFORMATION TECHNOLOGY

CORE SERVICES:

Network Services

Manages, secures and maintains the County's network that provides Internet, email, data and telephone services. Provides support for servers, desktops, laptops, telephones, mobile devices, audio visual systems, County website and media streaming.

Operations

Provides computer operations support for Computer Room and manages the help desk. Maintains computer inventory and software licenses and coordinates purchases of hardware and software for County departments.

Applications

Systems analysis, programming and application procurement, and implementation services are provided to County departments and Constitutional Offices. Maintains application system security and provides database administration.

GIS

Maintains the County's GIS base maps and layers. Responsible for GIS interfaces with other County application systems and databases. Provides quality GIS products and insures the integrity of GIS maps and data inferences. GIS information is provided internally and externally through Intranet and Internet websites.

DEPARTMENTAL GOALS/OBJECTIVES:

- Begin implementing Hansen 8 software release to upgrade the County's Land Information System. Strategic Technology Plan
- Meet security standards for PCI and FCC's red flag program and provide training for employees on the County's IT security standards and acceptable use policy. IT Leadership Team recommendation/
- Improve the technology governance process by continuing the Information Technology Leadership Team. Recommendation from the Strategic Technology Plan.

These goals support our B.E.S.T. values.

- Work with Public Safety departments to procure and begin implementation of a new Computer-Aided-Dispatch and Records Management System for the Sheriff and Fire and Rescue Departments. Recommendation from the Strategic Technology Plan.
- Continue to strengthen disaster recovery capability using virtualization and SAN storage between the Administration building computer room and the Public Safety building computer room. IT Leadership Team recommendation.

The above goals support the Board of Supervisor's priorities.



DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Hours providing direct services (help calls and projects) to 25 County Government Departments and Agencies (Track It)	14,686	14,300	15,000
Website Visitors - staffordcountyva.gov (HitBox Professional)	763,816	790,000	800,000
Website Page Views - staffordcountyva.gov (HitBox Professional)	4,500,000	4,000,000	4,800,000
GIS Interactive & Static Web Site number of Hits	600,000	673,000	700,000
Outputs			
Help Desk calls solved (TrackIt)	3,955	4,690	4,690
Project Requests Completed (TrackIt)	1,048	1,300	1,200
Hours worked responding to public inquires and data requests	490	475	510
Service Quality			
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.97%	99.92%	99.92%
Average number of minutes to solve a help call	54	50	55
% of project requests completed by requested due date	77.67%	80%	78%
Efficiencies			
Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost \$60.00	\$37.75	\$38.00	\$38.00
Per phone monthly savings with VoIP compared to Verizon Centrex	\$39.36	\$39.36	\$39.36

DEPARTMENTAL ACCOMPLISHMENTS

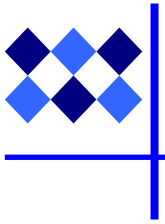
- Completed Office 2010 upgrade.
- Upgraded Parks & Recreation registration software and internet and payment servers.
- Upgraded 10 SQL Server databases and completed a major database server migration.
- Created more than 100 new reports and modified dozens of others to continue to assist departments in meeting their data analysis needs.
- Executed a complete a re-design of the County website that included migration of data and training of staff.
- Implemented a new Citizen Request Tracker module on the website.
- Facilitated Board of Supervisor's agendas on the iPad including design, setup, and training.
- Re-design of ABC Conference Room and audio-visual system upgrades.
- Board Chambers new podium and Smart Board for presentations.
- Successful external network penetration test.
- Phone system design and implementation for the 3-1-1 Call Center.
- Setup and configuration of a new Internet Protection System (IPS) to prevent network threats.
- Setup and configuration of a new Virtual Private Network (VPN) for secured remote access.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Live streaming and playback of the Planning Commission meetings.
- Setup network connection with the Schools so the Sheriff's office can see the Schools camera system.
- Setup and configured access to the Schools Fleet Management for Fire and Rescue, Sheriff and Admin personnel.
- Setup and configured WiFi at fire rescue stations.
- Setup and configured new network /phones for Rocky Pen Run, Station 14 and Fire Rescue training facility.
- Facilitated video conferencing between the Courts and the Rappahannock Regional Jail.
- Worked with the Landfill to setup their camera system.
- Worked with Motorola to connect the County network with the Radio System.
- Streamlined backup/restore process for County data.
- Setup and configured 10 new servers on the County network.
- Extended County network trunk to the Aquia WWT Plant.
- 73 new PC's were installed in County departments.
- In support of Redistricting efforts GIS was used to create new supervisors districts, election precincts, and location of new polling places.
- Began a Computer Security Training Class offered through BEST University on a regular bi-monthly schedule. And continued offering computer security training as part of the County's New Employee Orientation program.
- Improved the computer acquisition process for Fire and Rescue by training their staff to use the computer acquisition and inventory program (Track-It).
- GIS played a major role in the County's analysis of 2010 census data to adjust Supervisor Districts, Election Precincts, and the location of new polling places.
- New interactive web-mapping sites for the Sheriff and Fire and Rescue departments were developed.
- The GIS Office's front-counter services were expanded to better serve citizens and the business community with their mapping needs.
- GIS staff partnered with Economic Development on initiatives such as the Retail Study, Redevelopment Areas and the creation of a Business Catalog that included links to oblique aerial photography.
- Broadband availability maps were provided to assist the County's Broadband Committee.
- Other GIS projects included acquiring street view photos of all major County roads and linking them to internal interactive web-mapping sites.



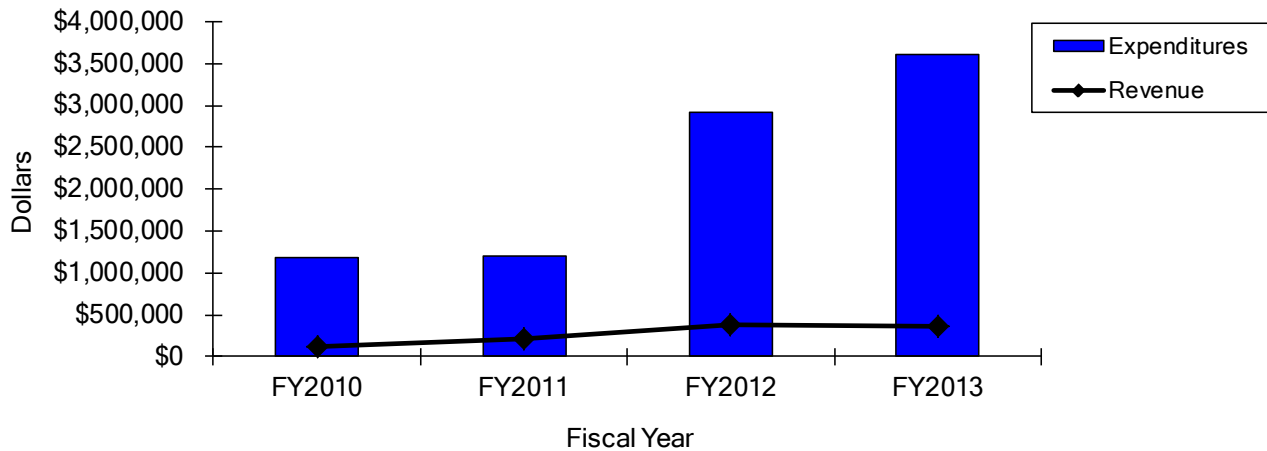


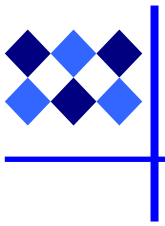
NON-DEPARTMENTAL

The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department, including insurance premiums, personnel-related benefits, includes a contingency reserve for fuel, grants and emergency items, as directed by the County Administrator, funding for the Rappahannock River Basin Commission and employee training and recognition programs.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$97,401	\$76,575	\$77,000	\$988,000	\$911,000	1183.12%
Operating	1,084,364	1,117,368	2,834,812	2,624,446	(210,366)	-7.42%
Local Tax Funding						
Revenue	1,181,765	1,193,943	2,911,812	3,612,446	700,634	24.06%
Net Tax Support	\$1,057,262	\$976,867	\$2,530,749	\$3,250,992	\$720,243	28.46%





NON-DEPARTMENTAL

SIGNIFICANT BUDGET CHANGES

Personnel

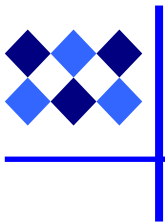
- Contingency funding for costs associated with implementation of VRS 5/5 pending General Assembly Action
- Funds budgeted for employee pay-for-performance

Operating

- Elimination of fuels contingency
- Property, liability insurance increases
- Increase to contingency reserve to meet financial guidelines
- Increased expenditures for replacement of computers, 5 years or older
- Tipping fees for Landfill
- Increase for leadership development, employee engagement

DEPARTMENTAL GOALS/OBJECTIVES

- An amount equivalent to 1/2% of general government expenses will be set aside for operating budget contingency reserve.
- Provide \$350,000 of grant funds, with offsetting revenue, to be used for small grants awarded to the County.
- Provide \$50,000 for insurance recovery funds with offsetting revenue to have available if necessary.

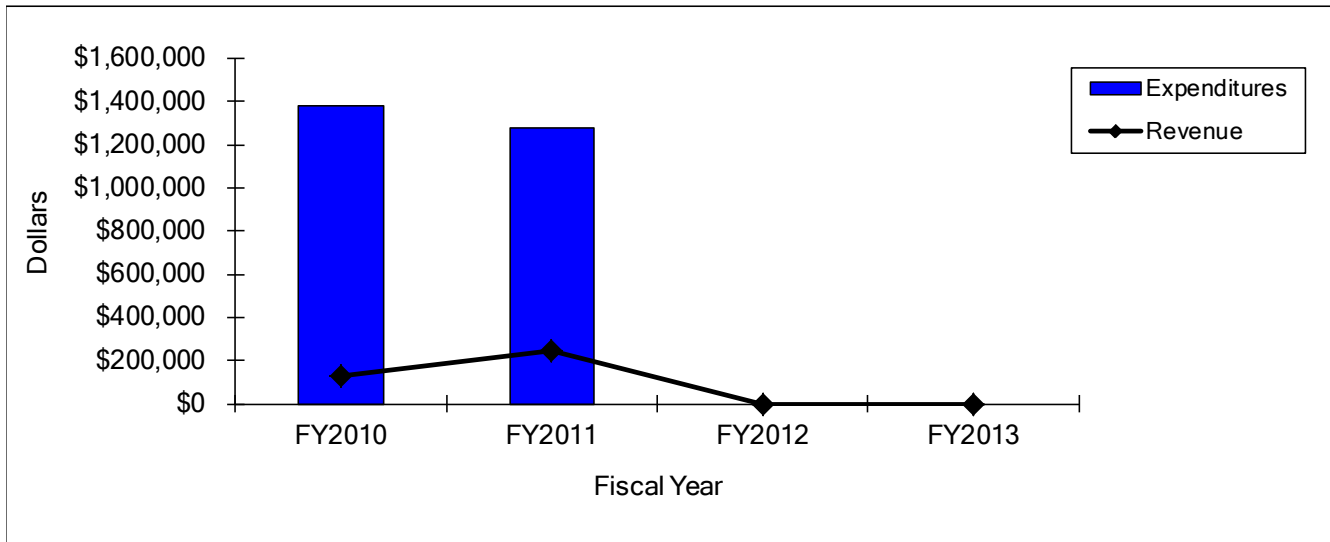


OTHER TRANSFERS

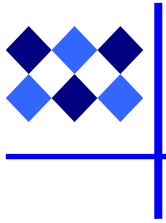
To provide funding to Other Funds for proffers, taxes, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category is used to transfer funds needed to support another fund.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Capital	\$1,380,387	\$1,276,933	\$0	\$0	\$0	0.00%
Local Tax Funding	1,380,387	1,276,933	0	0	0	0.00%
Revenue	129,421	247,938	0	0	0	0.00%
Net Tax Support	<u>\$1,250,966</u>	<u>\$1,028,995</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>







Our mission is to offer affordable leisure, recreational, and sports programs for all citizens to improve social, mental, and physical development and to provide cost effective, year round management and maintenance of the county's parks, public buildings, and other facilities.

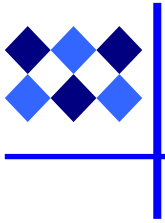
THINKING EFFICIENTLY:

User groups of rectangular fields have desired Bermuda grass athletic fields. This preference has increased more recently with the improvements and varieties of Bermuda grass available to withstand the colder geographical zone of Stafford County. A couple of years ago the department partnered with the Stafford Area Soccer Association (SASA) and exchanged their future field rental fees for Bermuda grass improvements to a field at Duff McDuff Green Memorial Park. The County credited SASA the entire cost of the renovation, and SASA hired a contractor to sprig and grow Bermuda grass on field #2. This endeavor was a success and brought more interest to convert additional fields. PRCF maintenance staff now has the necessary skills and knowledge to perform these conversions. In 2011 two fields were renovated by staff, contracting only tasks that required specialty equipment while performing the majority of the work in-house. This work was done in conjunction with supporting other user groups that were still using facilities at other parks. Staff met that challenge, and the results of this project were well received. The department was complimented by users of this site on the quality of the fields.

The underground water distribution lines at St Clair Brooks Park had a history of breaking frequently. The department partnered with the Utilities Department in replacing the main service and distribution lines in the park, saving a significant amount versus contracting the work.

The department partnered with Stafford Hospital for on-site blood pressure monitoring of senior citizens, monthly presentations, and tours of hospital.

Due to budget reductions in advertising, we increased the use of other avenues to advertise, including non-traditional methods and Class software mail merge for email notifications.



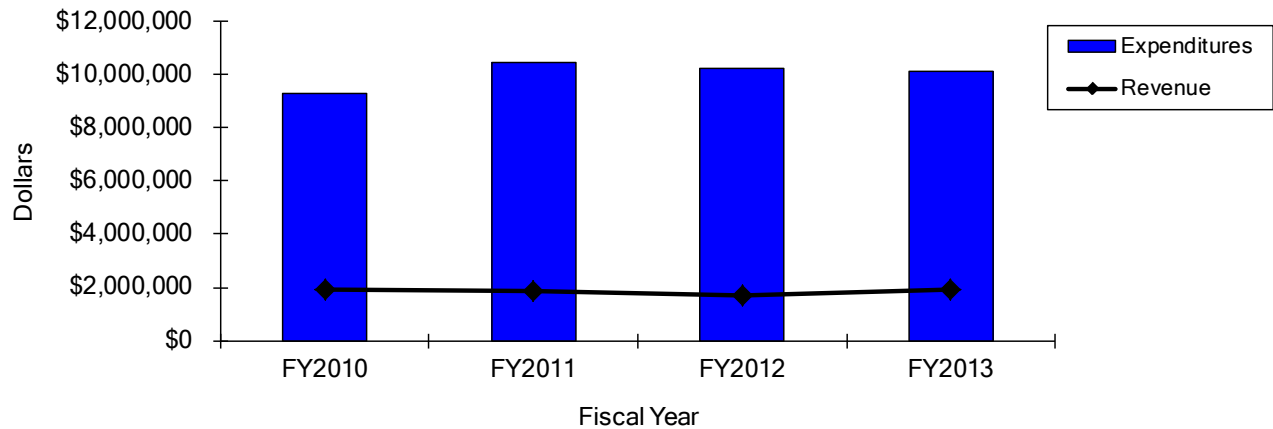
PARKS, RECREATION AND COMMUNITY FACILITIES

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$5,093,214	\$5,153,271	\$5,783,767	\$5,531,694	(\$252,073)	-4.36%
Operating	3,311,549	3,960,581	4,424,454	4,607,484	183,030	4.14%
Capital	869,408	1,359,308	8,000	8,000	0	0.00%
Total	9,274,171	10,473,160	10,216,221	10,147,178	(69,043)	-0.68%
Revenue	1,898,446	1,854,342	1,717,209	1,945,066	227,857	13.27%
Local Tax Funding	\$7,375,725	\$8,618,818	\$8,499,012	\$8,202,112	(\$296,900)	-3.49%

Funded Positions						
Full-Time Positions	57	57	57	54	(3)	-5.26%
Part-Time Positions	119	119	119	119	0	0.00%

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



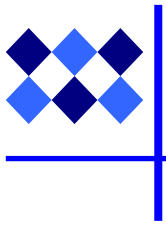
SIGNIFICANT BUDGET CHANGES:

Personnel

- Elimination of three full-time positions for FY 2012 staffing plan
- Health insurance savings

Operating

- Increase in electric costs
- Maintenance cost for the new Chichester Building
- Maintenance of Tower Sites for radio communications system



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES:

Aquatics

- Offer safe, supervised areas for citizens to swim and enjoy aquatic environments around Stafford County
- Offer swimming lessons, lifeguard training classes, water safety instruction classes, CPR/ First Aid/ AED; lifeguard instruction; water aerobics, basic water safety
- Coordinate swim team lane rentals, summer swim meets, private pool rentals, afternoon pool rentals, pool passes, punch cards, general admissions
- Provide staffing and supplies at HPOF
- Offer and oversee concessions at Curtis Park Pool; ball field concessions
- Offer special community events such as Pumpkin Patch in the Pool, Lil Pilgrim Pool Party, Egg Splashing Pool Party, and Cardboard Boat Regatta.

Community Recreation

- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs. Continue to provide multiple summer camps and develop family oriented outdoor opportunities
- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and dance
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages

Facility Maintenance

- Turf and grounds maintenance: provide safe, competitive play areas for youth & adult sports (baseball, football, soccer, etc.). Provide attractive, clean, safe, and accessible grounds at public buildings and parks
- Renovate and improve existing facilities and amenities to increase the enjoyment and usefulness for user groups and county residents
- Structures and facility maintenance: provide custodial and security services, maintain and operate County buildings/structures
- Manage County motor pool

Facility Use Management

- Manage athletic field scheduling, rental of picnic shelters and rooms

Gymnastics

- Offer high quality recreational gymnastics classes, cheerleading and tumbling programs to area youth and adults.
- Offer competitive and pre-team programs to area youth
- Maximize use of space at SRGC with other PRCF programs
- Plan, organize and conduct special events and birthday parties with a gymnastics twist to the public

Mail Room

- Provide interoffice, UPS, Federal Express, and U.S. mail services to all departments, including picking up mail from the post office and distributing mail to various offices

Project Management

- Capital improvements or repair scoping, soliciting quotes, managing design and construction, master planning



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES (Continued):

Sr. Citizens

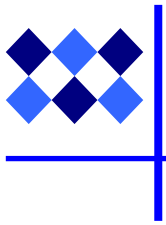
- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and movement
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages
- Provide Stafford seniors with a wholesome meal while facilitating socialization, and fellowship within the senior community

Sports

- Plan, organize, and conduct youth sports leagues: basketball, football, cheerleading, volleyball; & classes
- Plan, organize, and conduct adult sports leagues: coed softball, senior softball, coed volleyball
- Plan, organize, and conduct Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, Punt/Pass/Kick, room rentals by CR contract instructors
- Plan, organize, and conduct camps: basketball, baseball, soccer, skateboarding

DEPARTMENTAL GOALS/OBJECTIVES:

- Secure resources required to implement the 2009 Park Bond program and other capital and land development projects
- Implement bond, CIP, and other capital and land development projects on schedule and within budget
- Increase revenue for facility rentals by advertising on Facebook and other marketing venues
- Introduce more varieties of sports programs to Stafford County citizens
- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs; develop family oriented outdoor opportunities
- Anticipate the needs of the changing community and structure programs and facilities accordingly
- Promote a sense of community through community recreation programming
- Expand the summer camp programs focus on outdoor education and environmental awareness by utilizing an outdoor specialist recreation leader.
- Develop a fall family oriented special event at Curtis Park
- Expand the 1 mile trail runs to include one additional opportunity in the summer of 2012
- Continue to increase active program concepts with the senior citizen's programs to capitalize on the increase in population of this age group
- Offer a variety of athletic programs for senior citizens
- Expand the number of youth sports summer camps
- Continue to provide quality gymnastics and physical education to area youth and adults at a reasonable cost



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL GOALS/OBJECTIVES (Continued):

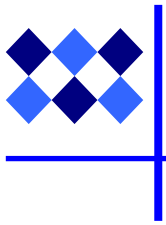
- Continue to partner with SPGA to benefit entire program, equipment purchases, marketing, and community outreach
- Keep equipment up to date by rotating and purchasing on a regular basis
- Raise Team participation back to FY10 participation levels
- Educating, empowering and inspiring staff to be great educators and leaders.
- Set all fees to exceed 100% direct costs
- Provide aquatic programs that continue to meet the requests for service from Stafford citizens while maintaining revenue from these programs
- Continue to promote recycling and green initiatives throughout the division and department
- Within current budget funding levels, replace outdated equipment and fixtures at program sites
- Re-instate our Special Olympics Swim Team
- Improve baseball fields by removing lips on park fields, edging all fields, enhancing drainage by laser grading infields and continue to enhance the fertilizer program that began in 2007
- Improve rectangular fields by change turf types to user groups' preference, repairing goal mouths and center areas that receive heavy wear
- Improve athletic fields by increasing the use of field blankets, deep tine aerating fields that don't have irrigation, repairing goal areas, top dressing fields, and continue to enhance the fertilizer program that began in 2007
- Continue energy audit in county facilities
- Identify and correct non-compliance with ADA requirements at facilities and parks
- Collaborate with other agencies to provide recreational amenities and healthy activities to senior citizens to include Stafford Hospital and the Virginia Cooperative Extension
- Research grant possibilities to assist with funding for senior citizen programming
- Research future needs for an additional or larger senior citizens' center



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Picnic Shelter Bookings (Class)	400	425	450
Athletic Field Bookings (Class)	9,000	11,100	11,200
Youth Participants Served (ages <19 yrs) (Class)	36,395	37,931	34,819
Adult Participants Served (ages ≥19) (Class)	18,185	17,600	20,959
Aquatics: Curtis Park Pool Users (Class)	30,000	31,460	31,000
Aquatics: Woodlands Pool Users (Class)	63,000	69,715	65,000
Senior Citizens Brunches Served (Class)	1,800	1,800	1,993
Senior Citizens Program Participants (Class)	5,800	5,800	5,855
Work Orders Processed	12,000	12,000	15,500
Outputs			
Athletic Fields Available (including School fields)	99	100	100
Picnic Shelters Available to Rent	13	13	21
No. facilities available to rent	319	319	319
Summer/Other Camps Offered (Class)	32	36	40
Comm Rec Programs/Special Events/Trips/Classes Offered (Class)	512	525	530
Sports Programs/Special Events/Trips Offered (Class)	46	48	48
Gymnastics Programs/Special Events/Classes Offered (Manual)	1,861	1,944	2,056
Aquatics Programs/Special Events/Classes Offered (Class)	640	600	630
Senior Citizen Programs/Special Events/Trips Offered (Class)	239	255	260
Swimming Pool Lane Hours Available to All Swim Teams (Class)	18,358	18,300	18,000
Acres Maintained (excluding school fields)	1,212	1,610	1,432
Park and School Athletic Fields Maintained	90	94	89
Sq. Ft.-Owned Facilities Maintained	450,035	439,500	527,657
Sq. Ft.-Leased Facilities Maintained	13,860	39,444	33,400



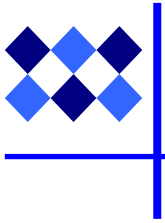
PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Service Quality			
Comm Rec: Camp evaluations rated above average	90%	90%	90%
Comm Rec: Program evaluations rated above average	90%	90%	90%
Sports: Youth Sports evaluations rated above average	93%	93%	90%
Gym: Birthday Party Evaluations with average of 8-10	99%	99%	99%
Aquatics: Program Evaluations rated above average (Manual)	95%	95%	95%
Senior Cit: Trip evaluations rated above average (Manual)	95%	95%	95%
Efficiencies			
Number of Contract Instructors Teaching Comm Rec Classes	30	33	40
Value of Sponsorships and Donations for Classes and Camps	\$24,950	\$24,420	\$19,000
Value of volunteer hours (includes PRCF sports coaches)(excludes co-sponsored sports groups)	\$310,520	\$320,250	\$199,254
No. Students to Cover Direct Cost of a Gymnastics Class (Preschool/School age)	.81/.69	.76/.67	.76/.67
Swim Classes Taught per Water Safety Instructor	60	60	60
Emergency Training Classes Taught per Lifeguard Instructor	6	5	6
Custodial Cost /SF	\$.93	\$1.19	1.10
Senior Citizen Programs Administered by Sr Cit Staff	209	215	225

DEPARTMENTAL ACCOMPLISHMENTS

- Created new department website
- Upgraded Class registration/facility booking software, which improved the ease, look, and feel of our online registration
- Exceeded staff and division expectations for the 4th Annual Drool in the Pool, which was completely sold out prior to the event
- Expanded our outdoor education programming to include several new hikes and trail runs
- Successfully obtained camp scholarship funds from area business partners, which enabled the department to sponsor 35+ children for our summer camps
- Received “ Best New Program Award” for Leprechaun Leap 1 mile Youth Trail Run from the Virginia Parks and Recreation Society
- Received “Best New Special Event” award for the Great American Family Campout from the Virginia Parks and Recreation Society
- Hosted successful 4th Annual Senior Citizen’s Art Show



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Developed partnership with Stafford Hospital for health needs of senior citizens
- Developed a new archery program for seniors and youth
- Opened coffee shop at England Run Library
- Accepted the Animal Shelter maintenance responsibilities and made improvements throughout the facility
- Repaired parking lot at Porter Library
- Replaced roof on the Health Department
- Renovated the Treasurer's Office
- Renovated the A/B/C Conference Rooms
- Renovated the Board Chambers with new podium, seats, carpet, and ADA access improvements
- Installed new skate ramps/fixtures at Curtis Park
- 8184 Children participated in gymnastics classes
- Initiated the master plan of Musselman Park, a 2009 Park Bond project
- Initiated the design of Chichester Park, a 2009 Park Bond project
- Updated Facilities Plan for the Historic Port of Falmouth Park



Our mission is to provide guidance to the Board of Supervisors and appointed Boards and Commissions in developing the vision of Stafford County that ensures future orderly development and economic growth that is reflective of the community's desires and needs.

With the future vision for the development of the County, the Department will strive to provide exemplary customer service and will protect the health, safety and welfare of the citizens by ensuring high quality development while being sensitive to natural and historic resources, through creation, regulation, and enforcement of ordinances and policies that are in conformance with community standards and state and federal mandates.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Coordinated plan review of projects and technical expertise for Comprehensive Planning efforts with Utilities Department, Fire and Rescue, Public Works Department, Economic Development, Commissioner of Revenue, IT, GIS and Parks, Recreation and Community Facilities in order to minimize redundancy or overlap in responsibilities.
- Coordinated with Transportation Division staff as clerk for the Architectural Review Board and Historic Commission, including minute preparation and assisted with Planning Commission and Agricultural/PDR Committee minutes in order to maximize staffing assets.
- Coordinated with several departments to work with trails, including Parks, Recreation and Community Facilities; Transportation; Economic Development; and GIS. Included preparation of grant applications, management of contracts, and construction oversight.
- Staff reviewed SWM and Erosion/Sediment Control cost estimates for securities, conducted engineering review of field changes to approved plans and reviewed lot grading plans in conjunction with building permits for Public Works to maximize work flow efficiencies.
- Assisted Economic Development for the implementation of form based codes for the Redevelopment Master Plan efforts and the Courthouse Urban Development Area to promote economic development.
- Coordinated with Economic Development to adjust Floor Area Ratio standards to allow more commercial space for businesses without unnecessary government oversight.
- Coordinated with Parks, Rec & Community Facilities, Landfill staff and state Department of Conservation and Recreation staff to provide maintenance for Crow's Nest conserving state assets and allowing the park to be used by the public.
- Coordinated with County Attorney's Office and Treasurer to establish county code for reimbursement of trash clean-up.
- Coordinated with Public Works to update information pertaining to Transportation Impact Fees to minimize consulting services.
- Coordinated with County Administration and Public Works in the tracking of commercial development applications.
- Coordinated with Public Works in the planning for a shared permit center to streamline the permit process.

Where have we partnered with community organizations?

- Work closely with the Virginia Health Department, Army Corps of Engineers, Virginia Department of Historic Resources and Virginia Department of Transportation (VDOT) on plan reviews, policies, ordinance development, reclassifications and conditional use permit including the Stafford Regional Airport requests.
- Members of the Cemetery Committee maintain the electronic database for cemeteries and file all hard copies within the department on a voluntary basis.
- Became a member of the Community Rating System. External partner: FEMA (Federal Agency) in order to reduce flood insurance premiums for residents and businesses.
- Coordinates with the Virginia Department of Transportation regarding safety of commercial entrances prior to issuing Certificates of Occupancy (State Agency).
- Assisted the Virginia Department of Conservation and Recreation with public events and management issues at Crow's Nest Natural Area Preserve.

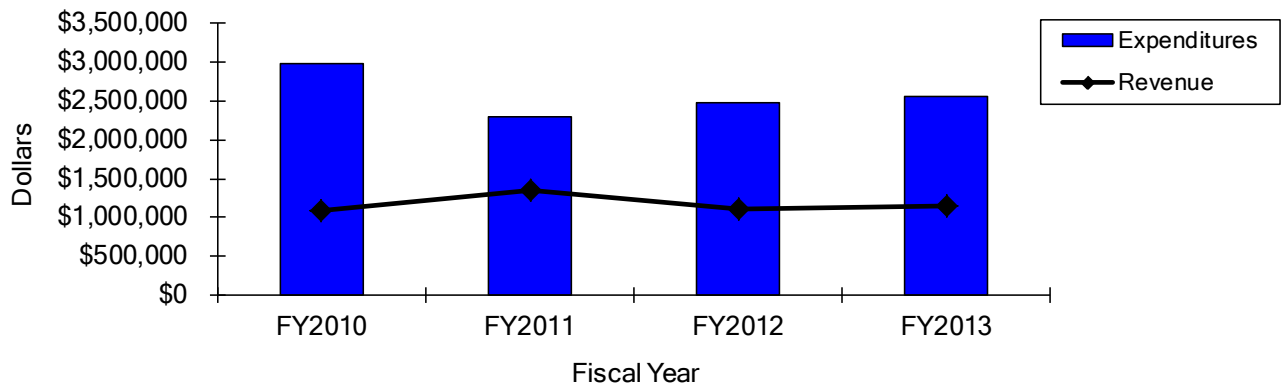


PLANNING AND ZONING

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$2,240,478	\$2,177,428	\$2,184,141	\$2,199,121	\$14,980	0.69%
Operating	733,608	117,084	288,367	362,120	73,753	25.58%
Total	2,974,086	2,294,512	2,472,508	2,562,841	90,333	3.65%
Revenue	1,080,207	1,341,993	1,109,203	1,141,225	32,022	2.89%
Local Tax Funding	\$1,893,879	\$952,519	\$1,363,305	\$1,421,616	\$58,311	4.28%

Funded Positions						
Full-Time Positions	25	24	23	23	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Implement telecommunications plan (There is revenue to offset this program.)
- Fees for storm water management design manual
- Increased cost for equipment rental
- Increase to printing and binding



PLANNING AND ZONING

CORE SERVICES:

Board and Commissions

The department provides direct administrative and technical support to the Board of Supervisors and its appointed Commissions and Committees for the governance of the County. Staff support includes minutes, agendas and reports for meetings for the Planning Commission, Wetlands Board, Agricultural/Purchase of Development Rights Committee, Historic Commission, Architectural Review Board, Cemetery Committee and the Board of Zoning Appeals.

Comprehensive Plan

The department is the lead agency in the administration of the Comprehensive Plan and its detailed elements. The Comprehensive Plan is the guiding document that shapes the future direction of the County as it relates to the physical development of its land, assisting local leaders, citizens, and staff in the decision making process for capital investment and economic development. Staff coordinates the development, review and update of the Plan elements and administration of the Comprehensive Plan; for rezoning and conditional use permit review and proffer tracking; reviews for compliance with the Comprehensive Plan; 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. Staff works with other departments and organizations, solicits public input and provides technical assistance to the Planning Commission and Board of Supervisors.

Ordinances

The department is the lead agency for the drafting of laws and policies pertaining to land development within the County. These laws and policies are the community's standards for the type, intensity, and appearance of future development. The zoning and subdivision ordinances are the primary regulations for development proposals. Staff prepares and drafts amendments to the Zoning and Subdivision ordinances in response to requests from the Board of Supervisors, Planning Commission, County Administration, County Attorney, Board of Zoning Appeals and processes the ordinances through adoption.

Regulatory Review

The department coordinates reviews and approval of development proposals for compliance with the community's standards in coordination with developers, engineers, and state and federal agencies. Development processes include pre-application meetings, coordination of projects through final approval and initiated by an application for the development of non-residential and residential uses, including public facilities such as schools and telecommunication facilities. The development procedures are defined and the proposal evaluated for consistency with the Stafford County Comprehensive Plan, maps, subdivision and zoning ordinances as part of this process. Reviews include applications for major and minor site plans; infrastructure plans, grading plans; preliminary subdivision plans; cluster concept subdivision plans; construction plans; final subdivision plans; boundary line adjustments; family subdivisions; easement and dedication plans; private access easements; and subdivision waiver requests. Staff conducts Technical Review Committee meetings twice per month with the applicant/engineer, County department review agents, and state agency representatives to review preliminary subdivision plans, subdivision construction plans and major site plans.

Regulatory Enforcement

The department investigates complaints from citizens regarding compliance with zoning laws and other laws that affect the appearance of the County including tall grass, illegal signs, abandoned vehicles, accumulation of trash and debris and the construction of shoreline stabilization measures such as retaining walls, stone revetments, and jetties and structures like piers and boat ramps along tidal shorelines. Staff administers, maintains, and enforces the Zoning Ordinance and related regulations to assure that property is developed and used in accordance with the requirements that have been adopted by the Board of Supervisors to protect the health, safety and welfare of the citizens.

Zoning permits are reviewed and must be approvable 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 certificates of occupancy for new commercial development. Inspections are conducted to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.



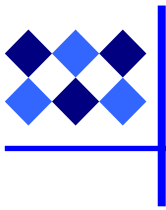
PLANNING AND ZONING

DEPARTMENTAL GOALS/OBJECTIVES:

- Develop Comprehensive Plan Elements as recommended in the new Comprehensive Plan.
- Begin execution of the Implementation Plan for the Comprehensive Plan by updating its individual plan elements and land development ordinances and policies to comply with the goals of the new Comprehensive Plan.
- Implement recommendations of the Redevelopment Areas Plan by developing form based codes, ordinances and other measures in consultation with government agencies and private sector stakeholders.
- Revise development processes to better serve our customers.
- Maintain level 8 on community Rating System and research on advancing class.

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Development Ordinances processed/adopted	26	35	30
Development projects that minimized impacts to Historic Resources	4	6	6
Outputs			
Environmental Reviews (Chesapeake Bay, wetland, storm water management* (Permit Tracking Sys.))	150	257	300
Subdivision Development Applications Processed (Permit Tracking Sys.)	365	300	325
Site Development Plans Processed (Permit Tracking Sys.)	150	175	200
Zoning Inspections Performed (Permit Tracking Sys.)	1023	900	1000
Zoning Violations Cited (Permit Tracking Sys.)	444	500	500
Board of Zoning Appeals' Applications Processed (Permit Tracking Sys.)**	8	25	15
Zoning Construction/Use Permits Reviewed (Permit Tracking Sys.)	2084	2500	2500
Service Quality per planner			
Environmental Reviews (wetland permit and plans) (Permit Tracking Sys.)	75	144	150
Subdivision Plan Applications (Permit Tracking Sys.)	121	95	80
Site Development Plan Applications (early grading) (Permit Tracking Sys.)	60	55	50
Security Review Requests Completed per Engineer	44	53	60



DEPARTMENTAL ACCOMPLISHMENTS

- Received FEMA Community Ratings Services (CRS) designation for a flood insurance savings for county residents and businesses (Renewed for 2012)
- Redistricting Plan was accepted by US Department of Justice
- Assisted state with hikes of Crow's Nest.
- Successfully worked with Planning Commission and Board of Supervisors to adopt the Comprehensive Plan in compliance with state law.
- Developed a form based code and small area plan for the Courthouse Urban Development Area pursuant to a VDOT grant
- Assisted Board Committee to streamline the development process
- Updated the Telecommunication Plan element of the Comprehensive Plan
- Approved plans for the expansion of the Leeland Station and Brooke Station VRE lots.
- Expedited reviews for sensitive development projects.
- Developed a Transfer of Development Rights (TDR) Program (pending adoption)





Our Mission is to provide knowledgeable, responsive and efficient public works services that enhance the quality of life and safety to Stafford County citizens.

The Department of Public Works is responsible for protecting the health, safety, and property of County residents, businesses, natural, historic, and cultural resources through the enforcement of regulations pertaining to the development of land and building construction. Public Works also oversees the planning, design and construction of Capital Improvement Program (CIP) and road bond projects and coordinates transportation planning programs and activities.

THINKING EFFICIENTLY:

The Department of Public Works is responsible for the implementation of several components of the County's Stormwater Management program. Currently, there are many changes happening in the stormwater management program, most notably of which is the development of the Total Maximum Daily Load (TMDL-Pollution Cleanup Plan) for the Chesapeake Bay. The TMDL will have a significant impact and will establish many new requirements on the County's Stormwater Management Program.

In an effort to be proactive, the Department has been participating in several efforts to help prepare for the requirements of the TMDL. First, staff has participated in local working groups with our locality and regional partners at the Northern Virginia Regional Commission (NVRC) and the George Washington Regional Commission (GWRC). These working groups are tasked with completing planning exercises, collecting and analyzing data, and providing input to State agencies on the potential requirements for the TMDL and the associated Watershed Implementation Plans (WIP). Additionally, staff has participating with the technical working group of the Rappahannock River Basin Commission (RRBC). This group has been tasked by the RRBC with developing innovative initiatives and ideas to facilitate environmental protection and cleanup, market based solutions to environmental issues and cost effective approaches in implementing the requirements of the TMDL for affected stakeholders (local governments, agricultural producers, etc.).

In the context of our existing stormwater programs, the Department has pursued other cooperative programs to reduce the cost of compliance and improve efficiency. More specifically, the County's MS4 Stormwater Permit requires the implementation of public education programs on stormwater, water quality and pollution prevention. To meet these requirements, the County participates in the Northern Virginia Clean Water Partners, a regional cooperative outreach and education program with our locality partners in Northern Virginia. The program leverages the modest donations of each partner into a robust online and traditional advertising/media campaign totaling well over \$100,000 in value. Additionally, since 2005, the Department has participated in a cost share program with the U.S. Army Corps of Engineers, Baltimore District. The program funds required activities of our MS4 permit program at a cost of only 50% to the local partner with the other 50% being borne by the Corps. Completing these activities through the cost share program has saved the County a minimum of \$250,000 to date.

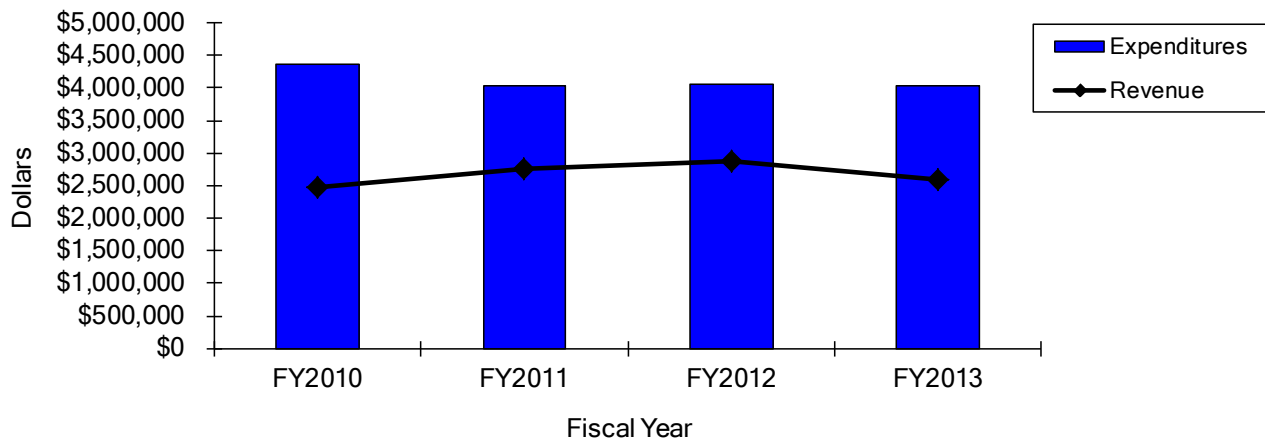


PUBLIC WORKS

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$2,691,364	\$2,671,752	\$3,079,150	\$3,014,282	(\$64,868)	-2.11%
Operating	1,676,076	1,360,437	973,747	1,012,364	38,617	3.97%
Total	4,367,440	4,032,189	4,052,897	4,026,646	(26,251)	-0.65%
Revenue	2,474,708	2,760,843	2,886,874	2,583,200	(303,674)	-10.52%
Local Tax Funding	\$1,892,732	\$1,271,346	\$1,166,023	\$1,443,446	\$277,423	23.79%

Funded Projects						
Full-Time Positions	41	40	40	40	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- FY12 included funding for additional personnel to staff the permits center for ½ year, not included in FY13 budget.

Operating

- Increase in management services to demolish/board unsafe structures. Property owner is subsequently billed for the cost
- Increase in fleet services for maintenance of vehicles
- Increase in office rental
- Increase in training for recertifications



CORE SERVICES

Building and Permits

The Building and Permits Division receives and processes building, grading, fire protection and zoning permits for all residential and commercial building and land development projects. The Division performs plan review and inspections and issues Certificates of Occupancy for building construction projects in accordance Virginia Unified Statewide Building Code. The Division provides citizen assistance for many building related issues, including the inspection of damaged structures from fires and storms, and assistance in the resolution of homeowner and contractor disputes.

Environmental Programs

The Environmental Division administers implements and enforces the requirements of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation and Landscaping Ordinances by performing erosion control, stormwater management, environmental, and landscaping inspections of land development projects. Additionally, the Division is responsible for ensuring compliance with the requirements of the County's National Pollution Discharge Elimination System Permit (NPDES) Phase II permit (MS4 Permit) for stormwater discharges to County waterways and the Total Maximum Daily Load (TMDL) for the Chesapeake Bay. Staff assists the citizens of the County with erosion, drainage, and stormwater problems in their neighborhoods, and homeowners' associates and commercial properties with the inspection and maintenance of their stormwater management facilities.

Securities

The Securities Division processes all securities for commercial and residential development, along with individual building lot securities provided for home construction. Staff coordinates with other departments and personnel to process security extensions, reductions and releases for developers and builders. The Division drafts the necessary paperwork to initiate the draw of unfinished or defaulted development securities while coordinating with the Department's Public Construction Division to complete the public improvements associated with the project. The Securities Division receives and processes grading permit applications and associated securities for residential and commercial land development projects and coordinates with the Department's Environmental Division to issue the permit.

Public Construction

The Public Construction Division administers and manages the design and construction of Capital Improvement Projects. Recent examples of projects completed by the Division include the Courthouse Basement Renovations, England Run Library, Stafford Fire & Rescue Station, Government Island Trail, Belmont-Ferry Farm Trail and others. In coordination with Department's Environmental Division, the Public Construction Division provides inspections and performs maintenance of stormwater management facilities located on County properties. The Division also performs maintenance of the dam in the Hidden Lake subdivision in the County's role as the governing body of the Hidden Lake Subdivision Service District.

Transportation Programs and Policy

The Transportation Programs and Policy Division reviews residential and commercial development plans for compliance with County and VDOT requirements, resolves citizen concerns relating to transportation matters, oversees maintenance and repair of street name signs and County waterway no wake signs and represents the County on many issues involving Fredericksburg Area Public Transportation Advisory Board (PTAB), Potomac Rappahannock Transportation Commission (PRTC), Virginia Railway Express (VRE), Fredericksburg Regional Transit (FRED), and Fredericksburg Area Metropolitan Planning Organization (FAMPO). The Division is the County's liaison with VDOT in several program areas: Transportation Planning, VDOT Rural Addition Program, roadway maintenance issues and public street acceptance including monitoring developers to ensure completion of public infrastructure. The Division is also responsible for the design and construction of road improvements identified in the 2008 Bond Referendum.



DEPARTMENTAL GOALS/OBJECTIVES

- Maintain a well trained and certified staff that is responsive to customer concerns
- Implement programs, policies and procedures to improve the quality of service and responsiveness of Building Division
- Integrate permit processing and building functions into the makeup of the Community Development Services Center (Permits Center)
- Implement the County's construction inspection programs for erosion and sediment control and stormwater management for land development projects to ensure compliance with environmental codes
- Continue the implementation of programs to comply with the requirements of the County's MS4 Permit for stormwater discharges
- Track the developing requirement of the Chesapeake Bay TMDL and began integration into County stormwater management programs
- 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
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Complete construction of the Chichester Building
- Implement the Courthouse Area Streetscape Improvements
- Assist with Comprehensive Plan and Master Redevelopment Plan implementation
- Administer the design and construction of transportation road bond projects
- Manage the existing Transportation Impact Fee Program and support development of a countywide program
- Update and modify the County's Transportation Plan, Chapter 4 of the Comprehensive Plan, to include a Transportation Implementation Plan
- Manage and facilitate the County's Transportation Fund which includes management and engineering services, grants, street signs, road improvements and street repairs as well as subsidies to VRE and FRED



DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outputs			
Permits Issued (Hansen System)	3,381	4,100	3,700
Grading permit Disturbed Acreage (Hansen System)	359	500	400
Building Inspections Performed (Hansen System)	25,188	28,700	26,000
E&S Control Inspections Performed (Hansen System)	6,276	8,000	7,500
Property Maintenance Cases Handled (Hansen System)	273	450	300
Number of Plans Reviewed for Transportation	217	290	325
Centerline Miles of Streets Accepted by VDOT	10	6	8
Service Quality			
Permits Issued on the Same Day of Application (Hansen Sys)	35%	30%	35%
Efficiencies			
Permits Issued per Clerk (Hansen System)	676	820	740
Building Inspections Performed per Inspector (Hansen System)	5,038	4,780	4,333
E&S Control Inspections Performed per Inspector (Hansen Sys)	1,569	2,000	1,875

DEPARTMENTAL ACCOMPLISHMENTS

- Created a Community Development Services Center (Permits Center) to provide a central location for planning and permitting services
- Submitted the second permit cycle Year Three Annual Report for the MS4 Stormwater Permit to the Virginia Department of Conservation and Recreation
- Completed cost share projects with the U.S. Army Corps of Engineers for implementation of the MS4 Stormwater Permit program to update the County's Stormwater Facility and Stormwater Outfall databases and develop a watershed management plan for Whitsons Run
- Participated in the Northern Virginia Clean Waters Partners Stormwater Education Campaign for 2011/2012
- Performed 505 stormwater facility maintenance inspections in fiscal year 2011 and coordinated with property owners to initiate repairs to facilities
- Provided administrative support for Hidden Lake Subdivision Service District
- Completed improvements in the Stafford Oaks Section 4B and Woodlands at Berea subdivisions using security funds due to lack of action and response by developers
- Completed design and began construction of the Chichester Building
- Completed construction of the Belmont-Ferry Farm Trail, Phase 3 and began construction of Phase 5 of the trail
- Managed construction of the first phase (clearing and rough grading) of the Civil War Park roads in conjunction with National Guard training efforts



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Completed design, right-of-way acquisition and utility relocation activities for the Poplar Road and Mountain View Road safety improvements projects
- Prepared initial design plans for the Brooke Road safety improvements project
- Selected a firm to complete the PPTA projects
- Coordinated with VDOT for the completion of safety improvements along Bells Hill Road
- Completed construction of Hampton Park sidewalk improvements
- Completed design plans and initiated construction of sidewalks along Garrisonville Road at the intersections of Salisbury Drive and Staffordboro Boulevard to provide the connection necessary to allow completion of pedestrian crossings at these two locations
- Installed FRED system bus shelters on Garrison Woods Drive and US-1 in front of Drew Middle School
- Coordinated with VDOT for the acceptance of 38 streets into the Secondary System of State Highways in calendar year 2011
- Replaced and repaired 90 street name signs in calendar year 2011
- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations
- Developed a traffic model that will assist in the evaluation of Countywide transportation impact fees and the identification of the locations of future roadway improvements
- Prepared design plans for Phase 1 of the Falmouth Parking and Sidewalk improvements project
- Completed the Preliminary Engineering (PE) phase of the Courthouse Area Streetscape improvements project
- Established the Securities Manager position



MISSION: To ensure the opportunity to register and vote is available to all eligible residents

The General Registrar, an appointed constitutional officer, conducts voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, the directives of the State Board of Elections, and the guidance of the Stafford County Electoral Board. The office was established in 1971, as required by the General Assembly of Virginia.

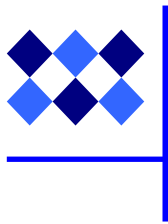
In addition to managing efficient elections, protecting the integrity of the democratic process, and promoting public awareness of the Electoral System, the Registrar maintains voter registration records, candidate files, and election results while providing for their safekeeping and retention in accordance with applicable laws.

The number of registered voters has increased from slightly over 19,000 in 1986 to 77,796 in early January 2012 - a number that changes, quite literally, daily. Stafford County's population grew from approximately 53,000 to an estimated 136,000 in the same period.

Registering to vote and voting in elections is a personal prerogative and not every eligible person chooses to participate. Metrics in these areas should never be used to attempt to measure the public's civic interest and are only generally indicative of electoral activity. And, while it certainly costs money to provide opportunity, access, and other support activities of the registration and electoral process, metrics involving "the cost of" or "dollars per" should never be contemplated or used in budgeting.

THINKING EFFICIENTLY:

- Recruit, train, and retain the B.E.S.T. full-time cadre and give them the tools they need to fully support their mandate to provide first-class service to the citizens of Stafford
- Recruit, train, and retain the B.E.S.T. Officers of Election and give them the tools they need to skillfully facilitate elections
- Fully leverage technology and best-practices, every day - not just Election Day, to better serve, assist and communicate with our voters
- Conduct ourselves in such a way as to be the benchmark for the rest of the Commonwealth

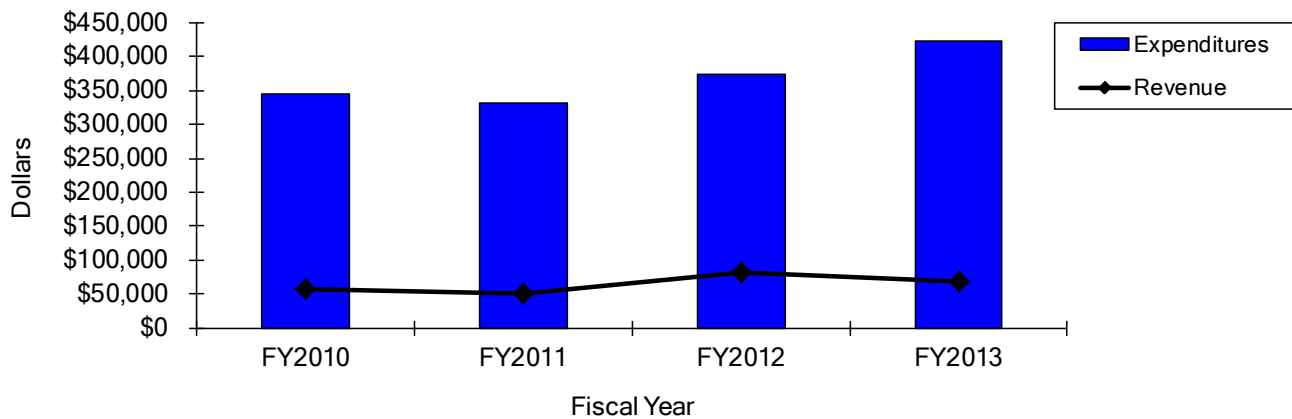


REGISTRAR & ELECTORAL BOARD

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$301,584	\$269,413	\$296,182	\$327,059	\$30,877	10.43%
Operating	44,389	63,027	79,042	95,515	16,473	20.84%
Total	345,973	332,440	375,224	422,574	47,350	12.62%
Revenue	57,152	50,192	82,000	68,527	(13,473)	-16.43%
Local Tax Funding	\$288,821	\$282,248	\$293,224	\$354,047	\$60,823	20.74%

Funded Positions						
Full-Time Positions	4	4	3	3	0	0.00%
Part-Time Positions	0	0	1	1	0	0.00%



SIGNIFIGATE BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Increased funding for election workers

Operating

- Increased advertising and postage for voter outreach



REGISTRAR & ELECTORAL BOARD

CORE SERVICES:

- Voter Registration
- Candidate Support
- Elections
- Public Education
- Records Retention

GOALS/OBJECTIVES:

- Increase voter registration opportunities
- Decrease error rate of voter registration applications received from third-parties
- Streamline voter record maintenance
- Speed election results reporting
- Design and implement online and other computer based instruction for election officials
- Process absentee ballot requests upon receipt besting the 48-hour requirement
- Increase Voter Education, Outreach and Information Access
- Enhance Political Party Support
- Streamline Candidate Support
- Develop and maintain a routine equipment replacement paradigm
- Maintain strict compliance with all County, State, and Federal laws, policies and procedures



REGISTRAR & ELECTORAL BOARD

SERVICE LEVELS

	FY2011 Actual	FY2012 Plan	FY2013 Plan
Voter Registration			
Population (Weldon at UVA estimate)	N/A	N/A	136,000
Voting Age Population (Weldon at UVA extrapolation)	N/A	N/A	97,000
Registered Voters (FY12 actual 1/3/2012)	75,735	77,796	82,450
High School Seniors (FY12 SCPS actual 1/3/2012)	N/A	2,274	2,214
% of eligible voters registered (80% historic "ceiling")	80	85	85
Registrants Growth (year-to-year) (FY12 actual 1/3/2012)	2,047	2,061	2,500
Voter Registration Transactions	11,320	12,000	14,000
Elections			
Elections	1	5	2
Voters on Election Day(s)	28,478	40,000	65,700
Absentee Voters (In-Person and By Mail)	1,262	1,900	8,000

ACCOMPLISHMENTS

- Completed Redistricting
 - Altered areas of representation and/or polling places for nearly half of our voters
 - Added 3 new precincts due to population growth - bringing county-wide total to 28
- Delivered over 79,000 new voter cards - one to every registered voter in the county
- Upgraded Electronic Poll Books - increasing efficiency and accuracy in processing voters
- Added new printers in every precinct
 - Ensuring proper ballot issuance
 - Provided detailed maps to voters who arrived initially at the improper precinct
- Trained over 300 Election Officials on new equipment and procedures and sought feedback
 - Implemented optional events and offered multiple training times/sessions (~20/election)
 - Increased satisfaction & participation (former training was done once/election *en masse*)
- Conducted fair, impartial and efficient elections
- Ensured all qualified citizens desiring to register were given the opportunity to register
- Ensured all qualified citizens desiring to vote were given the opportunity to vote
- Provided citizens who could not be present on Election Day the opportunity to vote absentee
- Provided professional and courteous support to officials, candidates, registrants and voters

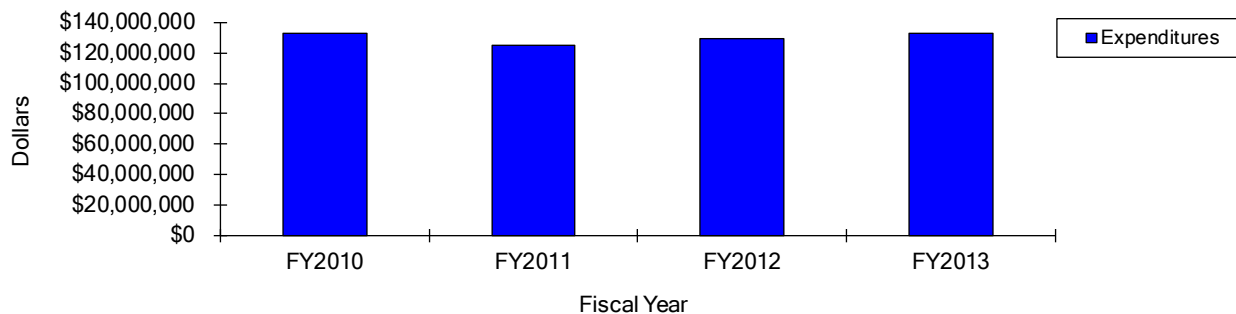


SCHOOL OPERATIONS - LOCAL FUNDING

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.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	\$103,189,962	\$99,323,620	\$101,693,774	\$106,518,774	\$4,825,000	4.74%
Public Day School	0	0	0 *	332,000	332,000	100.00%
Subtotal School Operating Transfer	103,189,962	99,323,620	101,693,774	106,850,774	5,157,000	5.07%
Debt	29,245,516	25,582,528	27,388,986	26,203,740	(1,185,246)	-4.33%
Total School Funding	<u>\$132,435,478</u>	<u>\$124,906,148</u>	<u>\$129,082,760</u>	<u>\$133,054,514</u>	<u>\$9,128,754</u>	<u>7.07%</u>



SIGNIFICANT BUDGET CHANGES:

Operating

- Increased operating transfer
- Expansion of County-Schools partnership for public day school for special education students





We, the men and women of the Stafford County Sheriff's Office, in partnership with our community, are dedicated to enhancing the quality of life by maintaining order, protecting life and property, and reducing the fear of crime.

We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and the Commonwealth of Virginia.

As leaders of the community, we will embrace our core beliefs: Integrity, Compassion, Fairness and Professionalism.

THINKING EFFICIENTLY:

Over the past three years the Sheriff's Office has considered several ways in which to increase its service delivery. A slight increase in personnel in budget year 2011/12 allowed for the creation of a focus on gang activity in Stafford County. This provided a concomitant suppression of growth of gangs and their impact on the community, schools, and individual neighborhoods. That increase in personnel did not, however, significantly increase the ability of the Sheriff's Office to advance its proactive activity into the 30% uncommitted time element recommended by the International Association of Chiefs of Police.

The impediment to meet 30% has forced the Sheriff to rethink many of the age old concepts embraced by law enforcement and the Stafford County Sheriff's Office. To that end three steps have been taken to enhance service delivery and productivity.

- Reorganization of the Patrol Force and reduction of the span of control. The restructure provided the opportunity to create field operational teams that work together under the direction of a Sergeant and serve a specific geographical area of the county with response to that area's unique needs.
- The implementation of Succession Training to provide supervisors and budding supervisors the tools needed to lead teams, units, and divisions in the most efficient and cost effective manner.
- The creation and implementation of a Career Development Program to provide career paths for individual deputies and communicators that enhances their ability to provide service, anticipate needs, and react to situations in the most expeditious and efficient manner.

To further the goals of more efficient service delivery the Sheriff's Office has entered into a full redeployment study designed to identify those areas of the County that have the greatest workload requirements. The study will be completed before the end of June 2012 so that the findings and design concepts can be implemented in Budget Year 12/13.

- Workload is attached to specific geographical areas so that patrol beat boundaries can be established to insure rapid response time, adequate time to handle the event, and reduction of potential "stacking" of calls for service.
- Redeployment allows for proactive goals of the Sheriff's Office to be achieved and thus reduce the opportunity to commit crime or disorderly acts.
- Redeployment allows for closer contact with citizens of a given area and thus creates a "partnership" with the inhabitants of the area and fosters cooperation.

The foregoing actions and concepts discard some old methods and theories allowing the Sheriff's Office to "think outside of the box" and initiate approaches that are suited to the needs of the community today, and in the future. At the same time the least impact to the budget is achieved.

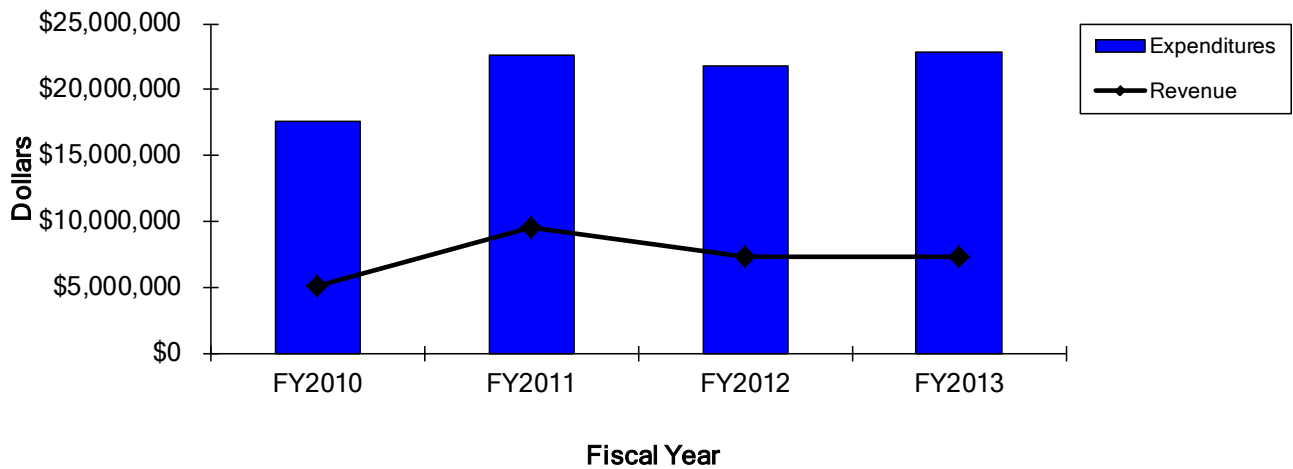


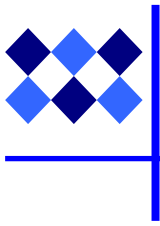
BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$14,912,889	\$17,122,161	\$18,574,991	\$19,308,619	\$733,628	3.95%
Operating	2,145,480	3,940,002	3,158,250	3,510,034	351,784	11.14%
Capital	496,980	1,564,108	76,000	40,000	(36,000)	-47.37%
Total	17,555,349	22,626,271	21,809,241	22,858,653	1,049,412	4.81%
Revenue	5,105,174	9,605,253	7,296,696	7,378,011	81,315	1.11%
Local Tax Funding	\$12,450,175	\$13,021,018	\$14,512,545	\$15,480,642	\$968,097	6.67%

To comply with GASB 54, the E-911 Fund Adopted Budget of \$2,835,483, with its 37 positions, has been combined with the Sheriff's Budget for FY2011.

Funded Positions						
Full-Time Positions	187	224	229	232	3	1.31%
Part-Time Positions	17	17	19	19	0	0.00%





SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- One new Court Service Deputy Sheriff I
- Two Full-time Telecommunicators
- Career Development for Newly Qualified Personnel

Operating

- Full Year maintenance cost for radio communications system
- Increase in tower leases

Capital

- Decrease in one time capital purchase for new personnel

CORE SERVICES

Law Enforcement Operations

The fundamental mission of the Sheriff's Office is carried out through this core service. The prime function of law enforcement is to prevent crime. This function is met through routine patrol, traffic enforcement, and special operations staffed by uniformed members of the Sheriff's Office. Response to calls for service, assistance to citizens, and the omnipresence created by marked cars and uniformed officers deter the individual with criminal intent. The efforts of the uniformed force and the determination of the criminal investigators pose a two-pronged attack on the criminal element. The investigators provide deep investigative follow-up, crime scene examinations and analysis of crime patterns. Together, the uniformed personnel and criminal investigators form a team that is lethal, both in the proactive and the reactive sense, to the criminal element within the County.

Community Outreach

This core service provides a link between the citizens of the County and law enforcement. Through the School Resource Officer (SRO) program, direct contact with the young citizens of the county is maintained. This effort allows the SRO to provide a safe learning environment for the students and staff. The SROs also explain and teach gang awareness to staff members, assist in driver education, cyber crime awareness, and individual protection. In addition, the Drug Awareness Resistance Education program teaches children in the 5th grade the dangers inherent in the use of both illegal and legal drugs. A multitude of other community outreach programs find their inception and support within this core service. Most notable are the more than 50 Neighborhood Watch Programs now in operation and Business Watch, which supports the Crime Solvers program and Project Life Saver (a program dedicated to finding and recovering Alzheimer patients and autistic children who wander). This core provides a direct conduit of information to the citizen and in return a source of information for the Sheriff's Office, forming a citizen/law enforcement partnership. These efforts make it simple to mobilize citizens to assist law enforcement in the maintaining a safe community.

Emergency Communications

All emergency communications for law enforcement, firefighting and emergency medical services are received and dispatched through this core service. This function receives, processes, and manages over 75,000 law enforcement calls for service each year with an additional 22,000+ calls for fire and rescue services. Over 46,000 calls each year are received through the 911 system. In addition, this service processes requests from field units on wanted persons or suspect vehicles, responds to inquires from other law enforcement agencies and processes in excess of 3,000 inquires and responses through the Virginia Criminal Information Network each month. Fundamentally, the communication service and the 9-1-1 system it supports is the emergency link to the citizen and is the first voice a citizen will hear when calling for help.



CORE SERVICES (Continued)

Court Services

Dating back to 1664 one of the oldest services mandated by law to the Sheriff, as a constitutional officer, is the responsibility of providing court security. Individuals assigned to this function act as bailiffs while court is in session and provide the security for all the courts. In addition, this service provides the court with an arm through which the service of both civil and criminal documents is accomplished. Civil attachments, seizures, and enforcement of court orders are a major responsibility of this core function.

Administrative Services

The four primary core services of the Sheriff's Office require a variety of support functions that enable them to complete the mission of the Sheriff. These services include record keeping, which is mandated by law and forms the basis of law enforcement memory. The legally required maintenance of evidence, maintaining inventory of Sheriff's department assets, and complying with FOIA requests are vital to the operation. In addition, services provided ensure that the personnel records of the Sheriff's Office are protected and current. This function controls the testing, background investigations, and hiring of Deputy Sheriffs, Telecommunicators, and civilian positions. Professional ethics is a major concern of the Sheriff. This core service investigates all complaints from citizen and/or from internal sources to maintain the integrity of the Sheriff's Office. Last, but not least, this unit controls the finances of the Sheriff's Office through budget control, payroll, and approval of expenditures.

DEPARTMENTAL GOALS/OBJECTIVES

- Recognizing the unique functions of each division within the Sheriff's Office, we will develop, enhance and improve service capabilities and specialized functions of staff
- Utilize funding opportunities for personnel and/or equipment to 1) maintain core services, 2) improve capabilities, and 3) utilize technology and web-based initiatives, etc.
- Ensure proficiencies of staff are met 1) by personnel through established standards and existing curriculums and 2) through technology, enhancing and supporting the duties and tasks of staff
- Continue to identify issues or concerns, externally and internally to the department and the County. With that knowledge, develop, implement and expand resources and/or responses to meet the needs of the department and the community
- To ensure critical services are delivered to the community at the highest level possible, we will continue to recruit, train, and retain the best applicant/employees.

DEPARTMENTAL ACCOMPLISHMENTS

- The Sheriff's Office once again sponsored the County Wide DARE Day in June for over 2000 5th Grade Students. This marked the 10th Anniversary of the Stafford County Sheriff's Office sponsoring this event. The Attorney General for the Commonwealth of Virginia, Ken Cuccinelli was the featured guest.
- The Sheriff's Office received a first place in Virginia and the nation for their Traffic Safety Program. In addition, the Sheriff's Office was selected as a finalist for the prestigious Webber Seavey Quality in Law Enforcement Award from the International Association of Chiefs of Police.
- First Sergeant Eric Jessee was selected as the Virginia Sheriff's Association, Deputy Sheriff of the Year.
- Chaplain Ron Thayer and 1st Sergeant Eric Jessee both received a Medal of Merit from the National Sheriff's Association for their contributions to the Sheriff's Office.
- The Sheriff's Office initiated a new full time Gang Unit that is focusing on gang suppression in Stafford.



Our mission is to provide quality assistance and comprehensive services to citizens in need that strengthen the family structure while promoting self-reliance, responsibility for family and protection of children and adults from abuse, neglect and exploitation through community-based services.

THINKING EFFICIENTLY:

Partnerships within the Organization:

- All divisions within the agency work closely with one another to assist families to meet their basic needs. For example, the Child Protective Services (CPS) unit works in partnership with the Foster Care unit and the Benefits units to identify sources of funding, such as TANF, SNAP, and Medicaid, to meet the needs of at-risk families and children. These are federal and state programs which do not have a direct cost to Stafford County. The CPS unit also utilizes respite services through Foster Care, when appropriate, to give parents some time to resolve problems and prevent a child's placement in foster care. Child Day Care funding is also used to provide a protected environment for a child who cannot be alone with parents, due to the parent's physical or mental health issues. The Foster Care and CPS units jointly explore all appropriate relative placements for a child prior to custody being transferred to DSS. The Family Engagement process brings together extended family, school personnel, neighbors, the church community and community-based service providers to collaboratively identify the supports needed to keep children from coming into foster care. Both units routinely refer children to the Family Assessment and Planning Team (FAPT) to develop treatment plans for children and to obtain CSA funding. The Foster Care unit works closely with the Benefits unit to evaluate the potential eligibility of all foster children for federal Title IV-E funding, thus reducing the need for CSA funding which requires a local match. The Parent Education Coordinator works closely with the Foster Care staff to provide biological parents with the opportunity to learn different methods of discipline as well as understanding ways to modify the situation that contributed to the transfer of custody of their children. The agency's Volunteer Coordinator assists all units with requests for volunteers, mentors, and seasonal supports which include Easter baskets, Thanksgiving meals, Christmas gifts, and school supplies for the individuals and families served by the agency.

Community Partnerships:

- Over many years, the agency has established positive and meaningful working relationships with numerous community organizations, programs and services. The agency works collaboratively with outside organizations to find solutions to the needs of the families we serve. Partnerships are in place with the following organizations:

Stafford Public Schools
 Stafford Junction
 Fredericksburg Area Food Bank
 Rappahannock Area Agency on Aging
 Germanna Community College
 Rappahannock Area Health Department
 Rappahannock Area Legal Services
 Rappahannock United Way
 Moss Free Clinic
 Rappahannock Goodwill Industries
 Rappahannock Council on Domestic Violence
 Micah Ministries
 SERVE

Rappahannock Area Council for Children and Parents
 Rappahannock Area Community Services Board (RACSB)
 Community Health Center of the Rappahannock Region
 Senior Visitors Program
 Juvenile & Domestic Relations Court Service Unit
 Disability Resource Center
 Department of Rehabilitative Services
 Salvation Army
 Virginia Employment Commission
 Central Virginia Housing Coalition
 Thurman Brisben Homeless Shelter
 Mary Washington Hospice
 Division of Child Support Enforcement

Two partnerships of special note were continued in FY 2012:

- Stafford Head Start: outreach and enrollment of children in health insurance programs. Initiative is funded by the Virginia Health Care Foundation and provides DSS with a part-time Eligibility Worker.
- Stafford Hospital Center - Community Service Fund: Provides grant funding to DSS for a part-time Eligibility Worker to enroll eligible children and adults in Medicaid.

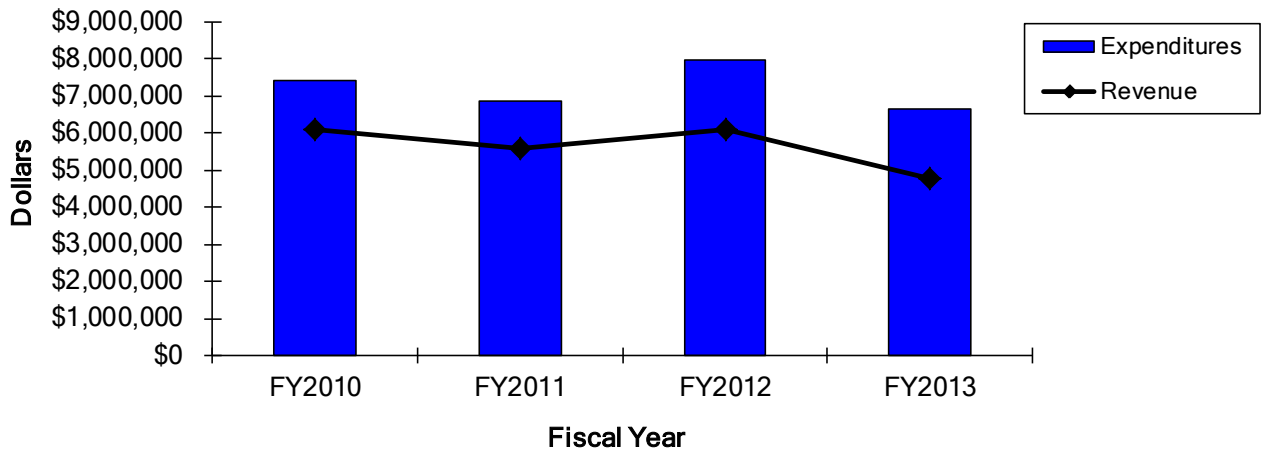


SOCIAL SERVICES

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$3,713,084	\$3,587,867	\$3,936,934	\$4,066,873	\$129,939	3.30%
Operating	3,718,318	3,303,490	4,054,225	2,588,625	(1,465,600)	-36.15%
Total	7,431,402	6,891,357	7,991,159	6,655,498	(1,335,661)	-16.71%
Revenue	6,100,362	5,574,532	6,085,091	4,798,220	(1,286,871)	-21.15%
Local Tax Funding	\$1,331,040	\$1,316,825	\$1,906,068	\$1,857,278	(\$48,790)	-2.56%

Funded Positions						
Full-Time Positions	57	57	55	55	0	0.00%
Part-Time Positions	6	6	6	6	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

Operating

- Decrease in program costs, and corresponding revenue, for day care program. Clients now use debit card provided by the state
- Savings from renegotiation of office lease
- Elimination General Relief (Program is no longer supported by the state.)



SOCIAL SERVICES

CORE SERVICES

Family Services

The Family Services Division is comprised of three units: CPS, Foster Care/Adult Services and Self-Sufficiency. These three units provide the following services to the community:

- Adult and Child Protective Services
- Child Custody Investigations
- Parenting Education/Family Violence Prevention
- Holiday Assistance
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation

Benefit Programs

The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

- Title IV-E Foster Care
- TANF
- Medicaid
- Food Stamps/SNAP
- Energy Assistance
- Auxiliary Grants
- Refugee Resettlement

DEPARTMENTAL GOALS/OBJECTIVES

- Enter all CPS referrals into OASIS Computer System
- Increase the percentage of children seen by a CPS Worker within 24 hours of receiving a valid CPS Referral
- Develop a Parent Education Curriculum for parents of children who have a mental health diagnosis
- Decrease the time children remain in Foster Care
- Reduce the number of placement changes for children in Foster Care
- Expand the use of Treatment Foster Homes as an alternative to Residential Placements
- Increase the number of foster children who graduate from High School and attend College
- Fully implement the automated Child Day Care Case Management System
- Improve timely processing of TANF and Medicaid Applications and Renewals by 10%
- Develop a new Community Work Site for VIEW Participants
- Recruit and train an increased number of volunteers to assist Agency Staff
- Continuously improve customer service for internal and external consumers



SOCIAL SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT)	98.2%	98.5%	98.5%
Percent of Children without a Recurrence of Maltreatment (OASIS)	100%	100%	100%
Foster Teens active in Independent Living Program (Manual Tracking)	30	25	22
Foster Children served in Family Based Placements (OASIS)	93.2%	90%	90%
Outputs			
Benefit Applications Received (ADAPT)	7,910	8,000	7,800
Food Stamp Households Served (ADAPT)	3,363	3,000	3,400
CPS Complaints Investigated (OASIS)	542	525	550
Foster Care Children Served (OASIS)	79	110	70
Service Quality			
Individuals Served through Holiday Programs (Manual Tracking)	3,544	3,800	3,750
Volunteers Providing Assistance (Manual Tracking)	609	350	625
Efficiencies			
Average Hourly Wage of VIEW Participants (VIP Report)	\$8.73	\$8.90	\$8.90
Per Capita Cost for County Share of Agency Budget	\$10.05	\$11.00	\$10.75

DEPARTMENTAL ACCOMPLISHMENTS

- Exceeded national and state benchmarks for foster children placed in foster family homes
- Successfully placed teenagers for adoption
- Continued to sponsor the longest running adoption support group in the state
- Exceeded the national standard for the protection of children
- Average hourly wage of VIEW participants exceeded State target
- Continued timely processing of food stamp applications
- Achieved a food stamp participation rate that far exceeds national and state targets
- Successfully managed 30% increase in food stamp applications/caseload
- Prepared for implementation of new, automated Child Day Care Case Management System
- Provided holiday assistance to over 3,500 individuals



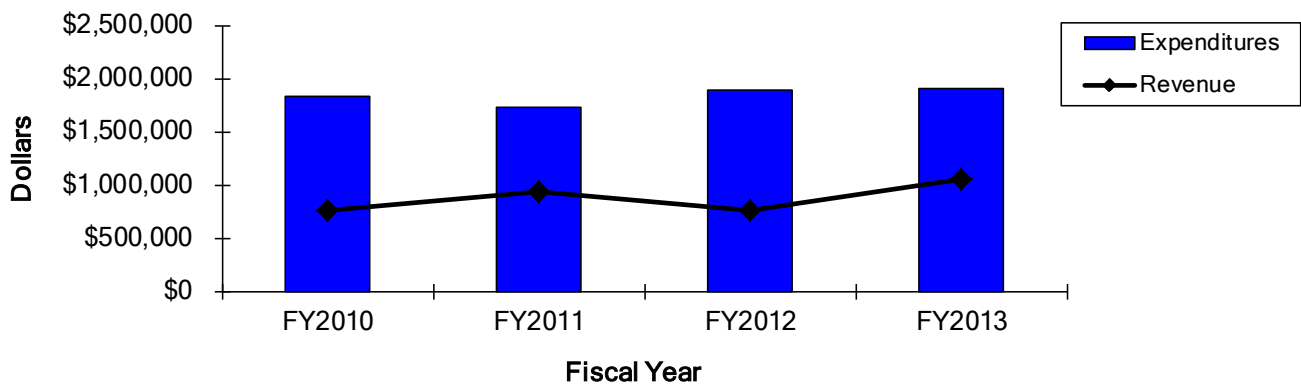
The Treasurer is responsible for the receipt, investment and disbursement of all state and local revenues. The mission of the Treasurer's Office is to provide citizens with a broad range of payment options for efficient revenue collections, while delivering exceptional service.

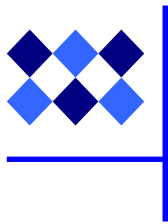
- THINKING EFFICIENTLY:
- The Treasurer's Office launched a new initiative to accept online payments for dog licensing.
 - Enabled Animal Control to utilize an in-house database, created by the Treasurer's Office, that provided real time reporting to officers and eliminated duplicated efforts.
 - The Treasurer's Office and the Commissioner of Revenue continue to work towards offering "real time" tax billing interface. Through coordination and working with systems vendor, the objective is to enhance the revenue billing and payment system and create a more robust delivery channel.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,437,348	\$1,347,240	\$1,405,965	\$1,426,245	\$20,280	1.44%
Operating	397,204	388,431	484,625	484,843	218	0.04%
Total	1,842,952	1,735,671	1,890,590	1,911,088	20,498	1.08%
Revenue	761,352	935,978	765,369	1,064,169	298,800	39.04%
Local Tax Funding	\$1,081,600	\$799,693	\$1,125,221	\$846,919	(\$278,302)	-24.73%

Funded Positions						
Full-Time Positions	19	18	17	17	0	0.00%
Part-Time Positions	1	2	3	3	0	0.00%





TREASURER

SIGNIFICANT BUDGET CHANGES:

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution

CORE SERVICES:

Bookkeeping Division

The bookkeeping division answers citizen telephone and live chat inquiries requiring extensive research, processing tax payments for mortgage companies, title companies, leasing companies, lawyer settlement companies and any other payments that requires specialized processing.

Cashiering Division

The cashiering staff provides collection service to our citizens during lobby hours, processing citizen tax and utility payments and collects all other County department service fees and revenues. DMV Select services are supported by the cashiering division during lobby hours.

Revenue Collection Accounting Division

The accounting division performs daily processing and reconciliation of revenues collected from various automated venues, the handling of all county NSF checks, Treasurer refunds of overpayment, administration of Treasurer's Automated Prepayment Plan (TAPP), and daily processing and reconciliation of State and Estimated Tax payments. The division provides account reconciliations for online credit and ACH payments to the Treasury Accounting Manager to ensure accurate bank reconciliation.

Delinquent Collections Division

The delinquent collections division administers the various collection methods available by law to include: DMV vehicle registration withholding, Debt Set-off, Judicial Sales, bank liens, wage garnishments, payment plans, and delinquent notices. The division utilizes all available tools to locate delinquent taxpayers. Maintenance and application of Bankruptcy filing and discharge proceedings are administered, in accordance with State mandated laws.

Treasury Accounting Manager

Monitors revenues and ensures that daily revenues are uploaded accurate and timely into the financial accounting system. Administers cash management programs, audit activities, prepares and maintains financial records, bank statements reconciliations and assists Treasurer with the monitoring of investments.

Revenues and Operations

Designated Deputies oversee and administer daily cash management and banking activities related to the receipts and disbursements of all local and state revenues. They collaborate with vendors to manage the efficiencies of the billing and collection process. All activities conducted by the above divisions are supervised by designated Deputy Treasurers.



TREASURER

DEPARTMENTAL GOALS/OBJECTIVES:

- The Treasurer's Office continues to research innovative cost saving methods to collect and disburse local revenues that improve efficiencies and enhance earning potentials, while delivering exceptional service to citizens.
- Improve delinquent tax collections by streamlining and enhancing automated processes to further increase collections.
- Introduce tax and utility payment methods that support payment processing efficiencies for the citizens and the County.
- Review alternative tax billing processes to include e-billing features to promote paperless initiatives and achieve additional cost savings to taxpayers.
- Continue to enhance the current revenue collection system to provide real time tax account information to taxpayers and provide additional performance data and tracking reports for budgetary decisions.

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Debt Set-off Program Accounts (Stars-IMS)	36,480	38,000	38,000
Collection Actions (DMV Stops)	10,427	10,000	9,900
Collection Actions (Liens)	970	1,000	1,200
Delinquent Notices (printed)	60,500	70,000	65,000
Outputs			
RE & PP Bills Processed (RCS Setups)	268,655	273,000	273,000
Water Bills (HTE System)	385,619	386,000	386,000
Permit Fees collected (Code Administration)	16,639	17,000	18,500
Meals Tax Payments (COR Tracking System)	3,303	3,300	3,400
State Income Estimates (Estimated Application)	3,917	4,000	4,000
State Income Returns (COR Tracking System)	472	500	500
Dog Tags Sold (Manual Tracking)	8,236	7,000	8,000
Service Quality			
DMV Select transactions (DMV reports)	16,148	16,500	17,000
Efficiencies			
Treasurer Automated Pre-Payment Plan	1,074	1,100	1,100
Lock Box Payments Processed - Taxes	71,810	70,000	68,000
Lock Box Payments Processed - Utilities	126,825	125,000	123,500
Online Payments - Taxes and Utilities	167,581	170,000	185,000



DEPARTMENTAL ACCOMPLISHMENTS

- The Treasurer's Office continues to achieve increased revenues by concentrating on delinquent tax collections. An electronic file of delinquent taxpayers is sent annually, the first week of January, to the State in order to intercept income tax refunds. During the calendar year 2010, the Treasurer's Office collected \$1,169,581 and \$935,312 during 2011 for delinquent personal property tax accounts.
- The Treasurer's Office continues to transmit electronic files to the Department of Motor Vehicles placing a vehicle registration withholding on delinquent personal property tax accounts. This action, first initiated the first quarter of FY11, has made a significant impact on increasing collections of delinquent personal property tax.
- The Treasurer's Office provided citizens with the capability to purchase their dog licenses online. The Treasurer's Office issued 1,370 dog licenses for citizens that chose to purchase their dog license tags online in 2011.
- The Treasurer's Office maintains an in-house dog licensing database to record reported vaccinations and tags purchased by dog owners. Animal Control also maintains a separate database for dog licensing compliance, which required manual input for all dog license purchases. The Treasurer's office provided Animal Control staff with access to our in-house database to record and research issued dog licenses. This initiative eliminated duplicated efforts for both offices and reduced labor intensive data entry for Animal Control staff.
- The Treasurer and Deputy Treasurer's continue to maintain their certification in the Deputy Treasurer Career Development Program through the Treasurer's Association of Virginia. These certifications provide basic education to ensure sound operations of the Treasurer's Office. These certifications allow the office to be eligible for maximum reimbursements granted from the State Compensation Board for Stafford County.
- The Treasurer's Office received an Award of Accreditation for 2011 by meeting the high performance standards established by the Treasurer's Association of Virginia.
- Workload measures are reviewed, calculated and submitted each year to the State Compensation Board. The Treasurer's Office continues to be eligible for additional full-time employees (FTE), as indicated by workload measures submitted for calendar year 2011. These workload measure calculations indicate that the Treasurer's Office staffing requirement should be supported by 21 FTE.



PARTNER AGENCIES

Donna S. Krauss
Assistant to the County Administrator for
Human Services
540-658-4622
dkrauss@staffordcountyva.gov

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

The County supports a wide variety of partner agencies from major regional entities to non-profit community groups. These agencies and groups are either a formulary based, contractual, or non-contractual partner.

In FY 2010 Stafford County changed the process for non-contractual partner agency funding requests. An evaluation committee reviews the applications for funding. The committee's goal is to assure county staff is making informed unbiased recommendations to the Board of Supervisors. These recommendations shall uphold the mission and values adopted by Stafford County and the Board of Supervisors. The Board of Supervisors approved the new process by motion on October 7, 2008.

All requests for funding are subject to a process that includes an annual review of each agency's submission, review of the agencies financial status and an assessment of community needs based on the economic conditions.

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

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

An allocation in one year does not guarantee future allocations.

Continuing in our efforts to maintain and enhance a successful alliance with our partner agencies, Stafford County's website provides a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the citizens of our County. The link also gives citizens and businesses the capability to donate funding directly to an organization. The link is located on Stafford County's website www.staffordcountyva.gov under Human Services Office- then Partner Agencies.



PARTNER AGENCIES

NEW INITIATIVES

Economic Development Authority

- Increased contribution to Economic Development Authority for the Stafford Research and Technology Park.

Micah Ecumenical Ministries

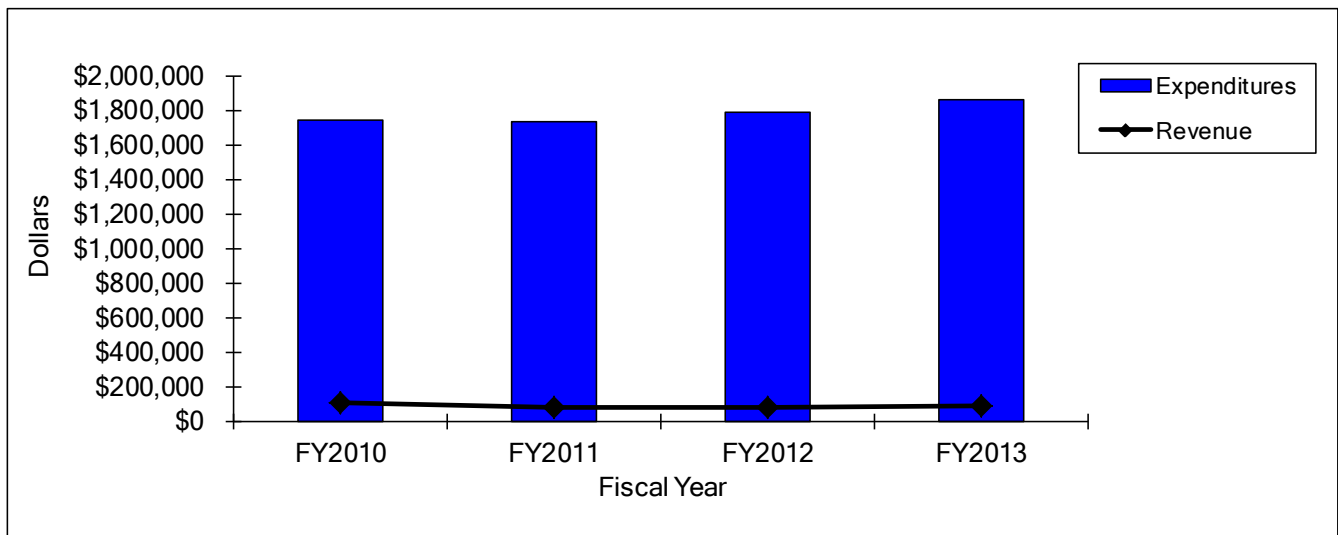
- Ability to sustain the cold weather shelter for an additional period of time and provide the capability to have the shelter available not only when the temperature drops to below 32 but also during periods of severe inclement weather. Additionally, increase will supplemental grant funding for housing navigator program which focuses on re-housing and homeless prevention.

Piedmont Dispute Resolution Center

- Provides mediation services for the Stafford Juvenile and Domestic Relation Court in cases relating to child custody, visitation and support. Additionally, contested small claims cases in Stafford General District Court are also ordered directly into mediation.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Proposed Budget	FY2013 Change '12 to '13	
Costs						
Operating	\$1,742,288	\$1,737,915	\$1,795,342	\$1,866,077	\$70,735	3.94%
Total	1,742,288	1,737,915	1,795,342	1,866,077	70,735	3.94%
Revenue	109,463	83,983	85,349	89,294	3,945	4.62%
Local Tax Funding	\$1,632,825	\$1,653,932	\$1,709,993	\$1,776,783	\$66,790	3.91%





PARTNER AGENCIES

SIGNIFICANT BUDGET CHANGES

- Lloyd F. Moss Clinic Capital paid in full in FY2012
- Increase to Economic Development Authority for Stafford Research and Technology Park
- Micah Ecumenical Ministries received an increase in funding to sustain the cold weather shelter for longer periods of time
- Chaplin Youth Group Home Commission- shift in pass through state VJCCA grant funding for shelter care operations to 15th District Court Services Unit budget.

GOALS/OBJECTIVES

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



PARTNER AGENCIES' MISSIONS

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



PARTNER AGENCIES' MISSIONS

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



PARTNER AGENCIES' FUNDING

Community Agency Name	FY2011	FY2012	FY2013	FY2013	
	Actual	Adopted Budget	Adopted Budget	Changes '12 to '13	
DisAbility Resource Center	\$29,360	\$24,075	\$25,375	\$1,300	5.4%
Fredericksburg Area Food Bank	23,551	21,464	17,064	(4,400)	-20.5%
Healthy Families Rappahannock Area	10,232	4,093	5,000	907	22.2%
Hospice Support Care	3,027	2,482	2,610	128	5.2%
Lloyd F. Moss Free Clinic - Capital	56,000	56,000		(56,000)	100.0%
Lloyd F. Moss Free Clinic - Operating	15,903	16,221	17,100	879	5.4%
Mental Health America of Fredericksburg	12,196	10,976	10,230	(746)	-6.8%
Micah Ecumenical Ministries	4,705	9,406	12,500	3,094	32.9%
Northern VA 4-H Educational and Conference Center	2,088	800	800	0	0.0%
Piedmont Dispute Resolution Center	0	0	7,000	7,000	100.0%
Rappahannock Area Agency on Aging	27,256	29,562	27,946	(1,616)	-5.5%
Rappahannock Area Council for Children and Parents	17,388	15,649	16,300	651	4.2%
Rappahannock Area Court Appointed Special Advocates	6,808	6,127	6,450	323	5.3%
Rappahannock Big Brothers Big Sisters	10,680	9,612	5,000	(4,612)	-48.0%
Rappahannock Council Against Sexual Assault	15,657	15,187	16,000	813	5.4%
Rappahannock Council on Domestic Violence	40,532	41,343	43,410	2,067	5.0%
Rappahannock Emergency Medical Services Council, Inc.	6,154	5,046	3,739	(1,307)	0.0%
Rappahannock Legal Services	31,910	30,315	31,900	1,585	5.2%
Rappahannock Regional Disability Services Board	-	0	0	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	18,842	19,219	20,000	781	4.1%
Rebuilding Together (Christmas in April)	5,913	2,365	2,365	0	100.0%
S.E.R.V.E., Inc.	45,157	45,157	47,500	2,343	5.2%
The ARC of Rappahannock	6,011	5,410	5,700	290	5.4%
Thurman Brisben Homeless Shelter	60,067	61,268	64,500	3,232	5.3%
Volunteer & Information Services of the United Way	6,960	2,784	2,737	(47)	-1.7%
Total Community Agencies	\$456,397	\$434,561	\$391,226	(\$43,335)	-10.0%
Intergovernmental Agencies					
Chaplin Youth Group Home Commission	125,971	126,385	126,385	0	0.0%
Economic Development Authority	83,333	100,000	200,000	100,000	100.0%
Fredericksburg Regional Alliance	55,080	55,080	55,080	0	0.0%
George Washington Regional Commission	67,327	67,327	67,327	0	0.0%
Germanna Community College - Operating	17,076	26,070	26,070	0	0.0%
Germanna Community College - Capital	0	50,000	50,000	0	100.0%
Rappahannock Area Community Service Board	235,678	235,678	242,748	7,070	3.0%
Rappahannock Area Health District	535,937	535,937	535,937	0	0.0%
Rappahannock Area Office on Youth	126,812	130,000	137,000	7,000	5.4%
Tri-County/City Soil and Water Conservation District	21,404	21,404	21,404	0	0.0%
Watershed Property Manager	12,900	12,900	12,900	0	0.0%
Total Intergovernmental Agencies	\$1,281,518	\$1,360,781	\$1,474,851	\$114,070	8.4%
Total	\$1,737,915	\$1,795,342	\$1,866,077	\$70,735	3.9%



SCHOOL FUNDS

The School Funds historically consisted 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 Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget. That fund was used in FY2010 and FY2011. With the expiration of the federal stimulus funding, there is no activity in this fund in FY2013. The School Operating Fund, a governmental component unit fund accounts for the operations of Stafford's public school system. The School Nutrition Service Fund accounts for the revenues and expenditures associated with the provisions of food services within the public school system. The School Construction Fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools. The Grants Fund accounts for the revenues and expenditures associated with outside grant funding. The Workers' Compensation Fund accounts for revenues and expenditures associated with the administration of the worker's compensation insurance program for employees under a self-insurance program. The Health Services Fund accounts for revenue and expenses associated 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 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 2013 Adopted local school funding is \$133,054,514 with \$106,518,774 for operating, \$332,000 for public day school and \$26,203,740 for debt service.

SCHOOL BOARD MEMBERS

Stephanie Johnson, Chairman
AQUIA DISTRICT

Meg Bohmke, Vice-Chairman
FALMOUTH DISTRICT

Dana Reinboldt
GRIFFIS-WIDEWATER DISTRICT

Patricia Healy
ROCKHILL DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Doreen Phillips
HARTWOOD DISTRICT

Nanette Kidby
GARRISONVILLE DISTRICT

Dr. Randy Bridges
SUPERINTENDENT

Wayne Carruthers, CPA
ASSISTANT SUPERINTENDENT
OF FINANCIAL SERVICES

Chris Quinn
ASSISTANT SUPERINTENDENT
FOR INSTRUCTION

Scott Horan
ASSISTANT SUPERINTENDENT
FOR FACILITIES

Lisa Martin
ASSISTANT SUPERINTENDENT
FOR SECONDARY EDUCATION
& SUPPORT SERVICES

Pam Kahle
ASSISTANT SUPERINTENDENT
FOR ELEMENTARY EDUCATION
& SUPPORT 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

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 socio-economic, 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.



SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

The Average Daily Membership for FY2013 is estimated to be 26,928. The schools operate 30 facilities, including one currently under renovation. The facilities include 17 elementary schools, grades K-5, eight middle schools, grades 6-8, and five high schools, grades 9-12.

FY13 was a challenging budget for the schools system, largely due to changes in the Virginia Retirement System (VRS) and the loss of federal stimulus funds.

The state increased VRS retirement rates dramatically, restoring the costs that were cut in the previous biennium. They did not however restore all the funding that had been reduced. Therefore, the return to funding actuarial retirement rates created a shortfall in the school budget.

In an effort to develop a more sustainable retirement system, the state also required that employees begin to pay into the system, but receive a corresponding salary increase. The total requirement, which can be phased in, is known as the VRS "5&5" since ultimately employees will pay 5% of their salary to VRS, but receive a 5% salary increase. Because the increase is subject to payroll taxes and retirement costs, the net effect is an increase in costs to the schools and a slight decrease in net pay to employees. However, the employees' retirement benefits are higher as a result. To comply with this mandate, the school system began phasing in the requirement and provided a 1% salary increase and required employees to pay 1% into VRS.

For FY13, the school system was also able to expand its early retirement program. While there was a cost in FY13, school staff believe that over time, there will be savings to the system.

To achieve the above, reductions were made in other areas of the school budget. The total increase in the FY13 School Operating Fund was \$9.9 million, or 4.2%. The local funding from the County increased by \$5.2 million, or 5.1%. This amount represents more than twice the required local effort of \$51.5 million that is mandated by the state. The composite index for FY2012-FY2013 is .3305.

DEBT SERVICE

School Debt Service for FY2013 totals \$26,203,740 and is shown in the General Fund.



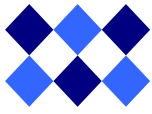
SCHOOL BUDGET HIGHLIGHTS

SUMMARY OF ALL SCHOOL FUNDS

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
School Operating Fund	\$231,934,256	\$218,269,375	\$237,593,887	\$247,447,022	\$9,853,135	4.15%
State Fiscal Stabilization Fund ⁽¹⁾	\$3,475,042	\$14,330,732	\$0	\$0	\$0	0.00%
Nutrition Services Fund	\$9,961,628	\$11,232,750	\$11,064,574	\$11,776,004	\$711,430	6.43%
Construction Fund	\$5,193,812	\$8,346,210	\$4,700,000	\$245,618	(\$4,454,382)	-94.77%
Grant Fund	\$11,646,628	\$12,214,112	\$10,489,497	\$11,157,482	\$667,985	6.37%
Total School Funds	\$262,211,366	\$264,393,179	\$263,847,958	\$270,626,126	\$6,778,168	2.57%

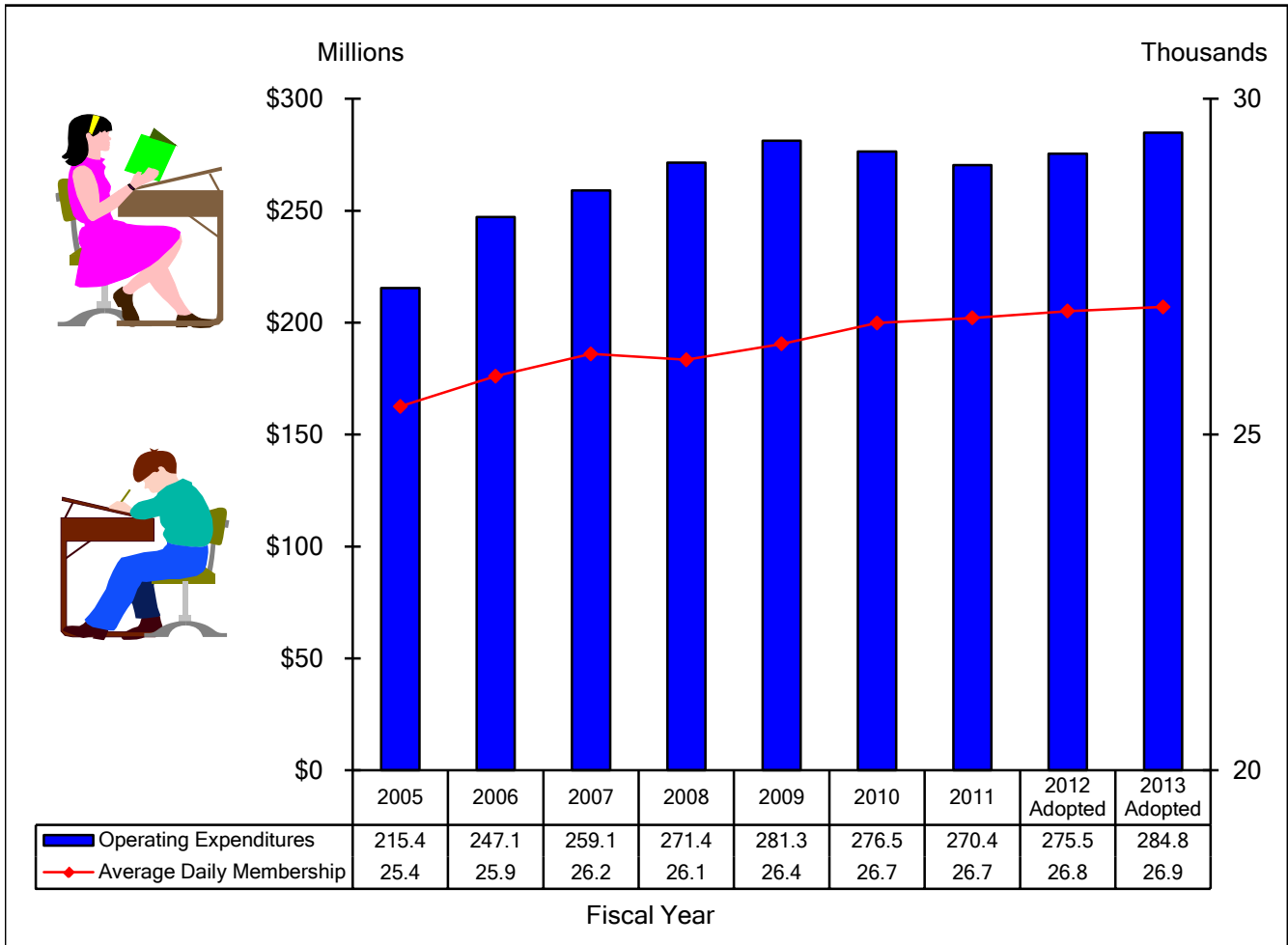
⁽¹⁾ The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements, in FY10.

Internal Service Funds	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Health Services Fund	\$28,213,221	\$31,286,892	\$25,342,408	\$24,668,261	(\$674,147)	-2.66%
Workers' Compensation Fund	\$608,438	\$611,301	\$734,164	\$676,071	(\$58,093)	-7.91%
Total	\$28,821,659	\$31,898,193	\$26,076,572	\$25,344,332	(\$732,240)	-2.81%



SCHOOL OPERATING VS. ENROLLMENT

Estimated school average daily membership for Fiscal Year 2013 is 26,928 and a school operating budget of \$284.8 million (includes total operating budget, debt service, and grants fund).



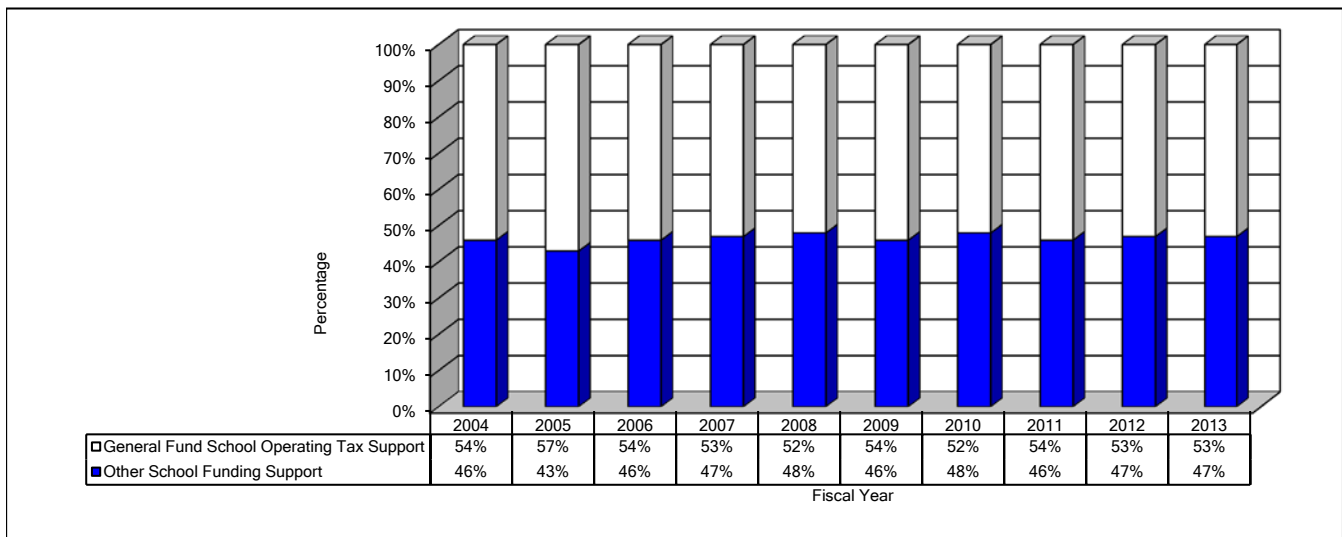


EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2013 is \$133.1 million. All Operating Expenditures Consist of Total Operating Costs, Including Facilities and Debt Service. The General Fund Transfer Includes Debt Service.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2013 *	26,928	0.3%	134,279	1.6%	284,808	9,336	3.4%	10,577	2,121
2012 *	26,838	0.3%	132,133	1.8%	275,472	5,076	1.9%	10,264	2,085
2011	26,745	0.3%	129,772	0.6%	270,397	(6,077)	-2.2%	10,110	2,084
2010	26,661	1.2%	128,961	5.0%	276,473	(4,816)	-1.7%	10,370	2,144
2009	26,350	0.9%	122,800	0.9%	281,289	9,750	3.6%	10,675	2,291
2008	26,114	-0.3%	121,736	0.8%	271,539	12,465	4.8%	10,398	2,231
2007	26,181	1.2%	120,723	0.5%	259,074	11,944	4.8%	9,895	2,146
2006	25,871	1.8%	120,170	2.1%	247,130	31,688	14.7%	9,552	2,057
2005	25,419	3.2%	117,674	2.8%	215,442	22,945	11.9%	8,476	1,831
2004	24,639	4.0%	114,513	4.7%	192,497	13,437	7.5%	7,813	1,681

Fiscal Year	School Enrollment		County Population		General Fund Transfer					% of Oper. Fund
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	
2013 *	26,928	0.3%	134,279	1.6%	133,055	3,972	3.1%	4,941	991	47%
2012 *	26,838	0.3%	132,133	1.8%	129,083	4,177	3.3%	4,810	977	47%
2011	26,745	0.3%	129,772	0.6%	124,906	(7,529)	-5.7%	4,670	963	46%
2010	26,661	1.2%	128,961	5.0%	132,435	2,386	1.8%	4,967	1,027	48%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46%
2008	26,114	-0.3%	121,736	0.8%	130,513	9,319	7.7%	4,998	1,072	48%
2007	26,181	1.2%	120,723	0.5%	121,194	6,767	5.9%	4,629	1,004	47%
2006	25,871	1.8%	120,170	2.1%	114,427	20,975	22.4%	4,423	952	46%
2005	25,419	3.2%	117,674	2.8%	93,452	9,452	11.3%	3,676	794	43%
2004	24,639	4.0%	114,513	4.7%	89,219	5,219	6.2%	3,621	779	46%



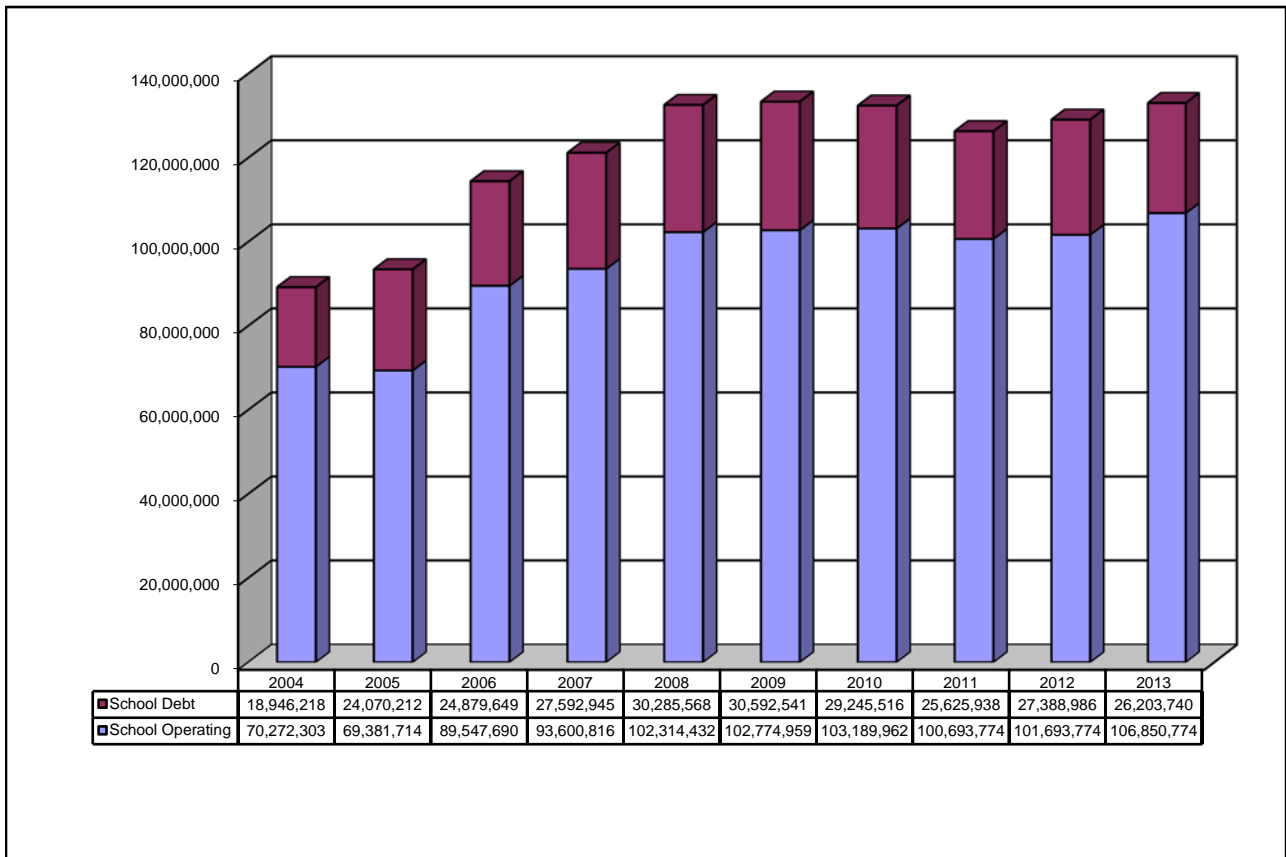
* Fiscal Years 2012 and 2013 are Adopted Budgets.



SCHOOL TRANSFER AND DEBT SERVICE

The schedule and graph below give an historical analysis of the School Transfer separated by Operating Costs and Debt Service.

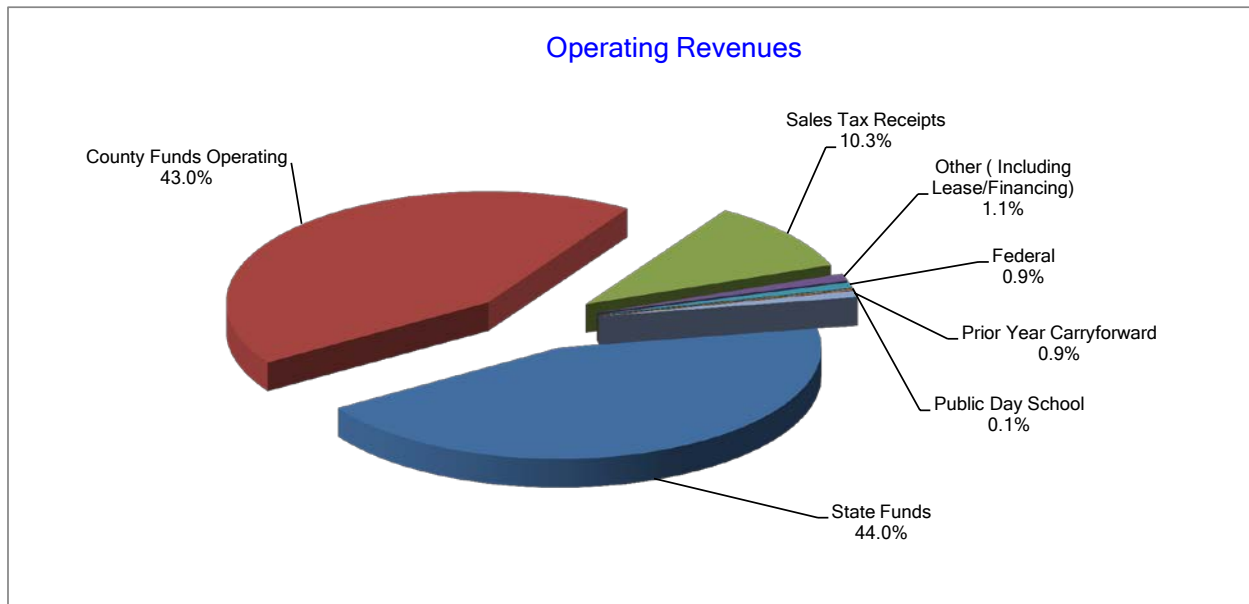
Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	School Debt Service	Prior Year % Change Debt
2004	89,218,521	70,272,303	8.51%	18,946,218	-1.51%
2005	93,451,926	69,381,714	-1.27%	24,070,212	27.04%
2006	114,427,339	89,547,690	29.07%	24,879,649	3.36%
2007	121,193,761	93,600,816	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	132,435,478	103,189,962	0.40%	29,245,516	-4.40%
2011	126,319,712	100,693,774	-2.42%	25,625,938	-12.38%
2012	129,082,760	101,693,774	0.99%	27,388,986	6.88%
2013	133,054,514	106,850,774	5.07%	26,203,740	-4.33%
Average 2004 to 2013			5.46%		3.63%





SCHOOL OPERATING REVENUES

Revenues	FY2011	FY2012	FY2013	FY2013	
	Actual	Adopted Budget	Adopted Budget	Change '12 to '13	
State Funds	\$96,098,467	\$103,014,406	\$108,040,331	\$5,025,925	5%
County Funds Operating	99,323,620	101,693,774	106,518,774	4,825,000	5%
Sales Tax Receipts	22,459,885	23,247,942	25,510,592	2,262,650	10%
Other (Including Lease/Financing)	2,285,487	2,432,500	2,612,279	179,779	7%
Federal	2,503,520	1,620,000	2,135,000	515,000	32%
Public Day School	0	0	332,000	332,000	100%
Prior Year Carryforward	0	5,585,265	2,298,046	(3,287,219)	-59%
Total	\$222,670,979	\$237,593,887	\$247,447,022	\$9,853,135	4%



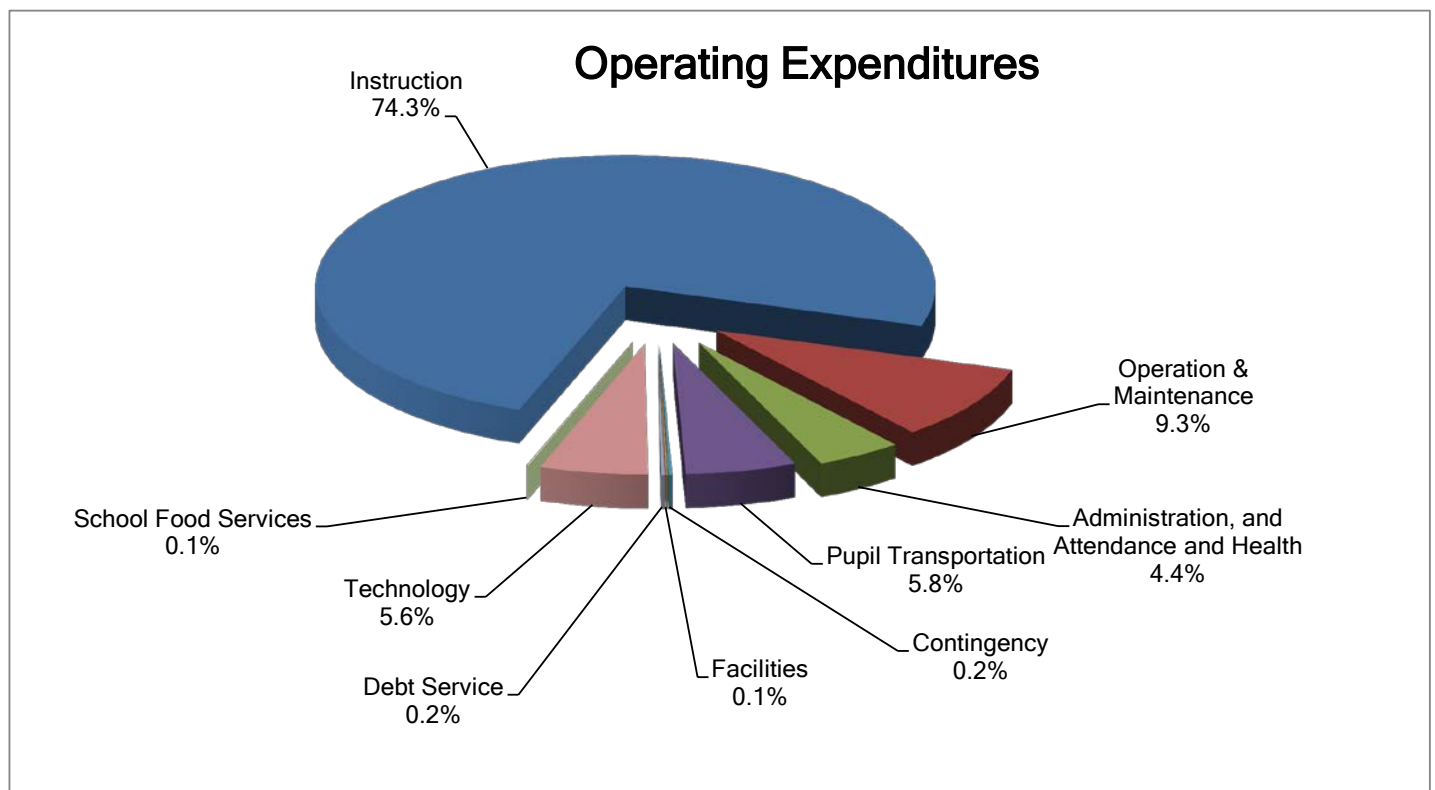
Fund Balance, Beginning of Year	\$3,566,366	\$7,967,970	\$7,967,970	\$0	0.00%
Fund Balance, End of Year ⁽¹⁾	\$7,967,970	\$7,967,970	\$7,967,970	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2011 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report



SCHOOL OPERATING EXPENDITURES

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Instruction	\$157,060,607	\$176,785,722	\$183,844,666	\$7,058,944	4.0%
Operation & Maintenance	21,666,638	22,062,827	22,917,389	854,562	3.9%
Administration, and Attendance and Health	9,694,176	9,613,504	11,000,302	1,386,798	14.4%
Pupil Transportation	11,763,324	13,762,421	14,301,351	538,930	3.9%
Contingency	0	500,000	500,000	0	0.0%
Facilities	366,252	295,000	290,000	(5,000)	-1.7%
Debt Service	469,864	461,910	461,909	(1)	0.0%
Technology	15,180,057	13,926,699	13,901,991	(24,708)	-0.2%
School Food Services	210,245	185,804	229,414	43,610	23.5%
Transfers to Other Funds	1,858,212	0	0	0	0.0%
Total	\$218,269,375	\$237,593,887	\$247,447,022	\$9,853,135	4.1%





STATE FISCAL STABILIZATION

The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget. These funds were only available through FY11.

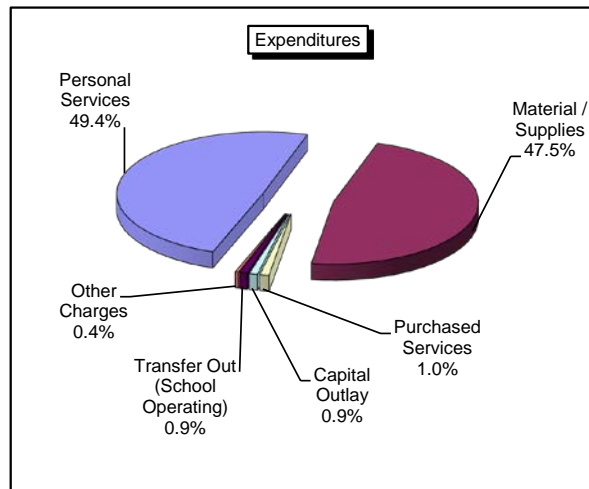
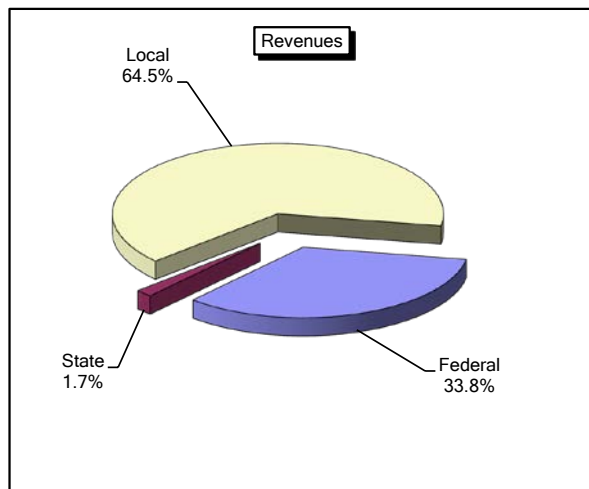
Revenues	FY2011	FY2012	FY2012	FY2013	
	Actual	Adopted Budget	Adopted Budget	Change '11 to '12	
Federal Funds	\$14,330,732	\$0	\$0	\$0	0.00%
Total	\$14,330,732	\$0	\$0	\$0	0.00%
Expenditures					
Instruction	\$14,330,732	\$0	\$0	\$0	0.00%
Administration, Attendance and Health	0	0	0	0	0.00%
Operation & Maintenance	0	0	0	0	0.00%
Technology	0	0	0	0	0.00%
Total	\$14,330,732	\$0	\$0	\$0	0.00%
Fund Balance, Beginning of Year	\$0	\$0	\$0	\$0	0.00%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0.00%



SCHOOL NUTRITION SERVICE FUND

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013	Change '12 to '13
Revenues					
Federal	\$4,388,487	\$3,761,381	\$3,977,690	\$216,309	5.75%
State	\$179,779	\$192,505	\$197,758	\$5,253	2.73%
Local					
Lunch Sales	\$4,212,855	\$4,240,500	\$4,462,603	\$222,103	5.24%
A-la-carte	2,645,862	2,925,000	2,606,535	(318,465)	-10.89%
Breakfast Sales	408,229	92,800	415,000	322,200	347.20%
Expenditure Refunds	4,619	0	116,418	116,418	100.00%
Total	\$7,271,565	\$7,258,300	\$7,600,556	\$342,256	4.72%
From School Operating Fund	\$8,026	\$0	\$0	\$0	0.00%
Grants	37,286	0	0	0	0.00%
Total	\$11,885,143	\$11,212,186	\$11,776,004	\$563,818	5.03%
Expenditures					
Personal Services	\$5,295,061	\$5,611,224	\$5,811,760	\$200,536	3.57%
Material / Supplies	5,654,847	5,197,687	5,591,094	393,407	7.57%
Purchased Services	78,003	151,100	121,000	(30,100)	-19.92%
Capital Outlay	48,975	112,500	110,000	(2,500)	-2.22%
Transfer Out (School Operating)	121,891	100,250	100,500	250	0.25%
Other Charges	33,973	39,425	41,650	2,225	5.64%
Total	\$11,232,750	\$11,212,186	\$11,776,004	\$563,818	5.03%
Fund Balance, Beginning of Year	\$1,855,832	\$2,508,225	\$2,508,225	\$0	0.00%
Fund Balance, End of Year⁽¹⁾	\$2,508,225	\$2,508,225	\$2,508,225	\$0	0.00%

(1) The ending fund balance for FY2011 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report





CONSTRUCTION FUND

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

Revenues	FY2011	FY2012	Adopted	FY2013	Change '12 to '13
	Actual	Adopted Budget	Budget		
VP SA Bond Funding	\$9,604,026	\$0	\$0	\$0	0.00%
VP SA Interest	12,304	0	245,618	245,618	100.00%
Grants Contingency	0	0	0	0	0.00%
Proffers	112,831	0	0	0	0.00%
Other	2,061,916	4,700,000		(4,700,000)	-100.00%
Total	\$11,791,077	\$4,700,000	\$245,618	(\$4,454,382)	-94.77%
Expenditures					
Capital Outlay	\$5,723,939	\$0	\$0	0	0.00%
Material / Supplies	1,265,843	1,165,000	0	(1,165,000)	-100.00%
Other Charges	0	2,750,000	0	(2,750,000)	-100.00%
Purchased Services	1,172,394	556,065	3,045	(553,020)	-99.45%
Personal Services	184,034	228,935	242,573	13,638	5.96%
Total	\$8,346,210	\$4,700,000	\$245,618	(\$4,454,382)	-94.77%
Fund Balance, Beginning of Year	\$6,504,944	\$9,949,811	\$9,949,811	\$0	0.00%
Fund Balance, End of Year ⁽¹⁾	\$9,949,811	\$9,949,811	\$9,949,811	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2011 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

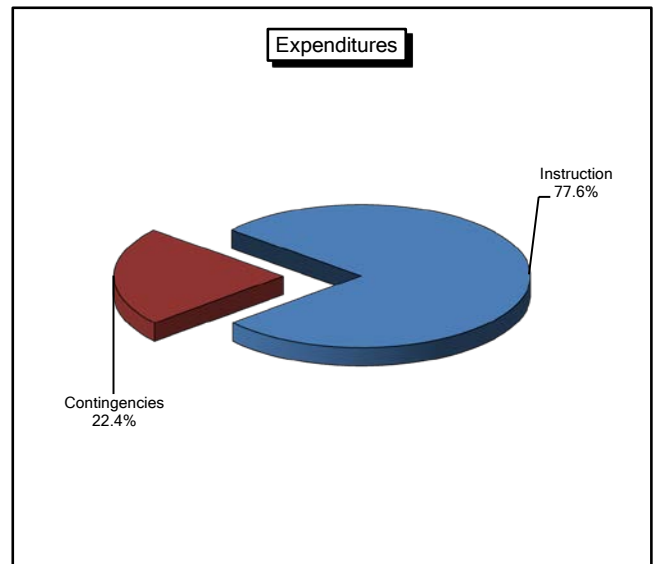
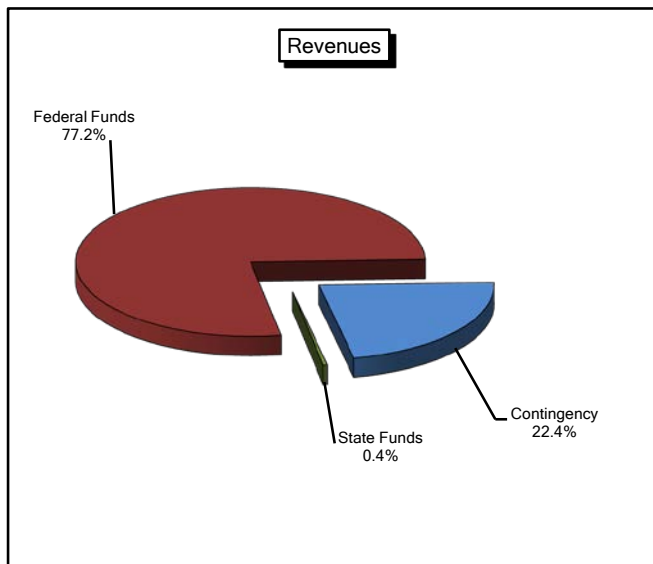


GRANT FUND

Grant funds are budgeted and appropriated when a grant is authorized. These funds may be carried over to the next fiscal year until the grant is complete.

Revenues	FY2011 Actual	Adopted Budget	Adopted Budget	Change '12 to '13	
Federal Funds	\$12,120,926	\$7,945,175	\$8,613,160	\$667,985	8.41%
Contingency	0	2,500,000	2,500,000	0	0.00%
State Funds	112,999	44,322	44,322	0	0.00%
Other Funds	10,205	0	0	0	0.00%
Total	\$12,244,130	\$10,489,497	\$11,157,482	\$667,985	6.37%
Expenditures					
Instruction	\$12,214,112	\$7,989,497	\$8,657,482	\$667,985	8.36%
Contingencies	0	2,500,000	2,500,000	0	0.00%
Total	\$12,214,112	\$10,489,497	\$11,157,482	\$667,985	6.37%
Fund Balance, Beginning of Year	\$47,115	\$77,133	\$77,133	\$0	0.00%
Fund Balance, End of Year⁽¹⁾	\$77,133	\$77,133	\$77,133	\$0	0.00%

⁽¹⁾ The ending fund balance for FY2011 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

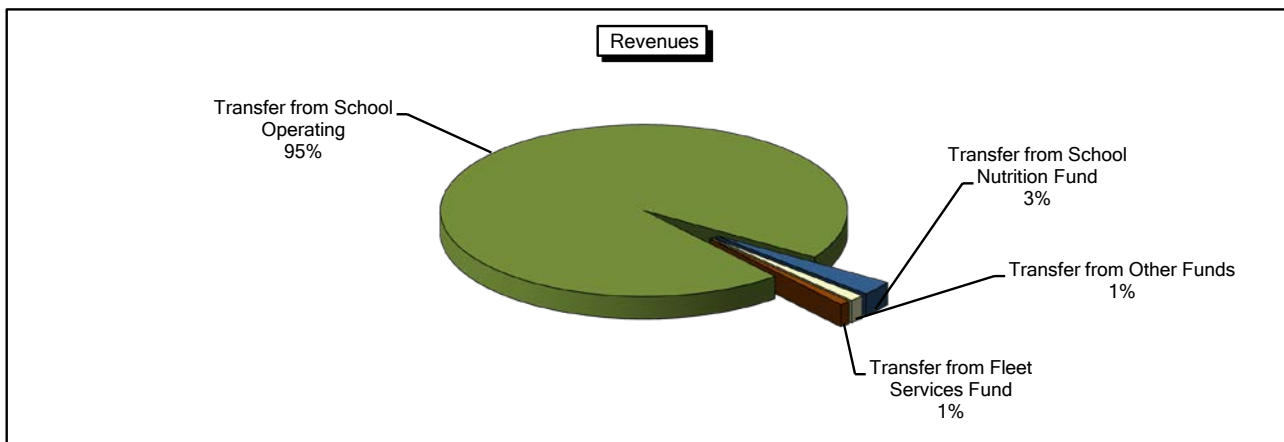




SCHOOL WORKERS COMPENSATION FUND

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Revenues					
Transfer from School Operating	\$861	\$700,332	\$594,788	(\$105,544)	-15%
Transfer from School Nutrition Fund	21,892	19,014	16,815	(2,199)	-12%
Transfer from Other Funds	10,017	8,719	7,376	(1,343)	-15%
Transfer from Fleet Services Fund	0	6,099	5,406	(693)	-11%
Expenditure Refunds	1,982	0	0	0	0%
Total	\$34,752	\$734,164	\$624,385	(\$109,779)	-15%
Expenditures					
Workers Compensation	\$539,670	\$734,164	\$676,071	(\$58,093)	-8%
Personnel	71,631	0	0	0	0%
Total	\$611,301	\$734,164	\$676,071	(\$58,093)	-8%
Net Assets, Beginning of Year	\$1,940,416	\$1,363,867	\$1,363,867	\$0	0%
Net Assets, End of Year⁽¹⁾	\$1,363,867	\$1,363,867	\$1,312,181	(\$51,686)	-4%

⁽¹⁾ The ending net assets for FY2011 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report





SCHOOL HEALTH INSURANCE FUND

The School Health Insurance Fund is an internal fund designed to collect and disperse payments for employee and retiree health insurance.

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Revenues ⁽¹⁾	\$25,839,481	\$25,342,408	\$24,668,261	(\$674,147)	-3%
Expenditures ⁽²⁾	\$31,286,892	\$25,342,408	\$24,668,261	(\$674,147)	-3%

⁽¹⁾ Revenues are expected to include employer and employee share of health insurance contributions, state funds for retiree health insurance, use of net assets, and other miscellaneous revenues.

⁽²⁾ Expenditures are expected to include payment of all health insurance claims and requirements plus a contribution to OPEB.

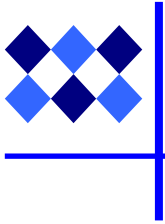


TRANSPORTATION FUND

The Transportation Fund, established in June 1986, is a governmental special revenue fund, used to account for the receipt and disbursement of the motor fuels tax and state recordation tax. The fund is also the repository for monies received from other sources for specific transportation projects.

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

Certain road projects are funded with impact fees or through special tax districts. See Road Impact Fee West Fund and Garrisonville Road Service District Fund in the Other Funds section for a discussion of road projects funded with these specific revenue sources.

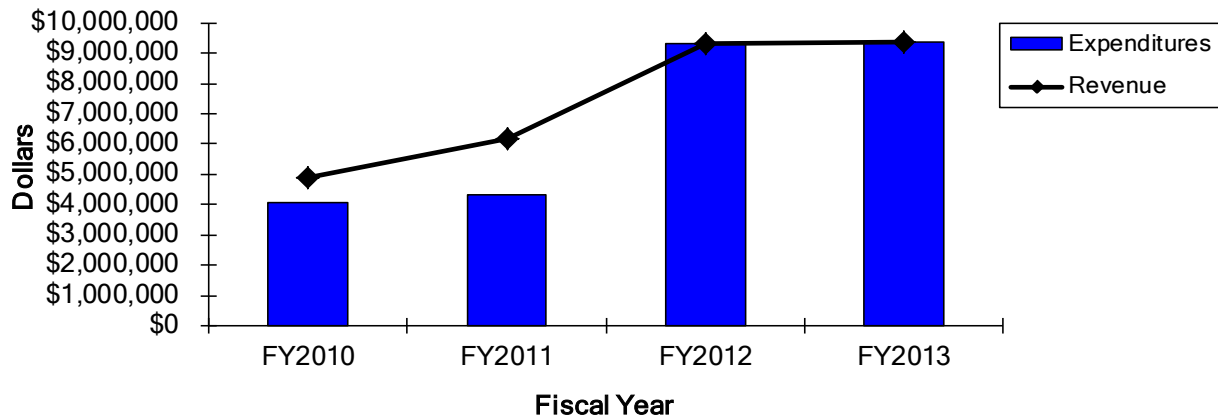


Our Mission: A special revenue fund established for the purpose of enhancing the efficiency and quality of transportation for County businesses and residents.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change 12 to 13	
Costs						
Personnel	\$169,952	\$0	\$0	\$0	\$0	0.00%
Operating	3,832,314	3,372,526	3,315,823	2,849,256	(466,567)	-14.07%
Capital	76,866	954,997	5,970,250	6,499,000	528,750	8.86%
Total	4,079,132	4,327,523	9,286,073	9,348,256	62,183	0.67%
Revenue	4,878,809	6,190,358	9,286,073	9,348,256	62,183	0.67%
Difference	(\$799,677)	(\$1,862,835)	\$0	\$0	\$0	0.00%

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



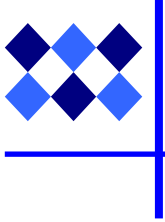
SIGNIFICANT BUDGET CHANGES

Operating

- VRE subsidy decreased due to change in ridership, Spotsylvania’s payment of deferred subsidy share
- FRED increase due to withdrawal of service in Caroline and King George Counties, increase fuel costs

Capital

- Continued implementation of road improvements



TRANSPORTATION

DEPARTMENTAL GOALS/OBJECTIVES

- Begin construction of the Poplar Road Safety improvements between Warrenton Road past Truslow Road
- Complete design and right of way acquisition for the Poplar Road safety improvements north of Kellogg Mill Road
- Complete design, right of way acquisition and utility relocation for the Mountain View Road safety improvements
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)
- Complete design of the Brooke Road safety improvements
- Complete selected road improvements within the County
- Complete transportation analysis and modeling in support of the impact fee and comprehensive plan efforts

DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outputs			
Number of daily riders on VRE system	16,200	16,200	17,350
Efficiencies			
County subsidy for VRE	\$2,634,002	\$2,505,805	2,347,707

DEPARTMENTAL ACCOMPLISHMENTS

- Completed improvements in three developer subdivisions, Deacon Woods, Stafford Oaks section 4B, and Woodlands at Berea, using securities funds due to lack of action and response by developers.
- Completed Hampton Park Sidewalk improvements
- Provided technical support for the Transportation Impact Fee Study
- Worked with VDOT to complete the Brooke Road Bridge project
- Worked with VDOT to complete safety improvements along Bells Hill Road
- Advanced design of the Mountain View Road improvements
- Completed Trails 3 and 5 of the Belmont Ferry Farm Trail system.
- Worked with VDOT for the completion of England Run Lane and Sandy Ridge Road
- Completed drainage improvements on Blossom Wood Court and Choptank Road
- Installed FRED Bus Shelters at Garrison Woods Drive and Drew Middle School
- Provided construction and E&S support for Phase I of the Civil War Park project



TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name

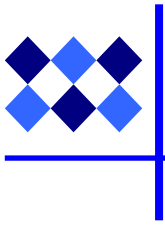
Mission

Fredericksburg Regional Transit

Provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region.

Stafford Regional Airport

Provides safe airport and aircraft operations, unparalleled customer service, and modern aviation facilities in a fiscally prudent manner.



TRANSPORTATION FUND PROJECTS

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. Stafford County has two VRE stations located off of Brooke road and Leeland Road. VRE currently carries approximately 16,500 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 our subsidy to VRE.

FRED Bus Service

The Fredericksburg Regional Transit System (FRED) provides bus transit service on 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 locally 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 the County's 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.

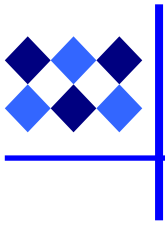
More information on the Stafford Regional Airport "RMN" can be obtained from the Regional Airport Authority located within the airport at 75 Aviation Way, Stafford, Virginia, or by calling (540) 658-1212, or by visiting their website at www.staffordairport.com.

Bicycle/Pedestrian Trails

The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Funds from the Transportation Fund will pay the County's match.

Local Road Projects

Local road projects include approved bond projects, defaulted developers' projects, and other special road projects as approved by the Board of Supervisors.



TRANSPORTATION FUND PROJECTS

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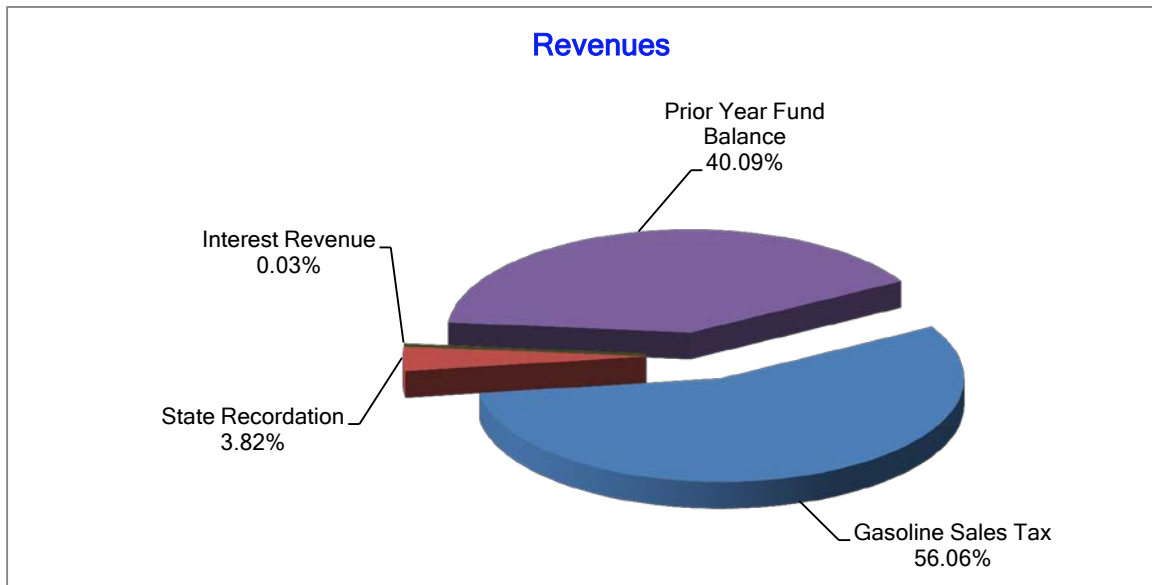
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TRANSPORTATION FUND REVENUES

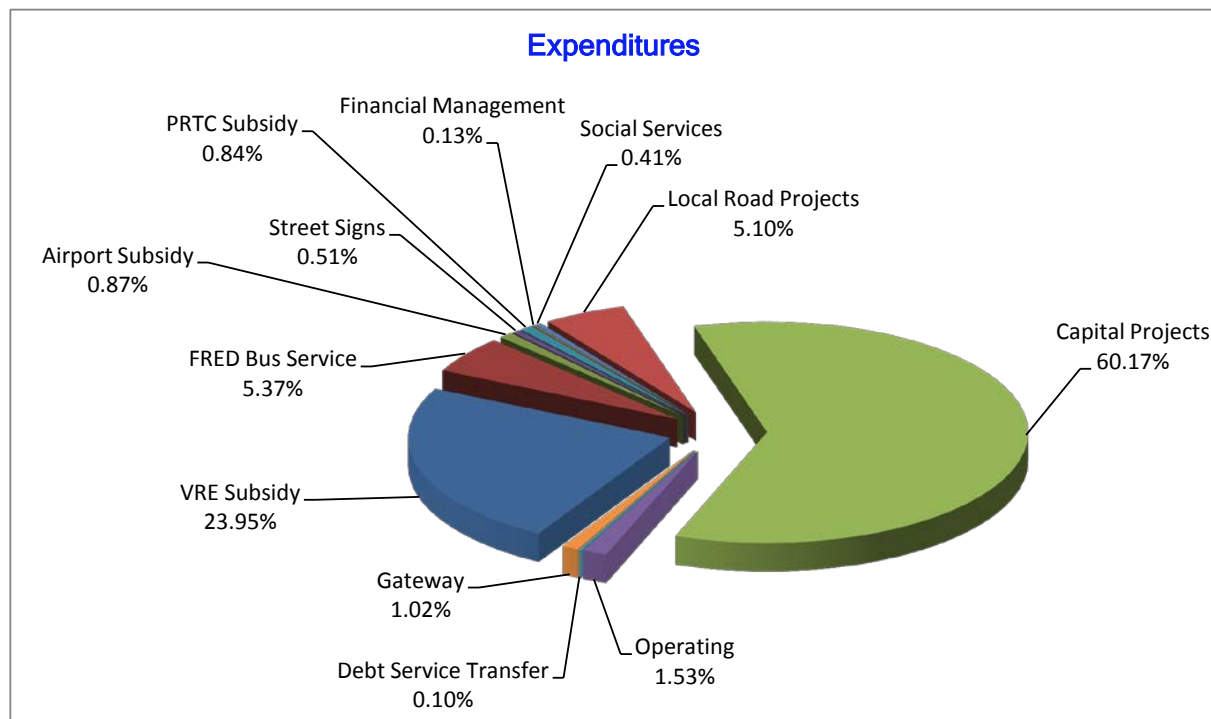
	FY2011 Actual	FY2012 Adopted	Adopted Budget	FY2013 Changes 12 to 13	
Gasoline Sales Tax	\$5,238,825	\$4,384,273	\$5,240,779	\$856,506	19.54%
State Recordation	714,506	396,600	715,000	318,400	80.28%
Interest Revenue	5,587	4,000	2,500	(1,500)	-37.50%
Federal Revenue	139,175	0	0	0	0.00%
From the General Fund	0	0	0	0	0.00%
Prior Year Fund Balance	0	4,501,200	3,389,977	(1,111,223)	-24.69%
Proffers	107,302	0	0	0	0.00%
Miscellaneous	(15,037)	0	0	0	0.00%
Total	\$6,190,358	\$9,286,073	\$9,348,256	\$62,183	0.67%





TRANSPORTATION FUND EXPENDITURES

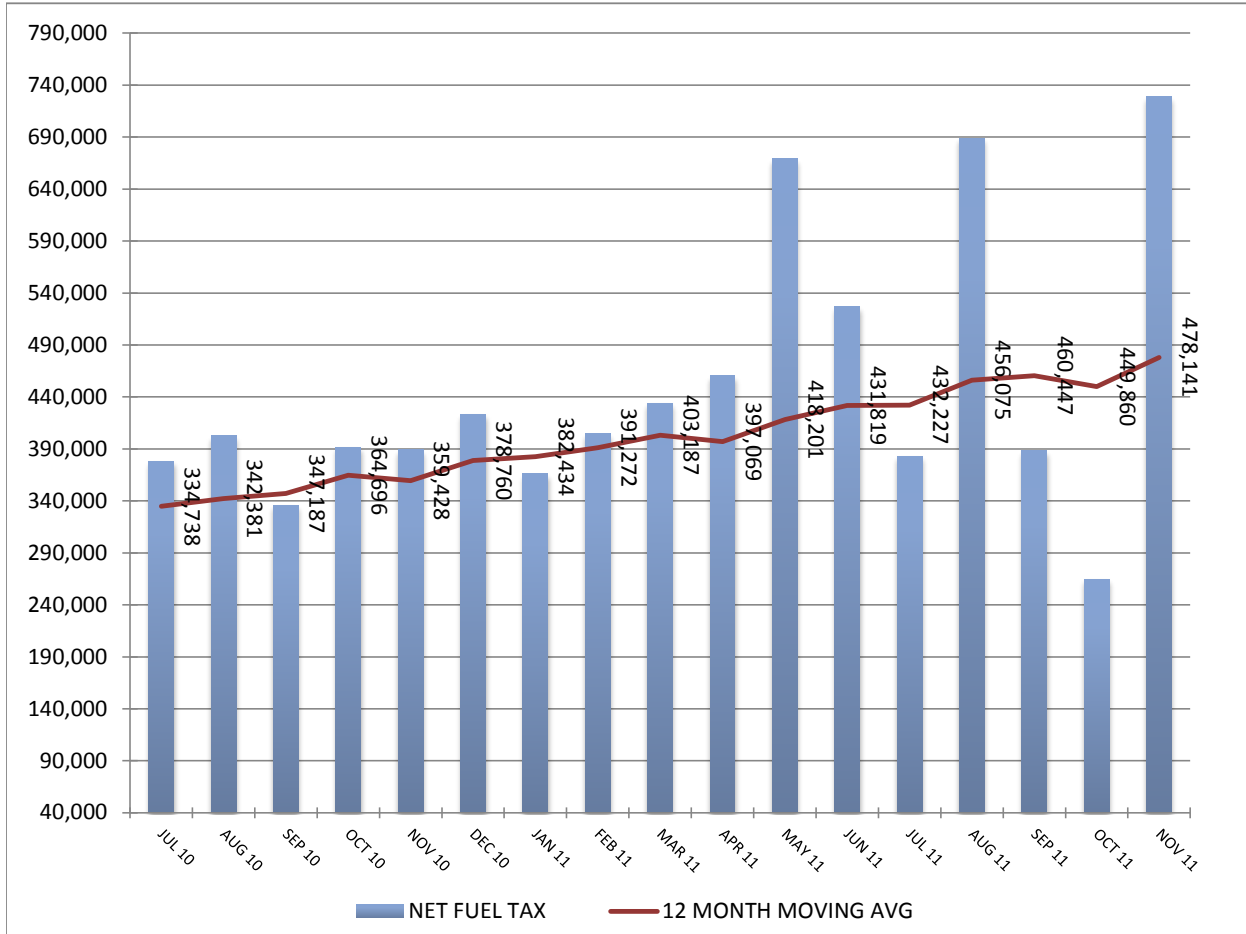
	FY2011 Actual	FY2012 Adopted	Adopted Budget	FY2013 Changes 12 to 13	
VRE Subsidy	\$2,634,002	\$2,505,805	\$2,347,707	(\$158,098)	-6.31%
Deferred Spotsy VRE contribution (Credi	0	0	(455,067)	(\$455,067)	100.00%
FRED Bus Service	477,656	511,239	526,337	15,098	2.95%
Airport Subsidy	85,715	85,714	85,714	0	0.00%
Street Signs	30,843	50,000	50,000	0	0.00%
PRTC Subsidy	57,000	60,500	82,000	21,500	35.54%
Financial Management	17,483	12,565	12,565	0	0.00%
Transportation Model	0	50,000	0	(50,000)	-100.00%
Social Services	21,767	40,000	40,000	0	0.00%
Land Purchase	0	1,000,000	0	(1,000,000)	-100.00%
Local Road Projects	954,997	1,469,050	500,000	(969,050)	-65.96%
Capital Projects	0	0	5,899,000	5,899,000	100.00%
Mountainview Road	0	3,001,200	0	(3,001,200)	-100.00%
Brooke Road	0	500,000	0	(500,000)	-100.00%
Operating	48,060	0	150,000	150,000	100.00%
Debt Service Transfer	0	0	10,000	10,000	100.00%
Gateway		0	100,000	100,000	100.00%
Total	\$4,327,523	\$9,286,073	\$9,348,256	\$62,183	0.67%





PRTC NET FUEL TAX COLLECTION

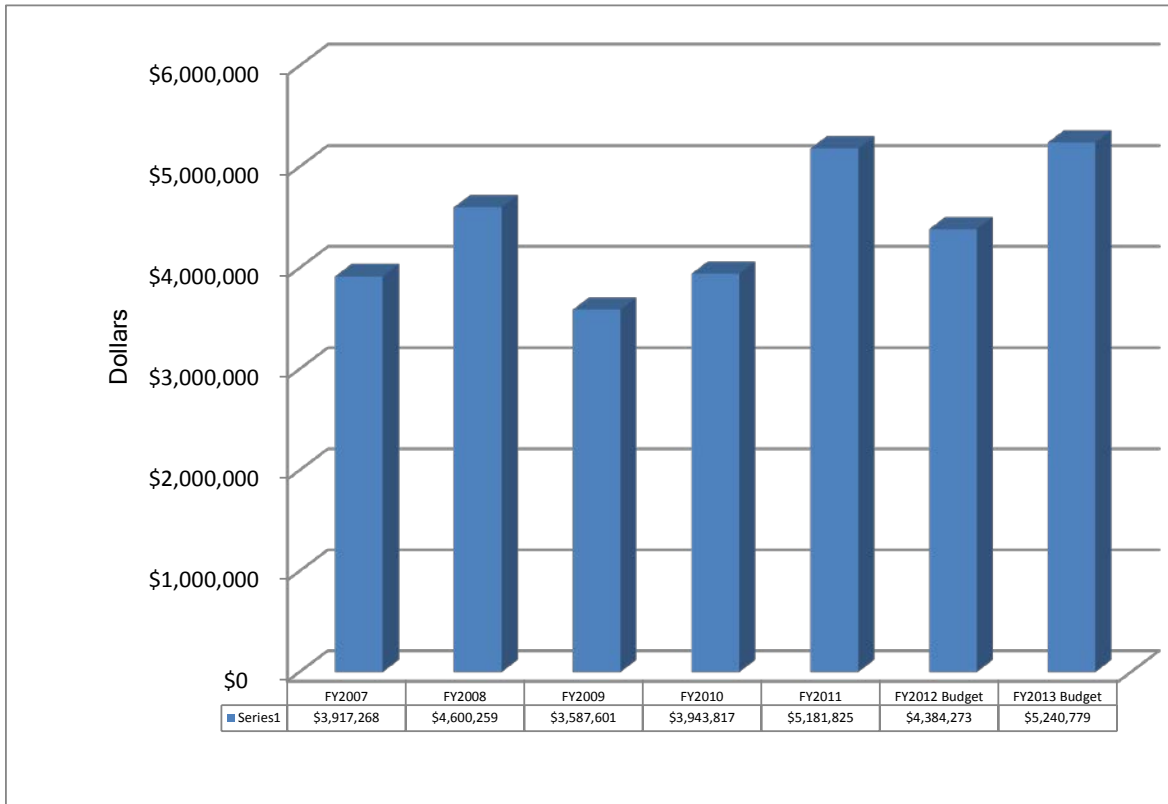
This graph shows the monthly fuel tax collection, for FY2011 and FY2012 (through November). Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well as the timeliness of dealer payments.





FUEL TAX COLLECTION

This graph illustrates fuel tax collections from FY2007 through FY2011, with projections for FY2012 and FY2013.



Until January 1, 2010, the tax was based on 2% of the retail fuel price. After January 1, 2010, the calculation changed to 2.1% of the wholesale price of fuel.



The 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 Water Treatment Facility (WTF), rated at 10 million gallons per day (mgd), provides water to the northern region of Stafford and to the Camp Barrett area of Marine Corps Base Quantico. The Abel Lake WTF, rated at 6 mgd, provides water to the southern region. Combined, the two reservoirs hold over 3.4 billion gallons of water. If needed, interconnecting piping in the water distribution system allows the transfer of treated water from one service area to the other. A third reservoir, Rocky Pen Run, is currently under construction. It is expected to be available in 2014. It will provide an additional 5.4 billion gallons of water storage.

The water distribution system is comprised of more than 603 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities (WWTF). The treatment capacity at Little Falls Run WWTF is currently permitted at 8 mgd, an increase of 4 mgd following the completion of upgrades in FY12. The current treatment capacity at Aquia WWTF is 10 mgd. Both treatment facilities utilize biological nutrient removal, ultraviolet light disinfection, and the low-load aeration system that allows higher flow rates without adversely affecting treatment. The wastewater collection and transmission system consists of more than 421 miles of gravity sewers, 55 miles of sewer force mains and 89 pump stations.

Utilities Department Personnel:

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

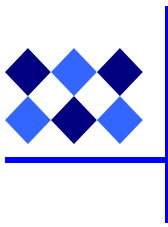
Projected Demand for Service:

The number of billed customer accounts served by the Utilities Department is expected to reach 33,000 by the end of Fiscal Year 2013, assuming 1.5% growth. For the remainder of the planning period (FY14-FY22), accounts are projected to grow at a moderate rate of 1.5% per year.



ADOPTED FY 2013 UTILITIES FUND BUDGET

Revenues/Sources			
	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$ 25,143,000	\$ -	\$ 25,143,000
Availabilities/ProRata Fees	-	8,307,000	8,307,000
Other Charges and Fees	1,399,000	-	1,399,000
Use of Money/Property	-	227,000	227,000
Grants	-	67,000	67,000
Bond Proceeds	-	32,265,000	32,265,000
Subtotal	\$ 26,542,000	\$ 40,866,000	\$ 67,408,000
Prior Year Fund Balance	19,459,441	-	19,459,441
Total Revenues	\$ 46,001,441	\$ 40,866,000	\$ 86,867,441
Expenditures			
	Operating	Expansion	Total
Personnel & Operating			
Admin/Cust Service/ Engineering	\$ 5,707,576	\$ -	\$ 5,707,576
Smith Lake WTP	2,423,623	-	2,423,623
Abel Lake WTP	2,372,697	-	2,372,697
Field Operations	4,724,233	-	4,724,233
Aquia WWTF	2,597,310	-	2,597,310
Little Falls Run WWTF	1,944,030	-	1,944,030
Maintenance	3,336,972	-	3,336,972
Total Personnel & Operating:	\$ 23,106,441	\$ -	\$ 23,106,441
Debt Service	-	5,124,000	5,124,000
Total Personnel, Operating & Debt Service	\$ 23,106,441	\$ 5,124,000	\$ 28,230,441
Capital Expenditures			
310 Zone Water System Improvements	\$ -	\$ 215,000	\$ 215,000
342 Water Pressure Zone Improvements	-	3,250,000	3,250,000
480 Water Pressure Zone Improvements	-	1,900,000	1,900,000
Courthouse Area Water System Improvements	-	1,350,000	1,350,000
Claiborne Run Gravity Sewer Interceptor Replacement	-	2,144,000	2,144,000
Claiborne Run PS Generator Replacement	-	1,000,000	1,000,000
Falls Run Sewer Interceptor Replacement (Phase 1)	-	2,800,000	2,800,000
Austin Run PS and FM Replacement	-	2,000,000	2,000,000
Country Ridge PS Replacement	-	200,000	200,000
Ebenezer Church Pump Station	-	636,000	636,000
North Stafford Industrial Park PS Replacement	-	600,000	600,000
Oaks of Stafford PS Replacement	-	515,000	515,000
Old Route 3 PS Replacement	-	663,000	663,000
Sweetbriar PS Replacement	-	663,000	424,000
Water Distribution System Rehabilitation	100,000	0	100,000
Small Sewer Projects	290,000	0	290,000
Wastewater Pump Station Rehabilitation	250,000	0	250,000
Wastewater Collection System Rehabilitation	100,000	0	100,000
Vehicle and Equipment Replacement	200,000	0	200,000
Rocky Pen Run Dam & Reservoir	-	24,500,000	24,500,000
Rocky Pen Run Mitigation Projects	-	1,000,000	1,000,000
Rocky Pen Reservoir Run Treatment Facility	-	14,500,000	14,500,000
Total Capital Expenditures	\$ 940,000	\$ 57,936,000	\$ 58,637,000
Total Expenditures	\$ 24,046,441	\$ 63,060,000	\$ 86,867,441



Our mission is to provide water and wastewater services that satisfy the current 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.

THINKING EFFICIENTLY

Utilities Takes a Look at Utilities

Utilities staff “audited” electric and telephone bills by reviewing schedules and the services provided. As a result, over \$5,000 in electricity service payment credits were placed on several bills. These rates will also be lower going forward. Phone service was also audited. Several lines and features were eliminated resulting in savings of \$1,500 annually.

Leasing of office space closer to the County Government Center will enhance our availability to our customers as well as provide over \$32,000 per year in cost savings.

Working with the design engineer and our value engineering consultant for the new Rocky Pen Run Dam and Reservoir has resulted in changes to the project which lowered the cost by almost \$20 million based on the engineer’s estimates in 2011 and the actual bid price.



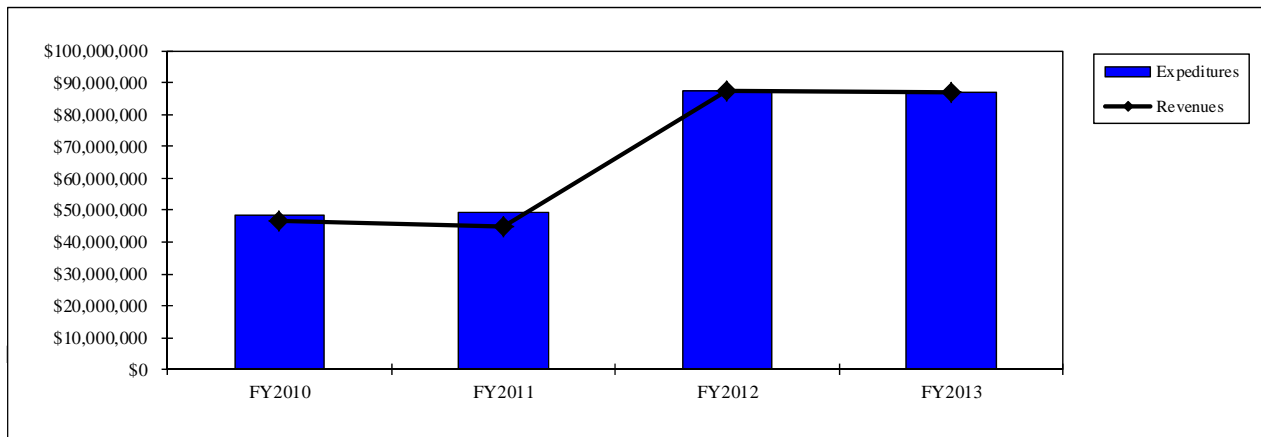
UTILITIES

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	FY2013 Adopted Budget	Change '12 to '13	
Revenue/Sources						
Water/Sewer Fees	\$22,675,662	\$21,990,884	\$24,145,000	\$25,143,000	\$998,000	4.13%
Availability/ProRata Fees	6,818,064	4,625,722	6,089,000	8,307,000	2,218,000	36.43%
Other Charges and Fees	41,840	1,083,729	1,263,000	1,399,000	136,000	10.77%
Use of Money/Property	964,691	596,926	575,000	227,000	(348,000)	-60.52%
Grants	2,206,907	2,914,691	340,000	67,000	(273,000)	-80.29%
Revenue Bond Proceeds	12,016,355	13,548,644	21,600,000	32,265,000	10,665,000	49.38%
Prior Year Fund Balance	0	0	33,680,680	19,459,441	(14,221,239)	-42.22%
Total Revenue/Sources	\$46,550,255	\$44,760,596	\$87,692,680	\$86,867,441	(\$825,239)	-0.94%
Expenditures						
Personnel	\$10,385,129	\$10,586,856	\$10,454,797	\$10,832,851	\$378,054	3.62%
Operating	9,321,119	9,589,869	11,173,037	11,973,590	800,553	7.17%
Operating -Capital Projects	1,479,626	5,622,000	15,742,900	4,792,000	(10,950,900)	-69.56%
Expansion-Capital Projects	22,821,959	18,993,000	45,408,000	53,845,000	8,437,000	18.58%
Debt Service	4,028,263	4,028,263	4,613,946	5,124,000	510,054	11.05%
OPEB Liability Reduction	300,000	300,000	300,000	300,000	0	0.00%
Total Expenditures	\$48,336,096	\$49,119,988	\$87,692,680	\$86,867,441	(\$825,239)	-0.94%
Difference	(\$1,785,841)	(\$4,359,392)	\$0	\$0	\$0	

Funded Positions

Full-Time Positions	141	141	139	139	0	0.00%
Part-Time Positions	7	1	1	1	0	0.00%



Notes:

- (1) FY13 Proposed Budget assumes \$32M in bond proceeds for the construction of Capital Projects.
- (2) FY13 Proposed Budget includes \$0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45.
- (3) FY13 Proposed Budget includes \$40M associated with the construction of Rocky Pen Reservoir and Water Treatment Facility which are scheduled to open in 2014.



SIGNIFICANT BUDGET CHANGES

REVENUE /SOURCE VARIANCES

Water/Sewer Fees

- FY13 adopted budget includes a 8% user fee rate increase
- The expected increase in revenues will be approximately 7.4%.
- Although the number of accounts is increasing by about 1.5% annually, overall water demand on a month-to-month comparison is stagnant or declining. Declining water demand is an industry wide trend.

Availability/ProRata Fees

- Projected growth of an average of 500 equivalent dwelling unit (EDU) connections in FY13 budget vs. an average of 460 within the FY12 budget.
- A \$2,000 increase in the sewer availability fee (from \$3,500 to \$5,500) is proposed for FY13.

Grants variance

- Grant-eligible projects related to Nutrient Removal Upgrade projects are complete. Approximately \$67,000 expected in FY13.

Revenue Bond Proceeds

- Approximately \$61M was authorized in FY12 for capital improvement projects including projects associated with the construction of Rocky Pen Run Reservoir. Proceeds from this authorization are expected in FY12-14.
- The FY13 Budget assumes \$32M in revenue bond proceeds.
- Approximately \$25M in additional revenue bonds is proposed for FY14 to meet critical wastewater improvement demands.

Prior Year Fund Balance

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

EXPENDITURE VARIANCES:

Personnel

- Increase in costs associated with the Virginia Retirement System.

Operating

- 10% increase in electricity costs due to higher electric rates and the wastewater treatment facilities resuming normal service levels following the completion of upgrades.
- 5% in chemical cost due to higher commodity prices and new treatment procedures at Abel Lake to meet EPA and Virginia total organic compound (TOC) requirements.
- \$225,000 budgeted for a water meter replacement program to replace aged, inefficient meters.

Operating-Capital Projects and Expansion-Capital Projects

- Upcoming construction activities for Rocky Pen Run Dam and Reservoir, the Rocky Pen Run Water Treatment Facility, and associated water distribution infrastructure needed to convey treated water into the water distribution system

Debt Service

- New debt service on Capital Improvement Plan bonds.



CORE SERVICES

- Provide water for residential, commercial, industrial and fire-suppression needs
- Collect and treat wastewater prior to discharge to protect receiving streams
- Provide for sustainability through revenue generation to support operations; timely replacement, rehabilitation, and renewal of assets; and adequate training and cross-training of staff
- Provide project design, detailed plan review, and inspection of all construction prior to acceptance by the County to ensure the reliability and maximize the useful life of all water and sewer infrastructure
- Provide administrative services including development of ordinances governing water and sewer issues, short- and long-term planning, ongoing fiscal planning to balance revenue and expenditure needs; and excellent customer service including meter reading, billing, account maintenance, supportive customer interaction regarding account status, resolution of complaints, requests for information, or any other issues customers, builders, developers, etc. may have

DEPARTMENTAL 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.



DEPARTMENTAL SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	3,418	4,003	3,989
Billion Gallons of Wastewater Treated (Manual Tracking)	2,951	3,220	3,269
Outputs			
# of Water and Sewer Billed Accounts (HTE System)	32,289	32,764	33,246
# of Miss Utility Locate Requests Processed (Manual Tracking)	20,377	21,000	22,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	500	500	500
# of Water Meters Read (HTE System)	378,631	345,089	350,196
# of Delinquency Notices (HTE System)	24,464	24,209	24,567
# of Delinquent Water Turn-Offs (HTE System)	5,612	4,890	4,963
Service Quality			
Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking)	100%	100%	100%
Drinking Water Compliance Rate - % of days (Manual Tracking)	100%	100%	100%
Efficiencies			
Operating Cost to Treat Water (per thousand gallons) (Manual Tracking)	\$1.05	\$1.14	\$1.20
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.28	\$1.38	\$1.39



UTILITIES FUND REVENUE

	FY 2011 Actual	FY 2012 Adopted Budget	Adopted Budget	FY 2013 Changes '12 to '13	
Revenues					
Water & Sewer Fees	\$21,990,884	\$24,145,000	\$25,143,000	\$998,000	4.13%
Availability/ProRata Fees	4,625,722	6,089,000	8,307,000	2,218,000	36.43%
Other Charges & Fees	1,083,729	1,263,000	1,399,000	136,000	10.77%
Use of Money & Property	596,926	575,000	227,000	(348,000)	-60.52%
	<u>\$28,297,261</u>	<u>\$32,072,000</u>	<u>\$35,076,000</u>	<u>\$3,004,000</u>	<u>9.37%</u>
Other Sources					
Revenue Bonds	-	20,000,000	32,000,000	12,000,000	60.00%
VRA Loan Proceeds	13,548,644	1,600,000	265,000	(1,335,000)	100.00%
Grants	2,914,691	340,000	67,000	(273,000)	100.00%
Donated Assets	7,333,190	-	-	-	-
Prior Year Fund Balance	-	33,680,680	19,459,411	(14,221,269)	-42.22%
	<u>\$23,796,525</u>	<u>\$55,620,680</u>	<u>\$51,791,411</u>	<u>(\$3,829,269)</u>	<u>-6.88%</u>
Total	<u>\$52,093,786</u>	<u>\$87,692,680</u>	<u>\$86,867,411</u>	<u>(\$825,269)</u>	<u>-0.94%</u>

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 33,000 billed customer accounts in FY 2013. Fees were increased by 7% in July 2011 and will increase by 8% in July 2012. The average residential customer's monthly bill is projected to be \$48.39 in FY13 based on usage of 5,000 gallons. This is well below the Virginia average of \$58.58 for the same volume of usage.

Availability Fees

Customers desiring to use the Stafford County water or wastewater system pay a one-time fee per equivalent dwelling unit (EDU). Currently the availability fees are \$6,900 for water and \$3,500 for wastewater (per EDU). These fees are designated for capital expansion and are used as a source to pay debt service for expansion projects. A \$2,000 increase in the wastewater fee is proposed for FY13.

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.

Use of Money & Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway.

Other Charges & Fees

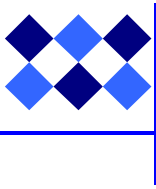
This category includes all other fees that are not included in the categories listed above.

Revenue Bonds

In FY13, it is expected that \$32M will be financed for construction of capital improvement projects including the Rocky Pen Run Reservoir and Water Treatment Facility. \$61M of water and sewer revenue bonds were authorized by the Board of Supervisors in FY12.

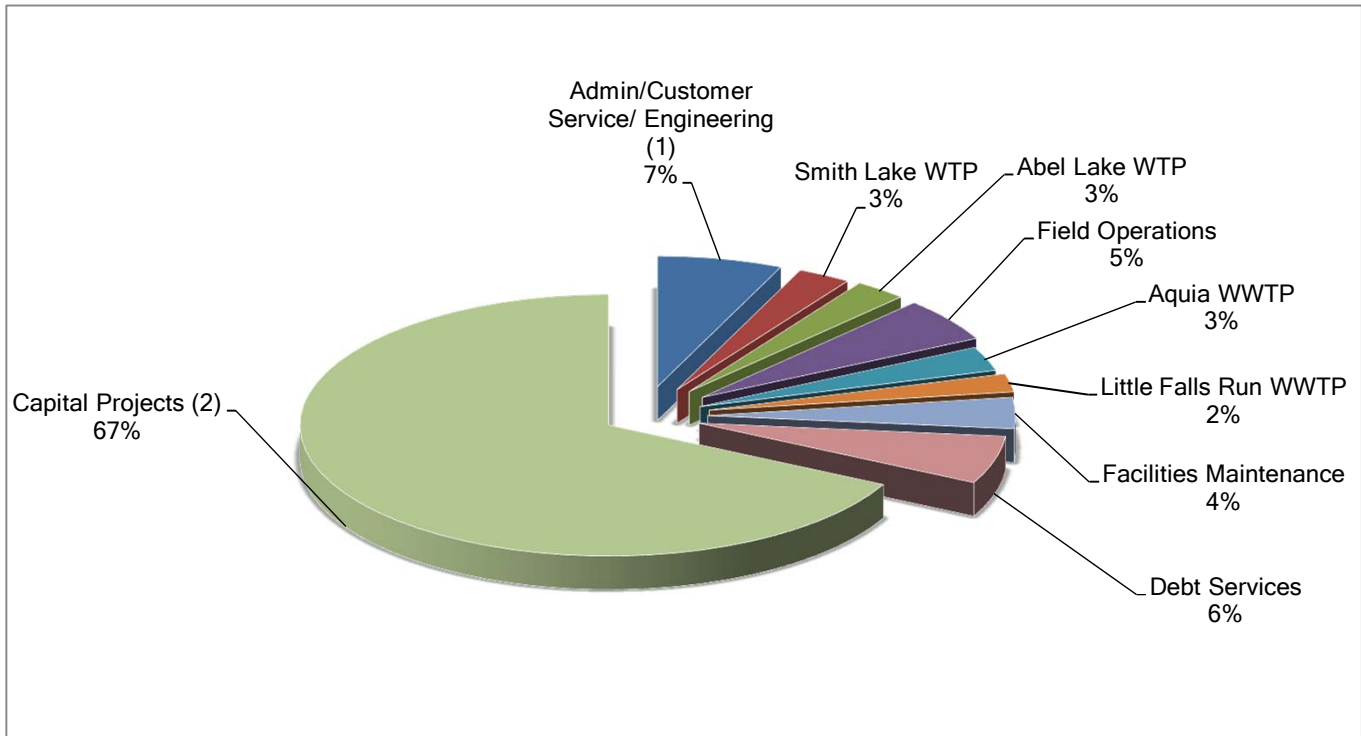
Grants

It is projected that Stafford County will receive an additional \$67,000 in FY13 from the Water Quality Improvement Fund (WQIF).



UTILITIES FUND EXPENDITURES

Expenditures	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes 12 to 13	
Admin/Customer Service/ Engineering (1)	\$5,375,640	\$5,519,619	\$5,707,576	\$187,957	3.41%
Smith Lake WTP	2,090,744	2,297,278	2,423,623	126,345	5.50%
Abel Lake WTP	2,022,673	2,257,412	2,372,697	115,285	5.11%
Field Operations	4,222,595	4,523,883	4,724,233	200,350	4.43%
Aquia WWTP	2,249,450	2,521,270	2,597,310	76,040	3.02%
Little Falls Run WWTP	1,727,770	1,921,499	1,944,030	22,531	1.17%
Facilities Maintenance	2,317,376	3,473,773	3,336,972	(136,801)	-3.94%
Debt Services	4,028,263	4,613,946	5,124,000	510,054	11.05%
Capital Projects (2)	26,116,630	60,564,000	58,637,000	(1,927,000)	-3.18%
Total Expenditures	\$50,151,141	\$87,692,680	\$86,867,441	(\$825,239)	36.36%



Notes:

(1) FY13 Proposed Budget includes \$0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB)

(2) In FY13, it is expected that \$32M will be financed from water and sewer revenue bond proceeds for construction of capital improvement projects including the Rocky Pen Run Reservoir and Water Treatment



PROJECTED AVAILABLE CASH BALANCE

	Total
6/30/2012 Projected Cash Balance	\$ 45,322,000
FY13 Projections:	
Revenues	
Water & Sewer Fees	25,143,000
Availability & Pro Rata Fees	8,307,000
Other Charges & Fees	1,399,000
Interest	227,000
Revenue Bonds	32,265,000
Grants	67,000
	67,408,000
Expenses	
Personnel	10,832,851
Operating	12,273,590
Capital Projects	58,637,000
Debt Service	5,124,000
	86,867,441
Change in fund balance	(19,459,441)
Projected 6/30/12 Fund Balance	25,862,559
Less:	
Debt Set asides	(2,000,000)
Advance Payments	(1,809,000)
Operating Reserve	(3,723,000)
3R Reserve	(3,811,000)
Deposits	(6,000,000)
Project Committed Funds	-
Total Reserved Funds	(17,343,000)
Unallocated Fund Balance	\$ 8,519,559



UTILITIES FUND

FINANCIAL AND RATE STRUCTURE

Stafford County operates the Utilities system as a self-supporting entity. The Utilities Department has three major sources of revenue:

- *Monthly user fees* pay the operations and maintenance costs of the system and a portion of annual debt service costs.
- *Availability fees* are used to pay for outstanding debt, the construction of new water supply sources, water and wastewater treatment facilities, and neighborhood projects.
- *Pro Rata fees* are used to construct the water tanks, water and sewer mains, and pumping stations identified in the Water and Sewer Master Plan.

Other sources of revenue include connection charges, bulk sale of water, septic haulers fees, pump & haul fees, reconnection fees and inspection fees.

The intent of the County in setting its rates and fees is to cover all costs of providing service to its customers. The rates are structured so that new customers connecting to the system pay the majority of the cost associated with the growth of the system and current users pay the entire cost associated with current operations, including upkeep.

Stafford County has authority to establish and revise water and wastewater rates and adopt an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing for capital improvements.

BILLING AND COLLECTION PROCEDURES

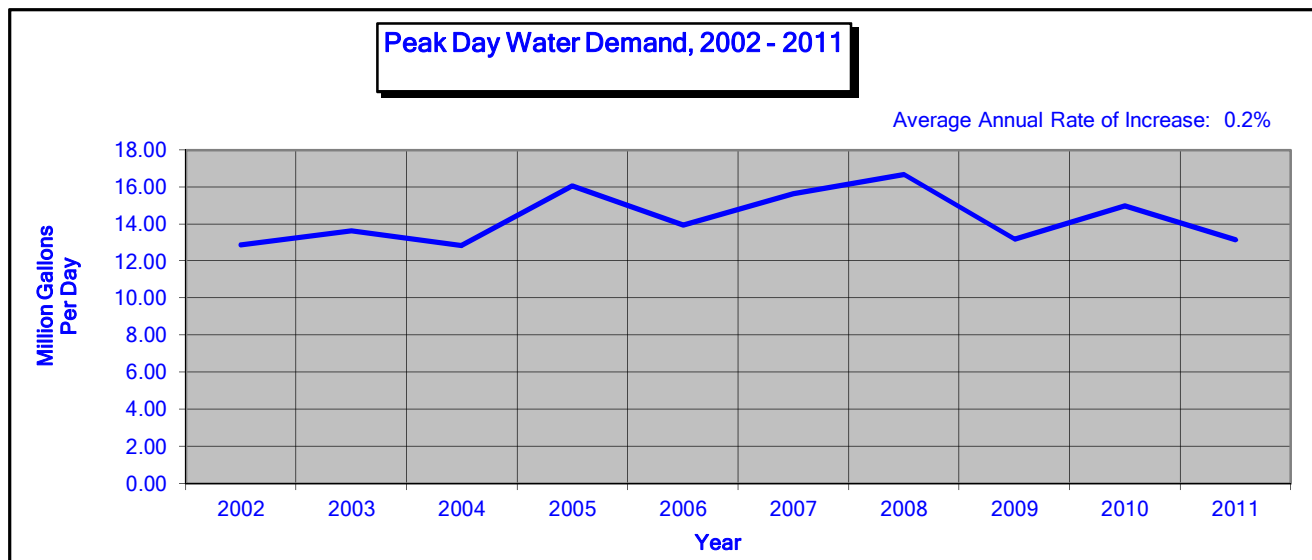
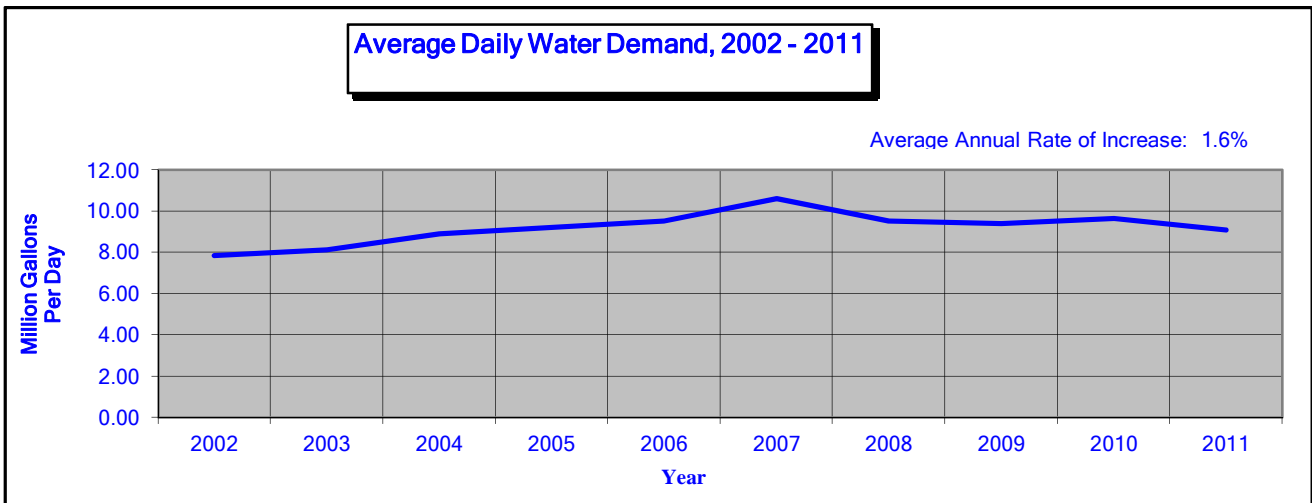
Customers receive a monthly bill for services, which is due within 25 days of the bill date. Meters are read monthly and are only estimated if the meter is inaccessible or cannot be read due to inclement weather.

A 10% penalty is added 25 days from the billing date, at which time the bill is delinquent. If the account remains unpaid 40 days from the billing date, the service may be terminated. There is a \$30.00 reconnection fee to re-establish service and an additional fee of \$25 if service is reconnected after hours. The County utilizes the Virginia Set-off Debt Collection Program and the issuance of warrants in debt as a collection means.



UTILITIES WATER TREATMENT

Since 2002, water demand has increased at an average rate of 1.6% per year. Water demand dropped off in the second half of 2007 due to mandatory water restrictions associated with the ongoing drought and has not returned to the pre-drought level yet.

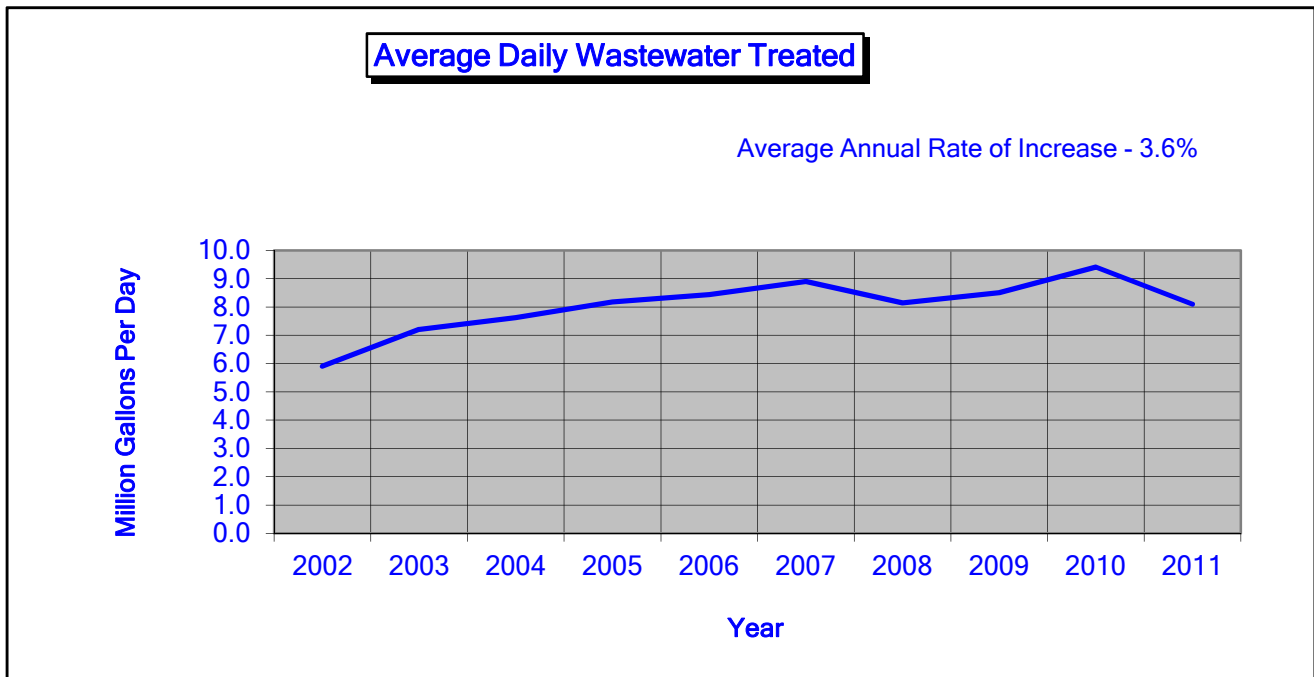




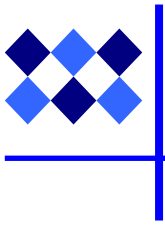
UTILITIES WASTEWATER TREATMENT

The average daily wastewater treated has increased at an average annual rate of 3.6% since 2002.

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. That, coupled with the need to meet new annual wasteload allocations for pounds on nitrogen and phosphorus discharged, is expected to increase operating costs in the future.

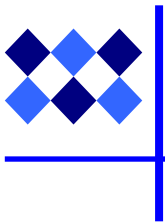






ASSET FORFEITURE FUND

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

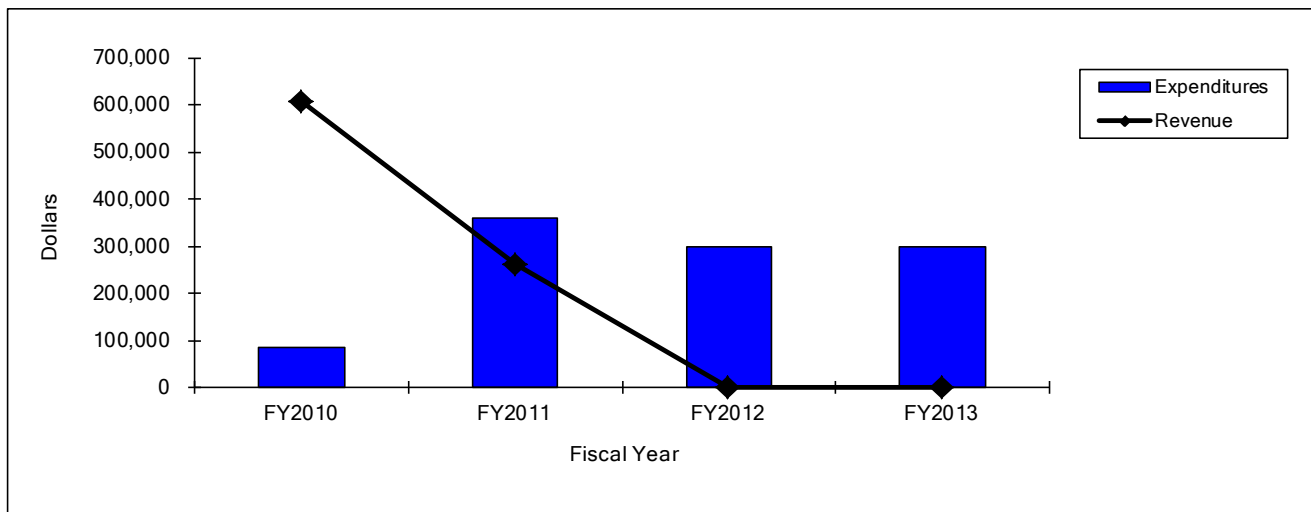


ASSET FORFEITURE FUND

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.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Operating	\$87,164	\$339,008	\$300,000	\$300,000	\$0	0.00%
Capital	0	21,262	0	0	0	0.00%
Total	87,164	360,270	300,000	300,000	0	0.00%
Revenue	607,434	263,350	0	0	0	100.00%
Inc/(Dec) to Fund Balance	(\$520,270)	\$96,920	\$300,000	\$300,000	\$0	0.00%



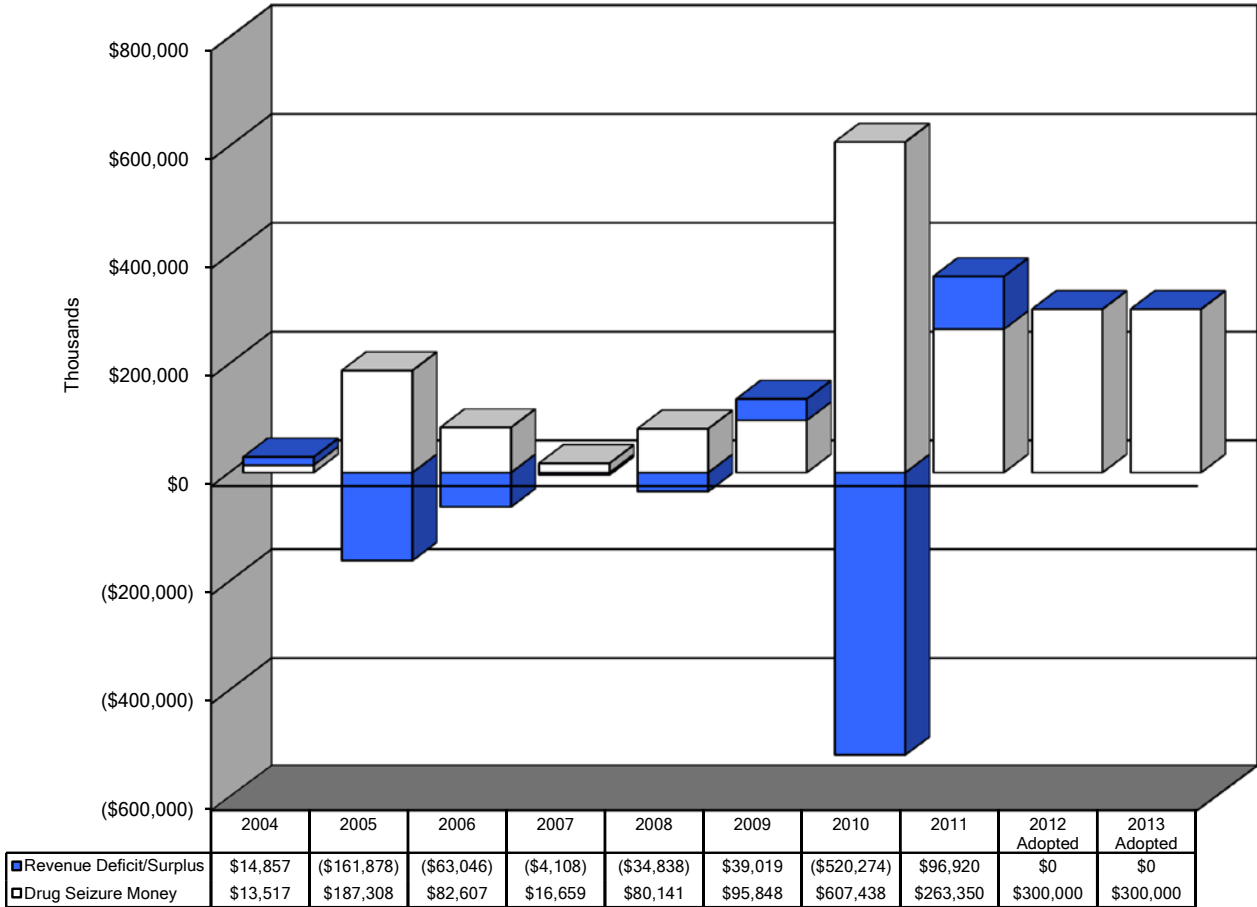
GOALS/OBJECTIVES

- 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.



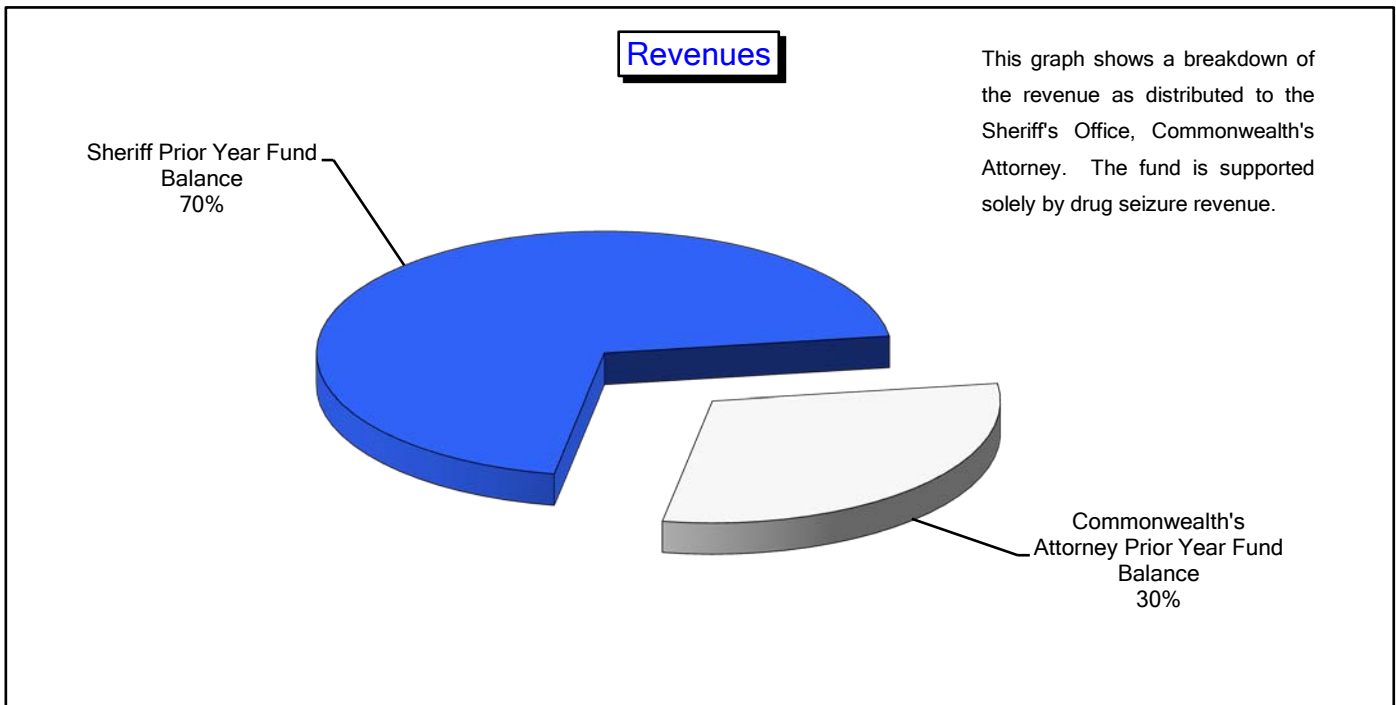
	2004	2005	2006	2007	2008	2009	2010	2011	2012 Adopted	2013 Adopted
Revenue Deficit/Surplus	52%	-637%	-322%	-33%	-77%	29%	-597%	27%	0%	0%
Drug Seizure Money	48%	737%	422%	133%	177%	71%	697%	73%	100%	100%

The Fiscal Year '05, '06, '07, '08 and '10 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

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Sheriff Prior Year Fund Balance	\$0	\$210,000	\$210,000	\$0	0.00%
Commonwealth's Attorney Prior Year Fund Balance	0	90,000	90,000	0	0.00%
Sheriff Other	189,047	0	0	0	0.00%
Commonwealth's Attorney Other	74,303	0	0	0	0.00%
Total	\$263,350	\$300,000	\$300,000	\$0	0.00%



FUND BALANCE

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Fund Balance, Beginning of Year	\$777,239	\$680,319	\$380,319	(\$300,000)	-44%
Revenues	263,350	0	0	0	0%
Expenditures	(360,270)	(300,000)	(300,000)	0	0%
Fund Balance, End of Year	\$680,319	\$380,319	\$80,319	(\$300,000)	-79%

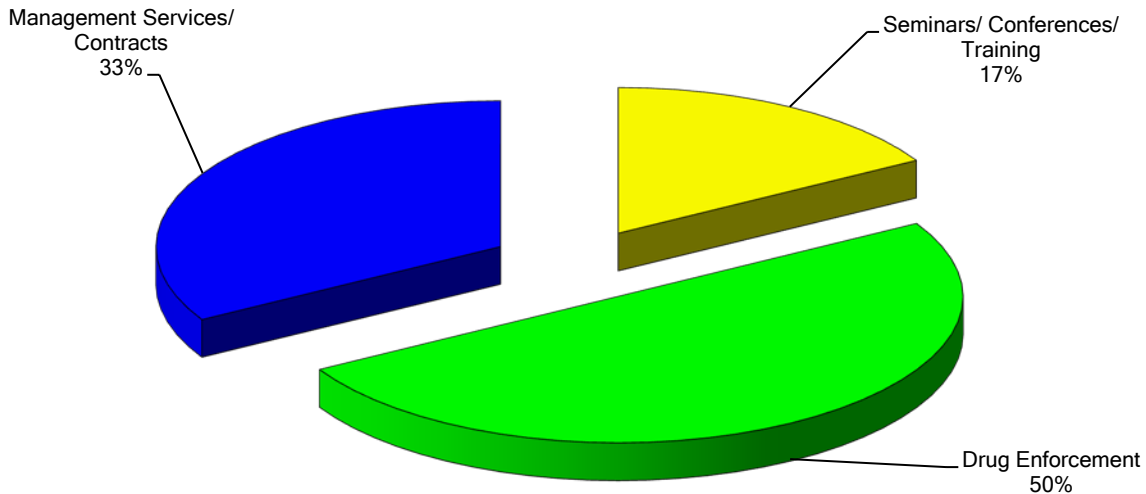


ASSET FORFEITURE FUND EXPENDITURES

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Operating	\$135,309	\$50,000	\$0	(\$50,000)	-100.00%
Management Services/ Contracts	11,318	0	100,000	100,000	100.00%
Seminars/ Conferences/ Training	46,235	50,000	50,000	0	0.00%
Drug Enforcement	50,000	150,000	150,000	0	0.00%
Equipment	96,146	0	0	0	0.00%
Motor Vehicles	21,262	50,000	0	(50,000)	-100.00%
Total	\$360,270	\$300,000	\$300,000	\$0	0.00%

Expenditures

This pie chart shows the different expenditure categories and the percentage of each category. The largest spending is projected to be in Drug Enforcement at 50% (\$150,000).







FLEET SERVICES FUND

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

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

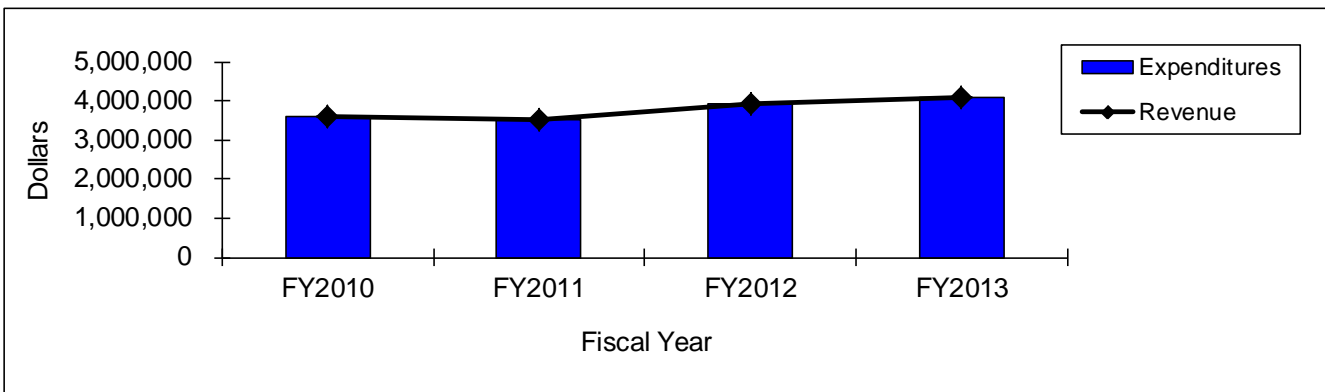
Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification plan.

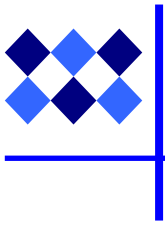
THINKING EFFICIENTLY:

- Installed new lifts to ensure employee safety and to increase efficiency.
- Security Camera's have been added for additional safety and security
- Monitor fuel usage/costs daily and notify our customers of any notable trends that would result in savings.
- Preventive maintenance is performed on all vehicles to insure they are running efficiently which prevents higher repair costs at a later date.
- Monitor fuel efficiency and explore the use of additional hybrid or other alternative fuel vehicles.
- Serve as a qualified warranty repair facility.
- Partner with Spotsylvania County on training for technicians and on our fleet maintenance system.
- Joined the Virginia Users Group for our Fleet Maintenance System to reduce training costs.
- Encourage our technicians to receive continued training and certifications.
- Continually review our equipment and technology to allow us to perform more in-house repair.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$1,854,943	\$1,896,922	\$1,841,974	\$1,950,594	\$108,620	5.90%
Operating	1,744,053	1,618,246	1,989,218	2,086,629	97,411	4.90%
Capital	0	0	73,831	67,800	(6,031)	-8.17%
Total	3,598,996	3,515,168	3,905,023	4,105,023	200,000	5.12%
Revenue	3,593,041	3,533,005	3,905,023	4,105,023	200,000	5.12%
Inc/(Dec) to Net Assets	(\$5,955)	\$17,837	\$0	\$0	\$0	0.00%





FLEET SERVICES

CORE SERVICES

- Provide repair and maintenance for all County and School vehicles.
- Order, track, and receive all new and used vehicles for all departments.
- Monitor fuel cost, usage and efficiency.
- Work with our customers developing reports to assist them in their decision making.

GOALS/OBJECTIVES

- Successfully maintain the reliability and safe operation of the fleet by providing maintenance and repair effectively and efficiently for an aging fleet of 1,012 vehicles.
- Update the operations Manual.
- Continue development of the three year business plan to identify future budgetary needs and justify any organization change and cost.
- Emphasize the importance of training and certification for all our staff while expanding training opportunities.
- Continue to monitor vehicle fuel efficiency and explore the use of hybrid or other fuel efficient vehicles.
- Continue to work with departments to identify underutilized vehicles and equipment in an effort to enhance replacement.
- Strive for vehicle availability rate of 95%..

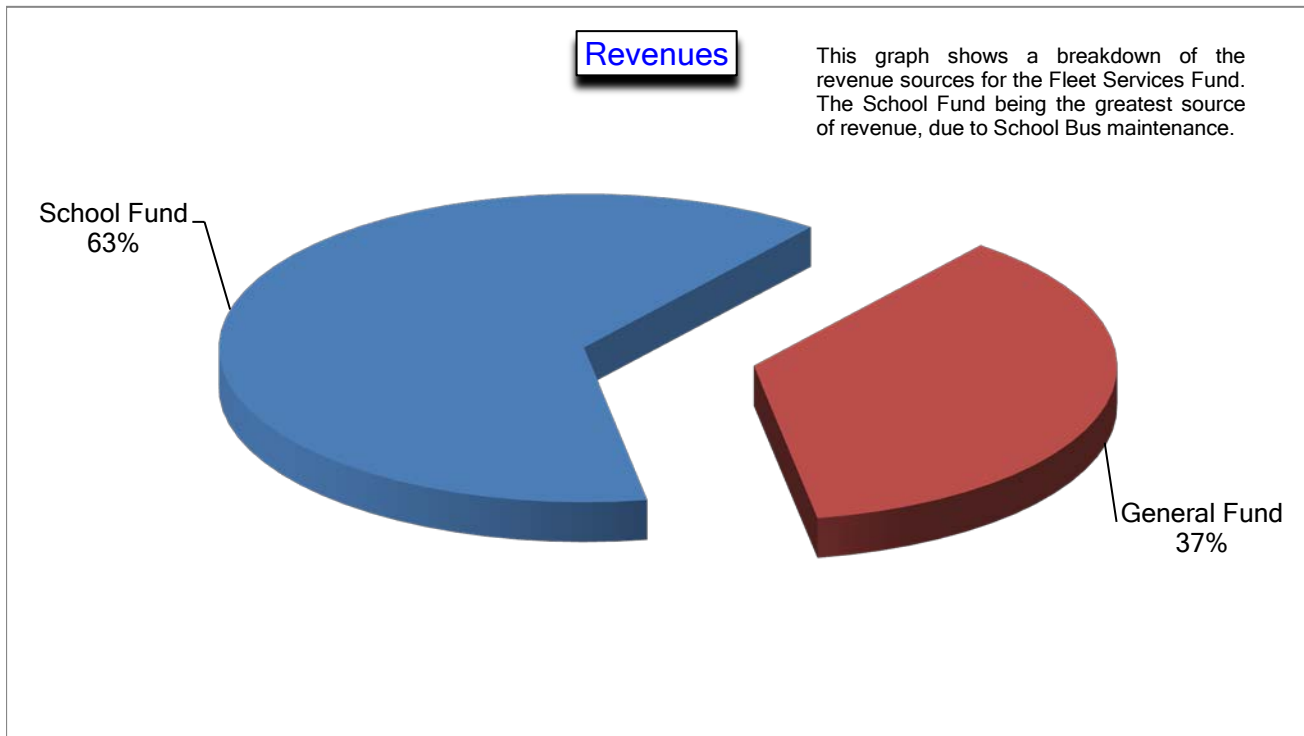
ACCOMPLISHMENTS

- Successfully maintained the reliability and safe operation of the fleet by providing maintenance and repair effectively and for an aging fleet of 1012 vehicles
- Updated our facility with the replacement of new entry and garage doors.
- Replaced the main air compressor that operates shop equipment and air tools.
- Increased proficiency in the reporting and information aspects of FASTER fleet management system.
- Decrease downtime on School buses with major repairs by improving outsource relationships with vendors.
- Outsourced seat repairs which have allowed our techs to perform more effectively to improve down time for school buses.
- Saved on payroll expenses by implementing a pilot program using hourly employees instead of contracting full time.
- Stressed the importance of continued ASE training and recertification's which encourages full participation.
- Incorporated daily fuel downloads into our Faster Fleet Management software for all County and School Vehicles. This ensures real time mileage for tracking preventive maintenance needs.
- Monitored daily fuel usage and expense for all School Departments.
- Provided training to other departments within the County and Schools to share information and provide a better use of our Fleet Management System (Faster).
- Continuously monitored and adjusted employees schedules to maintain shop floor coverage for a 12- hour operation
- Relocated our Customer service advisor from the shop area to the front lobby in order to better serve our customers and provide a safe and professional atmosphere.
- Parts Department completed phase one of the scanning conversion for more efficient operation.
- Installed security cameras in shop and office areas.
- Installed a storage facility for tires.
- Worked with departments to identify underutilized vehicles and equipment in an effort to enhance replacement.



FLEET SERVICES FUND REVENUES

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
School Fund	\$2,441,238	\$2,521,270	\$2,604,797	\$83,527	3.31%
General Fund	825,694	1,383,797	1,500,226	116,429	8.41%
Utilities Fund	184,437	0	0	0	0.00%
Miscellaneous	81,636	0	0	0	0.00%
Total	\$3,533,005	\$3,905,067	\$4,105,023	\$199,956	5.12%



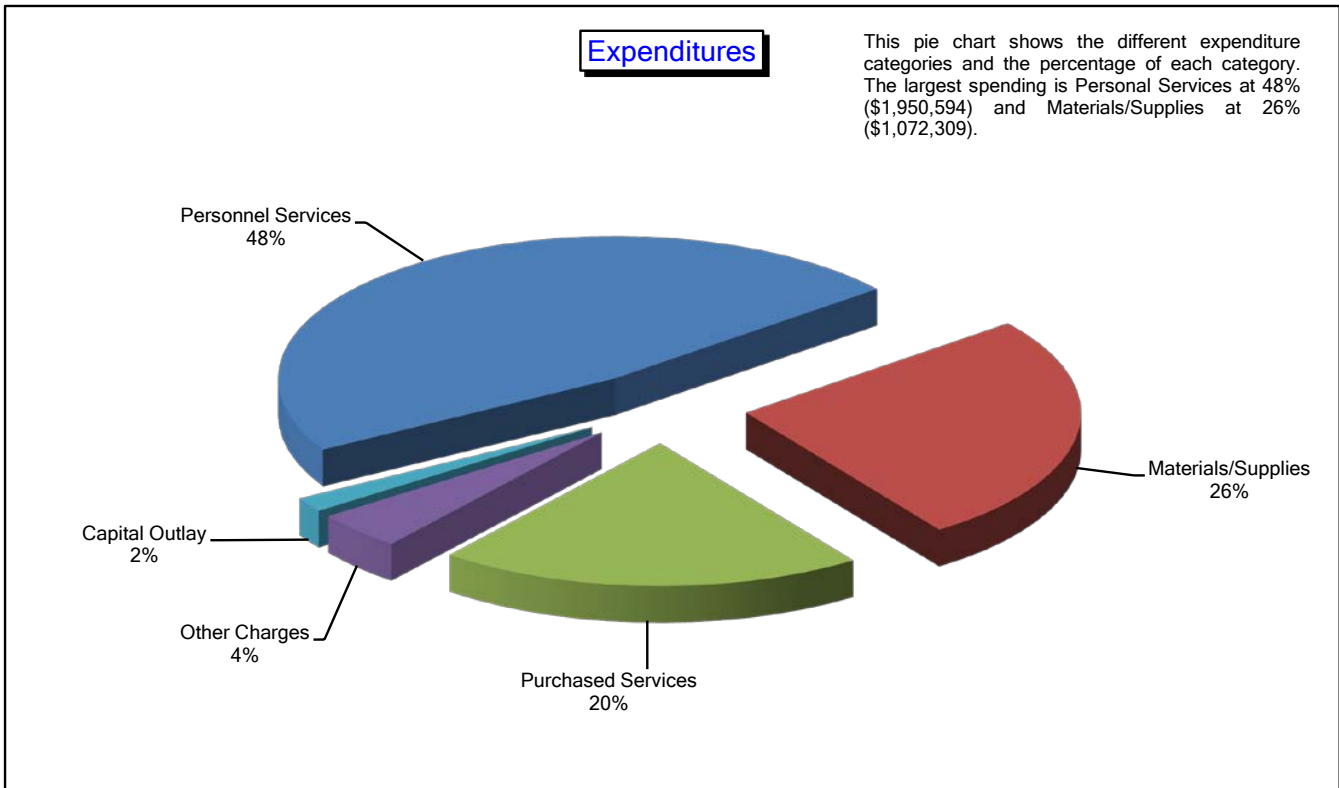
FUND BALANCE

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Beginning of Year Net Assets	\$2,260,162	\$2,277,999	\$2,277,999	\$0	0%
End of Year Net Assets	\$2,277,999	\$2,277,999	\$2,277,999	(\$0)	0%



FLEET SERVICES FUND EXPENDITURES

	FY2011 Actual	FY2012 Adopted Budget	School Fund Allocation	General Fund & Other Funds Allocation	FY2013 Adopted Budget	Changes '12 to '13	
Personnel Services	\$1,896,922	\$1,841,971	\$1,306,867	\$643,727	\$1,950,594	\$108,623	5.90%
Materials/Supplies	849,750	1,099,500	586,220	486,089	1,072,309	(27,191)	-2.47%
Purchased Services	718,459	741,916	546,903	290,517	837,420	95,504	12.87%
Other Charges	50,037	147,850	119,381	57,519	176,900	29,050	19.65%
Capital Outlay	0	73,830	45,426	22,374	67,800	(6,030)	-8.17%
Total	\$3,515,168	\$3,905,067	\$2,604,797	\$1,500,226	\$4,105,023	\$199,956	5.12%

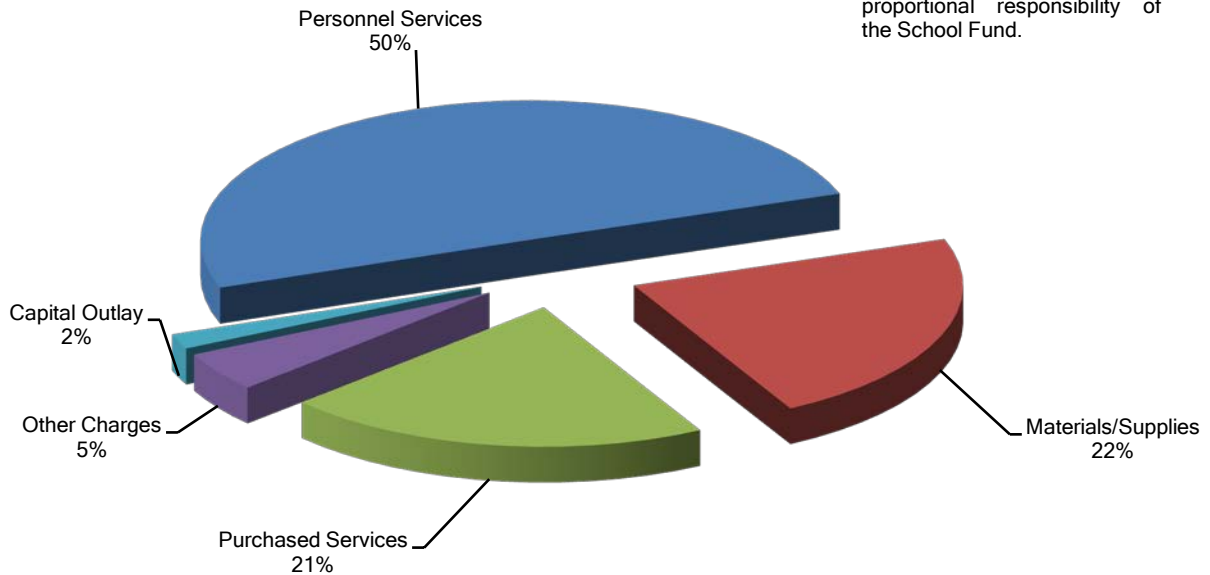




FLEET SERVICES FUND EXPENDITURES

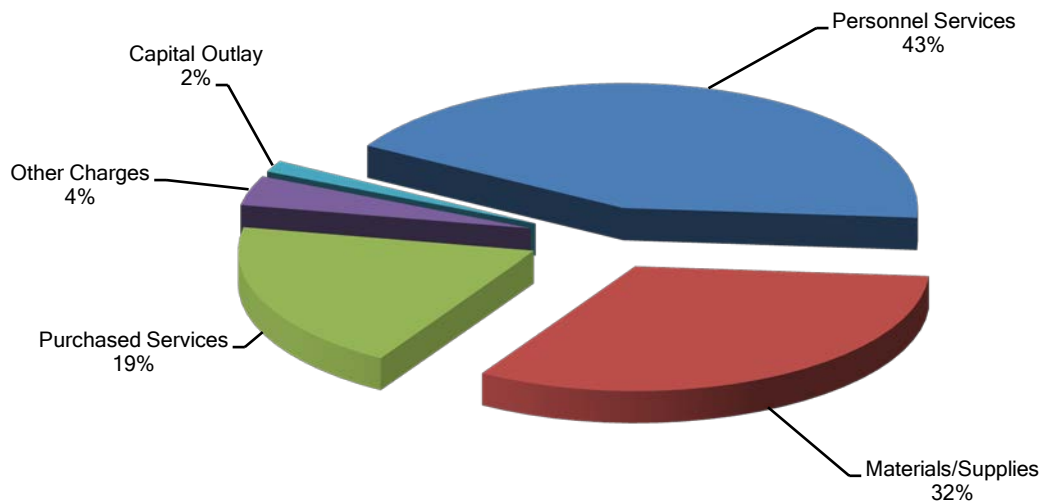
School Fund Allotment

This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the School Fund.



General & Other Fund Allotments

This graph depicts the major expenditure categories of the Fleet Services Fund that are the responsibility of the General Fund, Utilities Fund and the Landfill Fund .





CAPITAL IMPROVEMENTS FUND

The Capital Improvements Fund accounts for capital expenditures of the County, especially those funded with debt proceeds. All proceeds from borrowing for County and School construction are accounted for here.

Stafford County voters approved a bond referendum in November 2008 authorizing the issuance of general obligation bonds in the amount of \$70 million to fund road improvements in Stafford County. In November 2009, voters approved the issuance of \$29 million for improvements to parks. Committees have been formed to determine the timing of these projects.

School construction is financed through participation in the semi-annual Virginia Public School Authority pooled bond program. The money gained from borrowings for School construction is recorded in the Capital Improvements Fund and transferred directly to the School Construction fund as it is received.

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 Capital Improvements 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.



CAPITAL IMPROVEMENTS FUND

Michael Smith
 Director
 540-658-5125
 msmith@staffordcountyva.gov

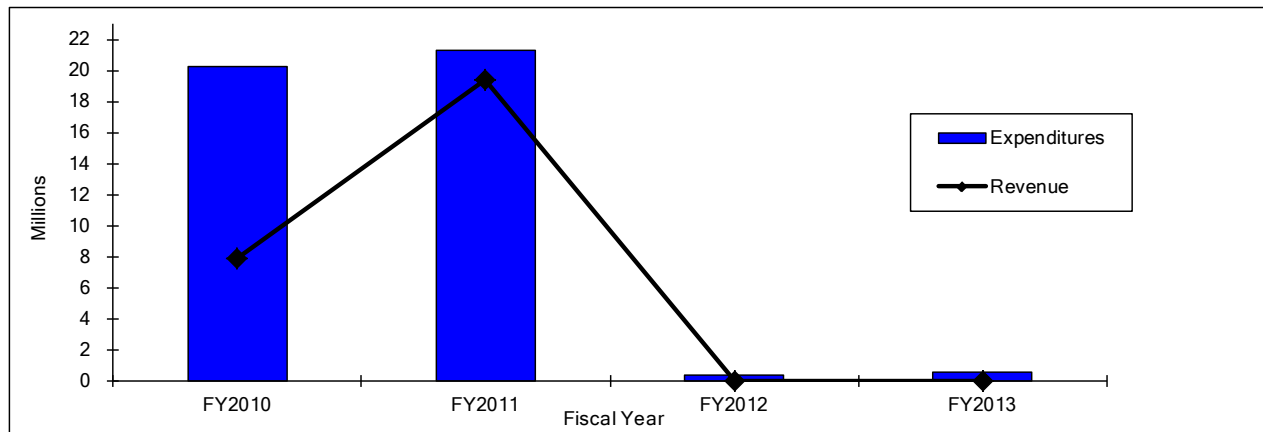
The General Capital Projects Fund shall provide funding for the acquisition, design and construction of major County office buildings and facilities, and funding of fleet replacement.

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel	\$221,231	\$302,250	\$321,139	\$517,790	\$196,651	61.24%
Operating	715,379	869,682	12,565	12,600	35	0.28%
Capital	19,316,795	20,102,950	0	0	0	0.00%
Total ⁽¹⁾	20,253,405	21,274,882	333,704	530,390	196,686	58.94%
Revenue	7,843,611	19,368,737	20,000	20,000	0	0.00%
Inc/(Dec) to Fund Balance	(\$12,409,794)	(\$1,906,145)	(\$313,704)	(\$510,390)	(\$196,686)	62.70%

Funded Positions

Full-Time Positions	0	0	2	3	1	50.00%
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⁽¹⁾Funds are budgeted and appropriated when projects and the funding sources are approved.

SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- Parks Bond Project Manager added FY2012 as unfunded is funded in FY2013
- Added full-time construction finance management position to address the Board's high priority of capital projects. The position will assist project managers with financial tracking and reporting for projects. (This position replaces the Grant Manager position.)

Operating

- Financial Advisor



CAPITAL IMPROVEMENTS FUND

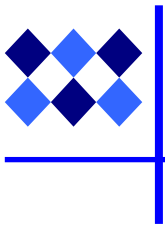
Funds for capital projects will be budgeted and appropriated when they are approved by the Board .

Revenues	FY2011	FY2012	FY2013		Changes '12 to '13
	Actual	Adopted Budget	Adopted Budget		
VPSA Bonds	\$8,293,629	\$0	\$0	\$0	0%
Other Bonds & Misc Proceeds	1,292,355	0	0	0	0%
Lease Proceeds	8,707,998	0	0	0	0%
Interest	23,262	20,000	20,000	0	0%
Miscellaneous Revenue	1,493	0	0	0	0%
Transfer from the General Fund	1,050,000	0	0	0	0%
Total Revenues	\$19,368,737	\$20,000	\$20,000	\$0	0%
Use of Prior Year Fund Balance	\$1,906,145	\$313,704	\$510,390	\$196,686	100%
Expenditures					
School Construction	\$9,588,563	\$0	\$0	\$0	0%
Radio Communication System	8,362,227	0	0	0	0%
England Run Library	1,381,667	0	0	0	0%
Fire and Rescue Stations	998,427	0	0	0	0%
Parks Projects	421,528	12,565	12,600	35	100%
Rescue Building Renovations	309,970	0	0	0	0%
Personnel	212,500	321,139	517,790	196,651	61%
Total	\$21,274,882	\$333,704	\$530,390	\$196,686	59%

FUND BALANCE

Fund Balance, Beginning of Year	FY2011	FY2012	FY2013		Changes '12 to '13
	Actual	Adopted Budget	Adopted Budget		
Fund Balance, Beginning of Year	\$10,852,158	\$8,946,013	\$8,632,309	(\$313,704)	(4)%
Revenues	19,368,737	20,000	20,000	0	0%
Expenditures	(21,274,882)	(333,704)	(530,390)	(196,686)	59%
Fund Balance, End of Year	\$8,946,013	\$8,632,309	\$8,121,919	(\$510,390)	(6)%





HIDDEN LAKE SPECIAL REVENUE FUND

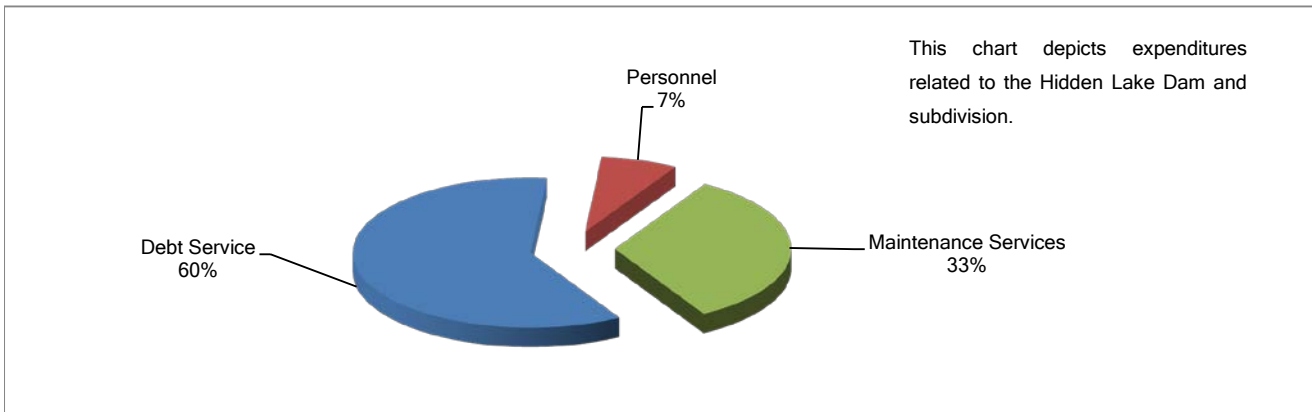
The Hidden Lake Subdivision Service District Special Revenue Fund accounts for ad valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads.



HIDDEN LAKE SPECIAL REVENUE FUND

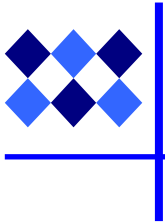
The following schedule shows the budget for the Hidden Lake Service District Special Revenue Fund. The FY2013 Adopted Budget includes an equalized tax rate of 4.51 cents.

	FY2011 Actual	FY2012 Adopted	Adopted Budget	FY2013 Changes '12 to '13	
Revenues					
Real Property Tax - Special Assessment	\$93,003	\$102,000	\$105,400	\$3,400	3.33%
Interest	76	0	49	49	49.00%
Total	\$93,079	\$102,000	\$105,449	\$3,449	3.38%
Use of Prior Year Fund Balance	0	6,401	0	(6,401)	(100.00)%
Expenditures					
Debt Service	\$61,294	\$64,166	\$63,062	(\$1,104)	(1.72)%
Personnel	0	6,735	7,387	652	9.68%
Maintenance Services	7,728	37,500	35,000	(2,500)	(6.67)%
Total	\$69,022	\$108,401	\$105,449	(\$2,952)	(2.72)%



FUND BALANCE

	FY2011 Actual	FY2012 Adopted	Adopted Budget	FY2013 Changes '12 to '13	
Fund Balance, Beginning of Year	\$54,554	\$78,611	\$72,210	(\$6,401)	-8%
Revenues	93,079	102,000	105,449	3,449	3%
Expenditures	(69,022)	(108,401)	(105,449)	2,952	-3%
Fund Balance, End of Year	\$78,611	\$72,210	\$72,210	\$0	0%



ROAD IMPACT FEE FUNDS

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.

FY2011 Revenues:	\$ 205,782
FY2011 Expenditures (Poplar Road):	240,822
Fund Balance 6/30/11:	\$2,546,241

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.

FY2011 Revenues:	\$ 120,726
FY2011 Expenditures:	0
Fund Balance 6/30/11:	\$ 888,670

Garrisonville Road Service District Fund

The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the district.

FY2011 Revenues:	\$ 537,792
FY2011 Expenditures:	0
Fund Balance 6/30/11:	\$2,081,014
2011 tax rate:	.092
2012 Adopted (equalized) tax rate:	.088

Warrenton Road Service District Fund

The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the District.

FY2011 Revenues:	\$ 680,524
FY2011 Expenditures:	0
Fund Balance 6/30/11:	\$2,445,347
2011 tax rate:	.099
2012 equalized tax rate:	.096
2012 Adopted tax rate:	.000

The Proposed CIP includes expenditures in the Garrisonville Road and Warrenton Road Service Districts. Budget information on those funds is included in the following pages.



GARRISONVILLE ROAD SERVICE DISTRICT FUND

The following schedule shows activity in the Garrisonville Road Service District Fund. No budget was adopted in FY2012. The adopted service district tax rate is 8.8 cents, the equalized tax rate.

Revenues	FY2011	FY2012	Adopted Budget	FY2013	Changes '12 to '13
	Actual	Adopted Budget		Adopted Budget	
Property Taxes	\$534,239	\$0	\$534,000	\$534,000	100%
Interest	3,553	0	3,500	3,500	100%
Use of Prior Year Fund Balance	0	0	1,332,500	1,332,500	100%
Total	\$537,792	\$0	\$1,870,000	\$1,870,000	100%
Expenditures					
Road Improvements					
Rt 610, Garrisonville Rd	\$0	\$0	\$995,000	\$995,000	100%
Staffordboro Parking Lot	0	0	875,000	875,000	100%
Total	\$0	\$0	\$1,870,000	\$1,870,000	100%

The Adopted Budget projects the use prior year fund balance which will reduce fund balance by 64%. These funds have been collected and set aside for road improvements in the district. This supports the Board's goal of reducing the reliance on debt whenever possible. Garrisonville Road Service District road improvements, as identified in the CIP, will be funded by a combination of service district fees, revenue sharing, and bonds. Service district revenue is projected to be used to cover future debt service.

FUND BALANCE

Fund Balance, Beginning of Year	FY2011	FY2012	Adopted Budget	FY2013	Changes '12 to '13
	Actual	Estimate		Adopted Budget	
Fund Balance, Beginning of Year	\$1,543,222	\$2,081,014	\$2,081,014	\$0	0%
Revenues	537,792	0	537,500	537,500	100%
Expenditures	0	0	(1,870,000)	(1,870,000)	100%
Fund Balance, End of Year	\$2,081,014	\$2,081,014	\$748,514	(\$1,332,500)	-64%

Note: The Adopted FY2013 expenditures reflect projects shown in the Adopted CIP.



WARRENTON ROAD SERVICE DISTRICT FUND

The following schedule shows activity in the Warrenton Road Service District Fund. No budget was adopted for FY2012. The Board of Supervisors reduced the tax rate to zero, to be revisited when future transportation needs have been determined.

Revenues	FY2011	FY2012	Adopted Budget	FY2013	
	Actual	Adopted Budget		Adopted Budget	Changes '12 to'13
Property Taxes	\$676,404	\$0	\$0	\$0	100%
Interest	4,120	0	0	0	100%
Use of Prior Year Fund Balance	0	0	776,000	776,000	100%
Total	\$680,524	\$0	\$776,000	\$776,000	100%
Expenditures					
Bike Trail	0	0	776,000	776,000	100%
Total	\$0	\$0	\$776,000	\$776,000	100%

This service district was formed to provide funding for Route 17/Warrenton Road improvements. The widening of Route 17 has since been identified as a project to be funded by VDOT. There is still a need for the County to construct federally required bike lanes along Route 17, and to improve Sebring Drive, a parallel road, to alleviate traffic congestion. The reduced scope of County work will require less funding, which can be achieved by drawing down prior year fund balance.

FUND BALANCE

Fund Balance, Beginning of Year	FY2011	FY2012	Adopted Budget	FY2013	
	Actual	Estimate		Adopted Budget	Changes '12 to'13
Fund Balance, Beginning of Year	\$1,764,823	\$2,445,347	\$2,445,347	\$0	0%
Revenues	680,524	0	0	0	100%
Expenditures	0	0	(776,000)	(776,000)	100%
Fund Balance, End of Year	\$2,445,347	\$2,445,347	\$1,669,347	(\$776,000)	-32%

Note: The Adopted FY2013 expenditures reflect projects shown in the Adopted CIP.



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.

Beginning in FY2009, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.



The mission of the Stafford County Tourism Program (administered within the Department of Economic Development and Tourism) is to promote overnight stays in the County Hotels and visitation to Stafford's many historical, cultural, recreational and entertainment attractions.

THINKING EFFICIENTLY

Where have we partnered within the organization?

Each year, the Tourism Program partners with most other County departments to provide information to market and support the County's tourist attractions and hospitality industry. Among the County departments the Tourism Program works with are:

- Department of Parks, Recreation and Community Facilities
- Department of Planning and Zoning
- Geographic Information System Office
- Department of Public Works
- Sheriff's Office
- County Administration
- Economic Development Authority
- Stafford County Historical Commission

Where have we partnered with community organizations?

The Tourism Program works closely with the following organizations to market and support the County's tourist attractions and hospitality industry, including:

- Cultural institutions such as Belmont, Ferry Farm, Chatham and others
- Hotels
- Wineries
- Golf courses
- Fredericksburg Regional Tourism Partnership
- U.S. National Park Service
- Stafford Branch, NAACP
- Stafford Historical Society
- Marine Corps Base Quantico
- Other community organizations and businesses as appropriate.

Cost efficiencies:

- By upgrading the Tourism website, the Tourism Program estimates that it will save thousands in reduced document production and distribution costs by enabling all publications to be made available to the public in a downloadable format.
- Because the new website will be content-management based, Tourism Program staff will be able to make updates itself, rather than through a contracted internet service provider. It is anticipated that this will save approximately \$8,000 annually.

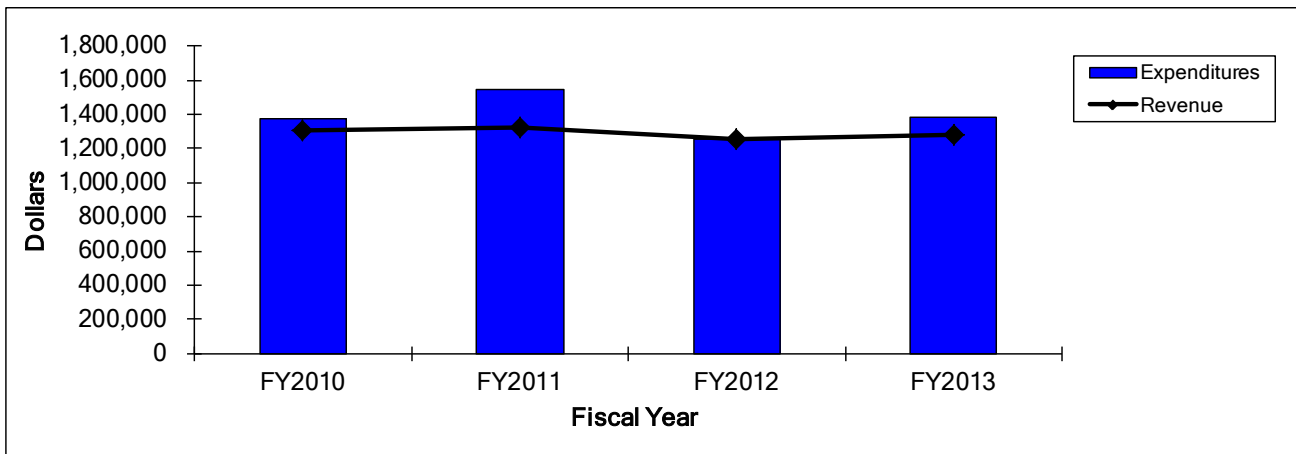


TOURISM FUND

BUDGET SUMMARY

	FY2010 Actual	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Change '12 to '13	
Costs						
Personnel ⁽¹⁾	\$166,974	\$136,525	\$169,950	\$188,445	\$18,495	10.88%
Operating	367,315	477,649	585,050	691,314	106,264	18.16%
Transfer to the General Fund	522,322	480,000	500,000	500,000	0	0.00%
Capital	321,542	452,960	0	0	0	0.00%
Total	1,378,153	1,547,134	1,255,000	1,379,759	124,759	9.94%
Revenue	1,303,845	1,324,182	1,255,000	1,279,759	24,759	1.97%
Inc/(Dec) to Fund Balance	\$74,308	\$222,952	\$0	\$100,000	\$100,000	100.00%

⁽¹⁾ A portion of the Deputy County Administrator/Director of Economic, Development, Assistant Director of Economic Development, Economic Development Technician, and the Redevelopment Administrator and 100% of the Tourism Manager are funded by the Tourism Fund.



SIGNIFICANT BUDGET CHANGES

Personnel

- Increase in Virginia Retirement System Contribution
- Increase in Group Life Insurance Contribution
- One additional full-time tourism technician position to help with the increased staff demands for the planning of the 350th Anniversary, social media, promoting the Stafford Civil War Park and the expanded site offerings at George Washington's Ferry Farm

Operating

- Funding for the transition from Wayfinding Phase I to Phase 2



TOURISM FUND

CORE SERVICES

- Support new initiatives that enhance the visitor experience in Stafford.
- Working closely with individual or groups of tourism venues, develop and implement niche marketing campaigns to target and match potential visitors to Stafford’s various offerings.
- Assist tourism venues in the development of new offerings and facilitate the venues to collaborate to attract bigger market segments
- Provide ongoing support to the regional tourism program, regional golf co-operative to increase and lengthen hotel stays
- Provide strong internet support for our tourism partnership to use Stafford Tourism

DEPARTMENTAL GOALS/OBJECTIVES

- Increase lodging revenue by working with hotel properties and increasing knowledge of area attractions to lengthen hotel stays.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions.
- Advance the development of the program of events for the 2014 celebration of the 350th anniversary of the County’s founding.
- Complete installation of wayfinding signs by first half of FY 2013.

DEPARTMENTAL SERVICE LEVELS

	Calendar Year 2009	Calendar Year 2010	Calendar Year 2011	Calendar Year 2012
Outcomes				
Visitation to Stafford Attractions	251,000	231,000	278	285
Unique Visitors to www.TourStaffordVA.com	7285	8817	9873	10400
Electronic Media - Monthly ENews Subscribers	918	1038	1420	1700
Social Media - Facebook	n/a	85	239	350

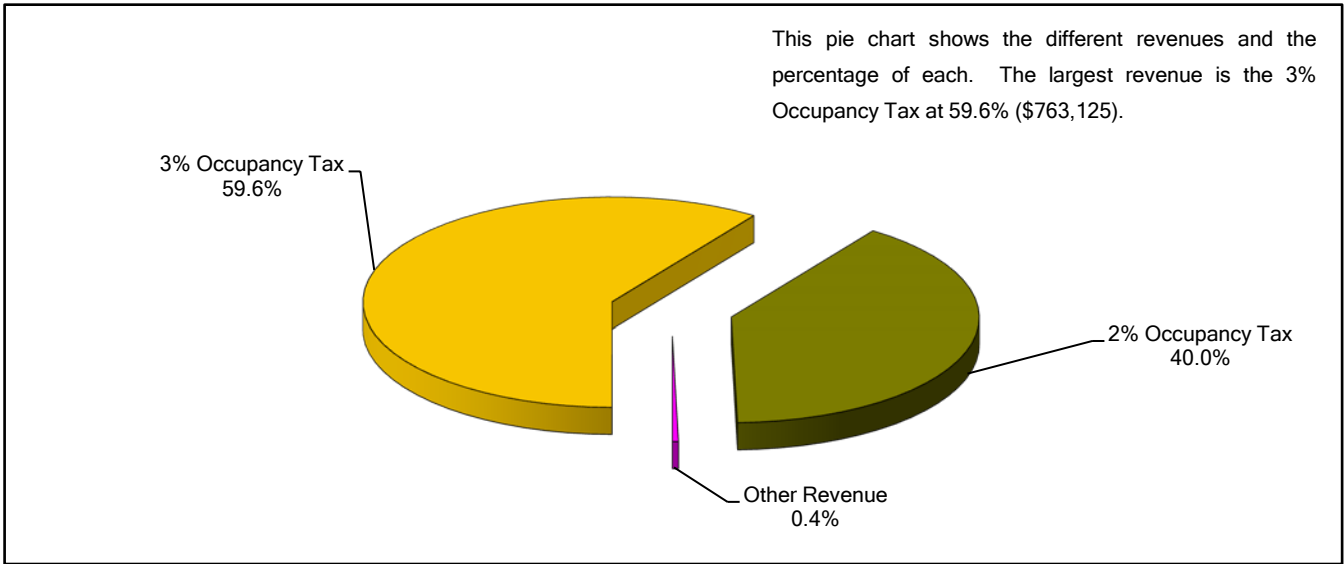
DEPARTMENTAL ACCOMPLISHMENTS

- Rebuilt and Launched Stafford Tourism Website with integrated data feed to aid area attractions and hotels from www.Virginia.org
- Rebrand and Promoted Regional Vacation Packaging initiative featuring Stafford Hotels
- Regional golf cooperative expanded to 8 courses now including the renovated Augustine and maintained healthy market share in rounds and room nights.
- Completed video production of Trail to Freedom 30 minute film and short promotional video
- Successfully completed American Battlefield Protection Program Grant for Aquia Landing Research



TOURISM FUND REVENUES

Revenues	FY2011	FY2012	FY2013	FY2013	
	Actual	Adopted Budget	Adopted Budget	Changes '12 to '13	
3% Occupancy Tax	\$763,125	\$750,000	\$763,125	\$13,125	1.75%
2% Occupancy Tax	511,634	500,000	511,634	11,634	2.33%
Other Revenue	49,423	5,000	5,000	0	0.00%
Total	\$1,324,182	\$1,255,000	\$1,279,759	\$24,759	1.97%



The County has committed occupancy tax fund balance for Wayfinding Project. As the project progresses drawing down of prior year fund balance is required.

FUND BALANCE

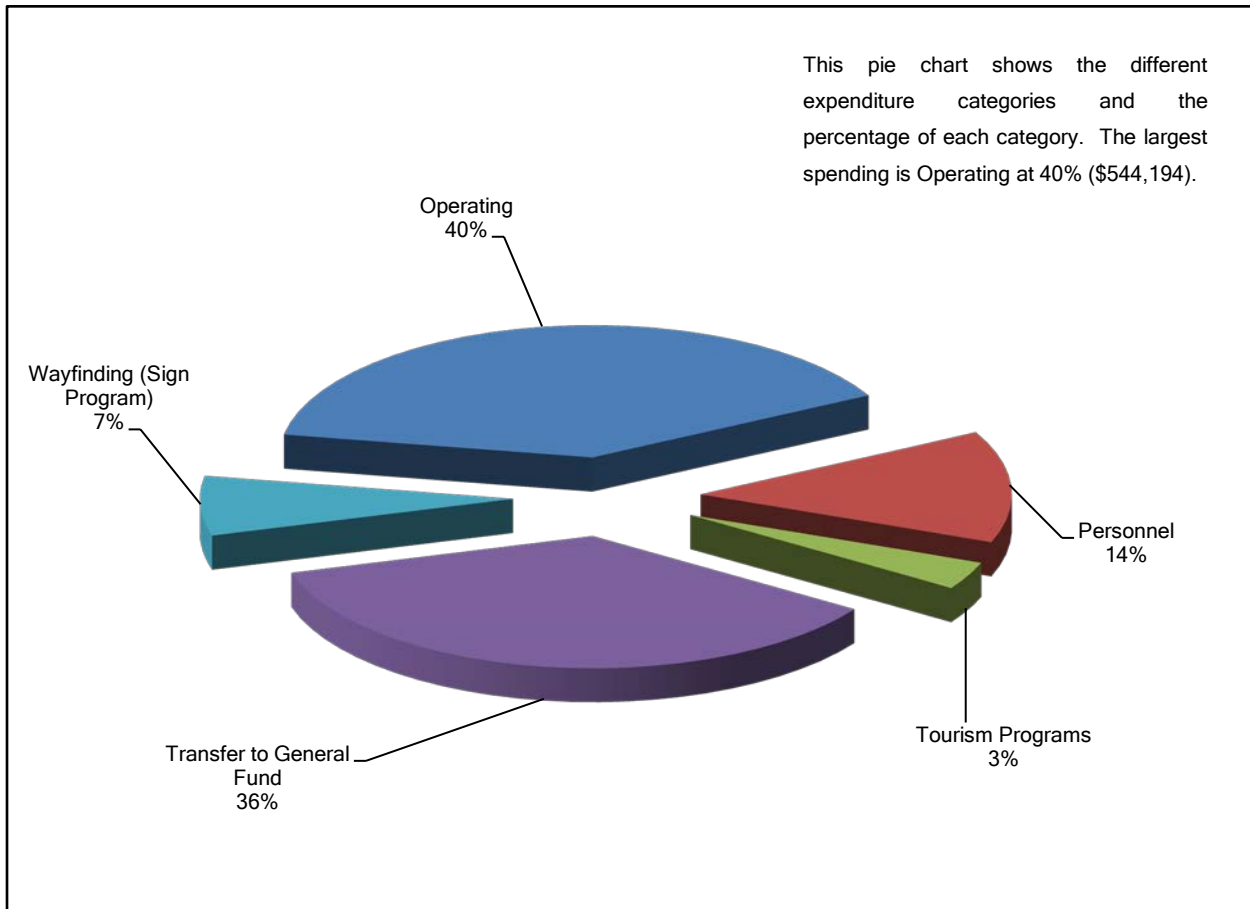
	FY2011	FY2012	FY2013	FY2013	
	Actual	Adopted Budget	Adopted Budget	Changes '12 to '13	
Fund Balance, Beginning of Year	\$948,642	\$725,690	\$725,690	\$0	0%
Revenues	1,324,182	1,255,000	1,279,759	24,759	2%
Expenditures	(1,547,134)	(1,255,000)	(1,379,759)	(124,759)	8%
Fund Balance, End of Year	\$725,690	\$725,690	\$625,690	(\$100,000)	-14%
Fund Balance Allocation:	\$725,690	\$725,690	\$625,690		
<u>Committed</u>					
Wayfinding (Sign Program) ⁽¹⁾	627,709	627,709	527,709		
Government Island Signage (I-95/Plaque)	20,000	20,000	20,000		
Commitment/Encumbrances	77,981	77,981	77,981		
<u>Assigned</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>		
Fund balance, end of year	\$725,690	\$725,690	\$625,690		

⁽¹⁾ Projected cost of Wayfinding Project is \$750,000. The committed balance is net of prior expenditures, commitments and Adopted Budget.



TOURISM FUND EXPENDITURES

Expenditures	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Operating	\$433,012	\$486,930	544,194	\$57,264	11.76%
Personnel	136,525	169,950	188,445	18,495	10.88%
Tourism Programs	43,120	43,120	47,120	4,000	9.28%
Transfer to General Fund	480,000	500,000	500,000	0	0.00%
Wayfinding (Sign Program)	1,517	55,000	100,000	45,000	81.82%
Capital (Government Island)	393,922	0	0	0	0.00%
Civil Wark Park Site	59,038	0	0	0	0.00%
Total	\$1,547,134	\$1,255,000	\$1,379,759	\$124,759	9.94%





TOURISM PARTNER AGENCIES

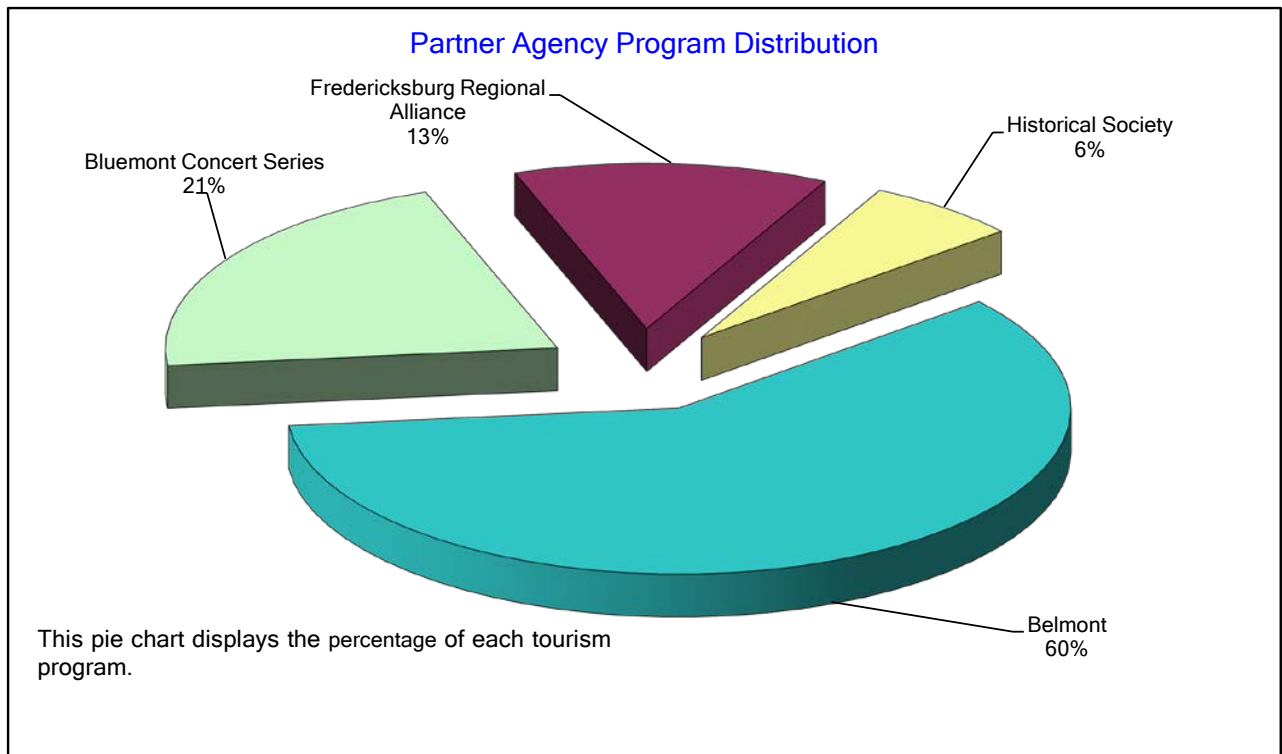
Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Bluemont Concert Series	Encourage and present a wide variety of high quality cultural events 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

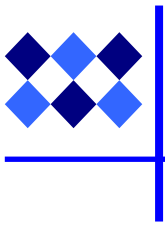


TOURISM PARTNER AGENCIES

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 is paid from the Regional Agencies Department in the General Fund.

Program Name	FY2011	FY2012	FY2013		
	Actual	Adopted Budget	Adopted Budget	Changes '12 to '13	
Belmont	\$24,000	\$24,000	\$28,000	\$4,000	17%
Bluemont Concert Series	10,000	10,000	10,000	0	0%
Fredericksburg Regional Alliance	6,120	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
Total	\$43,120	\$43,120	\$47,120	\$4,000	9%





FIVE YEAR MODEL

The Five Year Model section presents long-range plans using assumptions about economic conditions, future spending scenarios, and other variables to help with the projection of revenues and expenditures. The long-term financial process is a collaboration of efforts between departments and government officials.

The plan is tied to the priorities of the Board of Supervisors, the Comprehensive Plan, and the Adopted Capital Improvements Plan. Debt Service and operating costs of new facilities are integrated in the County's long-range planning. The plan is a tool for proactive financial decision-making supporting the Board's goal of long-term fiscal responsibility.

Long-range financial plans are included in this section for the General Fund, Utilities Fund and Transportation Fund.



FIVE YEAR OPERATING BUDGET MODEL

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 continue to experience slow growth in FY2013. 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 and requests 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.

This model shows a balanced plan for fiscal years 2013 and 2014. For fiscal years 2015-2018, County agencies were asked to forecast their future needs, and were not directed to consider limited financial constraints.

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 1.4% for the FY2013 budget year, 2% in FY2013 and 3% thereafter. The model assumes:

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

Personal property revenues are conservatively projected to increase by 3% in FY2013 and FY2014, dropping to a 2% growth later in the planning period.

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

Most other fees are projected to grow by 2-3%.

GENERAL FUND EXPENDITURES

Expenditure projections are based on departmental requests.

Personnel expenditures are projected to grow at a rate of 3% annually through the planning period. This category includes benefits associated with personnel costs, except Virginia Retirement System contributions which are expected to increase 5-7% during the period.

Operating and capital expenditures for FY2013-14 are projected to grow at an inflation rate of 2% annually, increasing to 3% in later years.

Included in operating cost projections are:

- Operating costs and future debt service associated with the Adopted FY2013-2022 CIP
- Public Safety and many agencies project increased staffing needs with the expected growth of the community.
- Beginning in FY2014, Fire & Rescue's projections includes funding for seven positions covered by a SAFER grant in FY2012 and FY2013. Those costs will be tracked in the Grants Fund until FY2014.
- Debt service is estimated using the current debt schedules and the Adopted FY2013-2022 CIP, assuming an interest rate of 5.5% and a term of 20 years.
- The model assumes that one-half of new local revenue will go to the Schools.
- Schools' debt service is consistent with the Adopted CIP. (Subsequent to the Adoption of the CIP, projected FY2014 debt service was updated to reflect anticipated FY 2013 VPSA borrows.)

The model includes some modest optimism that economic conditions will improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, based on recession-based historical trends.



FIVE YEAR OPERATING BUDGET MODEL

Schools' staff did not provide information in the five-year planning process. Therefore we are not making projections on total increases to school funding from all other sources.

FY2014

As directed by the Board, a balanced plan for FY2014 is included in the Five Year Projection section.

Assumptions are as listed above, but the following are included:

- o Funding in the amount of \$500k is included in the Fire & Rescue Budget to replace grant funding expiring during the year. \$300k for one-time Parks projects was included in the FY2013 budget to partially prepare for this added expenditure.
- o The County's share of support for the Regional Jail is expected to increase by \$780k to offset state reductions in per diem funding for inmates. The Jail has been able to postpone this charge to member localities by the use of its fund balance. It will not be possible to use this source in FY2014.

Not included in the FY2014 plan are \$4.5M in General Government agencies' requests for new personnel to meet expected challenges in public safety, courts, and development.

The plan will be revised throughout the year, with an update presented to the Board during the FY2013 1st Quarter Review.

FY2015-18

In the later years, the model shows the impact of debt service and operating costs related to the CIP. These years reflect departments' requests without considering financial constraints.

This table summarizes the five year projection.

	FY2013 Adopted	FY2014 Forecast	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
Property Taxes	\$ 187,159,504	\$ 191,315,000	\$ 196,525,000	\$ 201,882,000	\$ 207,387,000	\$ 213,046,000
Other Taxes	32,692,192	33,622,000	34,482,000	35,364,000	36,269,000	37,197,000
Service Charges & Other	13,749,089	14,875,000	15,119,000	15,418,000	15,723,000	16,036,000
Federal & State Revenues	13,691,157	14,655,000	15,067,000	15,570,000	16,057,000	16,522,000
	<u>\$ 247,291,942</u>	<u>\$ 254,467,000</u>	<u>\$ 261,193,000</u>	<u>\$ 268,234,000</u>	<u>\$ 275,436,000</u>	<u>\$ 282,801,000</u>
Public Safety	\$ 37,816,548	\$ 39,083,000	\$ 46,828,000	\$ 48,367,000	\$ 49,566,000	\$ 51,003,000
Non-Public Safety	45,141,735	46,041,000	50,901,000	53,271,000	54,940,000	56,786,000
Debt Service - County	9,979,518	11,838,000	13,183,000	13,502,000	15,174,000	16,794,000
Other	21,299,627	21,903,000	22,199,000	22,535,000	22,877,000	23,464,000
Schools - Local Operating Transfer	106,850,774	107,107,000	107,833,000	109,790,000	112,812,000	115,718,000
Schools - Debt Service	26,203,740	28,495,000	30,808,000	31,975,000	32,163,000	32,555,000
Adjustments to be determined	-	-	(10,559,000)	(11,206,000)	(12,096,000)	(13,519,000)
	<u>\$ 247,291,942</u>	<u>\$ 254,467,000</u>	<u>\$ 261,193,000</u>	<u>\$ 268,234,000</u>	<u>\$ 275,436,000</u>	<u>\$ 282,801,000</u>

Revenue and expenditure forecast details for the period are shown on the following pages.



GENERAL FUND FIVE YEAR PLAN REVENUE SUMMARY

	FY2011 Actual	FY2012 Adopted	FY2013 Adopted	FY2014 Forecast
Funding Sources				
General Property Taxes				
Real Property - Current	\$131,675,917	\$132,840,000	\$134,718,000	\$137,412,000
Personal Property - Current	35,108,046	38,747,013	40,442,004	41,655,000
Real Property - Delinquent	4,943,998	3,100,000	3,100,000	3,162,000
Public Service Corps	2,900,998	2,844,000	3,572,000	3,643,000
Personal Property - Delinquent	5,556,580	1,700,000	1,900,000	1,938,000
Interest and Penalties	1,979,718	1,954,000	2,030,500	2,071,000
Real Property - Roll Back	146,093	80,000	80,000	80,000
Merchants Capital	866,051	833,000	866,000	892,000
Mobile Homes	197,239	176,000	197,000	202,000
Machinery & Tools	253,834	232,000	254,000	260,000
Subtotal	\$183,628,474	\$182,506,013	\$187,159,504	\$191,315,000
Other Revenue				
Service Charges & Other	\$6,664,786	\$5,571,663	\$6,583,112	\$6,790,000
Ambulance Fees	1,883,809	1,800,000	2,000,000	2,400,000
Local Sales & Use Tax	10,318,717	10,070,000	11,125,000	11,459,000
Utility Customers' Taxes	10,293,911	10,565,292	10,289,692	10,547,000
State/Fed - Social Services	5,553,020	6,045,091	4,758,220	5,453,000
Local Meals Tax	5,949,285	6,100,000	6,215,000	6,433,000
State Shared Expenses	5,581,101	5,547,666	5,693,025	5,864,000
Code Administrative	2,760,843	2,886,874	2,583,200	2,635,000
Motor Vehicle Licenses	2,450,070	2,300,000	2,451,000	2,500,000
Comprehensive Services Act	2,070,349	2,005,654	2,151,360	2,216,000
Recordation Taxes - Local	2,242,017	2,230,240	2,256,500	2,324,000
Other State Sources	1,165,166	911,312	1,083,152	1,116,000
Planning Fees	1,341,993	1,109,203	1,141,225	1,175,000
Grants/Other Financing Sources	706,304	825,532	577,348	1,000,000
Interest	384,031	347,130	364,204	375,000
Federal Revenue	3,680,375	42,700	5,400	6,000
Bank Stock Taxes	354,079	310,000	355,000	359,000
Use of Fund Balance for Contingency	-	-	500,000	500,000
Subtotal	\$63,399,856	\$58,668,357	\$60,132,438	\$63,152,000
Total Sources	\$247,028,330	\$241,174,370	\$247,291,942	\$254,467,000
Change in Revenues	103.4%	97.6%	102.5%	102.9%



GENERAL FUND FIVE YEAR PLAN REVENUE SUMMARY

	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Funding Sources				
General Property Taxes				
Real Property - Current	\$141,534,000	\$145,780,000	\$150,153,000	\$154,658,000
Personal Property - Current	42,488,000	43,338,000	44,205,000	45,089,000
Real Property - Delinquent	3,225,000	3,290,000	3,356,000	3,423,000
Public Service Corps	3,716,000	3,790,000	3,866,000	3,943,000
Personal Property - Delinquent	1,977,000	2,017,000	2,057,000	2,098,000
Interest and Penalties	2,112,000	2,154,000	2,197,000	2,241,000
Real Property - Roll Back	80,000	80,000	80,000	80,000
Merchants Capital	919,000	947,000	975,000	1,004,000
Mobile Homes	207,000	212,000	217,000	222,000
Machinery & Tools	267,000	274,000	281,000	288,000
Subtotal	\$196,525,000	\$201,882,000	\$207,387,000	\$213,046,000
Other Revenue				
Service Charges & Other	\$6,926,000	\$7,065,000	\$7,206,000	\$7,350,000
Ambulance Fees	2,400,000	2,424,000	2,448,000	2,472,000
Local Sales & Use Tax	11,745,000	12,039,000	12,340,000	12,649,000
Utility Customers' Taxes	10,811,000	11,081,000	11,358,000	11,642,000
State/Fed - Social Services	5,649,000	5,930,000	6,189,000	6,420,000
Local Meals Tax	6,594,000	6,759,000	6,928,000	7,101,000
State Shared Expenses	5,981,000	6,101,000	6,223,000	6,347,000
Code Administrative	2,688,000	2,768,000	2,851,000	2,937,000
Motor Vehicle Licenses	2,575,000	2,652,000	2,732,000	2,814,000
Comprehensive Services Act	2,282,000	2,350,000	2,421,000	2,494,000
Recordation Taxes - Local	2,394,000	2,466,000	2,540,000	2,616,000
Other State Sources	1,149,000	1,183,000	1,218,000	1,255,000
Planning Fees	1,211,000	1,247,000	1,284,000	1,323,000
Grants/Other Financing Sources	1,010,000	1,020,000	1,030,000	1,040,000
Interest	384,000	394,000	404,000	414,000
Federal Revenue	6,000	6,000	6,000	6,000
Bank Stock Taxes	363,000	367,000	371,000	375,000
Use of Fund Balance for Contingency	500,000	500,000	500,000	500,000
Subtotal	\$64,668,000	\$66,352,000	\$68,049,000	\$69,755,000
Total Sources	\$261,193,000	\$268,234,000	\$275,436,000	\$282,801,000
Change in Revenues	102.6%	102.7%	102.7%	102.7%



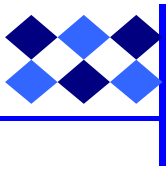
GENERAL FUND FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2011 Actual	FY2012 Adopted	FY2013 Adopted	FY2014 Forecast
Public Safety				
Fire and Rescue	13,554,431	14,163,624	14,957,895	15,796,000
Sheriff	22,626,271	21,809,241	22,858,653	23,287,000
Total Public Safety	\$ 36,180,702	\$ 35,972,865	\$ 37,816,548	\$ 39,083,000
Non-Public Safety				
Board of Supervisors	543,398	549,779	607,066	616,000
Commissioner of the Revenue	2,434,088	2,540,314	2,576,931	2,621,000
Commonwealth's Attorney	2,746,842	2,832,268	2,864,733	2,905,000
County Administration	952,411	926,400	1,026,593	1,017,000
County Attorney	902,569	1,051,734	1,039,238	1,065,000
Courts	2,256,892	2,139,846	2,314,373	2,349,000
Economic Development	1,721,529	699,333	696,070	987,000
Finance & Budget	1,396,901	1,445,499	1,490,772	1,521,000
Human Resources	580,965	379,654	378,983	386,000
Human Services, Office of	4,407,192	4,208,465	4,298,505	4,374,000
Information Technology	2,440,223	1,976,399	2,122,646	2,163,000
Parks, Rec & Comm Facilities	10,473,160	10,216,221	10,147,178	10,195,000
Planning and Zoning	2,294,512	2,472,508	2,562,841	2,607,000
Public Works	4,032,189	4,052,897	4,026,646	4,090,000
Registrar & Electoral Board	332,440	375,224	422,574	395,000
Social Services	6,891,357	7,991,159	6,655,498	6,825,000
Treasurer	1,735,671	1,890,590	1,911,088	1,925,000
Total Non-Public Safety	\$ 46,142,339	\$ 45,748,290	\$ 45,141,735	\$ 46,041,000
Other				
Capital Projects	10,915	1,921,489	2,865,782	2,625,000
Central Rapp. Regional Library	4,652,117	4,667,212	4,967,212	5,016,000
Cooperative Extension	151,836	167,124	169,064	178,000
Corrections	7,071,313	7,362,832	7,819,046	8,743,000
Debt Service - General Government	11,176,976	11,570,629	9,979,518	9,936,000
Debt Service -General Gov't. (future)	-	-	-	1,902,000
Non-Departmental	1,193,943	2,861,812	3,612,446	3,475,000
Other Transfers	1,276,933	-	-	-
Partner Agencies	1,737,915	1,819,357	1,866,077	1,866,000
Total Other	\$ 27,271,948	\$ 30,370,455	\$ 31,279,145	\$ 33,741,000
Local School Funding				
Operating Budget Transfer	\$ 99,323,620	\$ 101,693,774	\$ 106,518,774	\$ 106,775,000
Public Day School			\$ 332,000	\$ 332,000
Debt Service - Schools	25,582,528	27,388,986	26,203,740	26,167,000
Debt Service - Schools (future)	-	-	-	2,328,000
Total School Funding	\$ 124,906,148	\$ 129,082,760	\$ 133,054,514	\$ 135,602,000
Adjustments to be determined	-	-	-	-
Total Uses	\$ 234,501,137	\$ 241,174,370	\$ 247,291,942	\$ 254,467,000

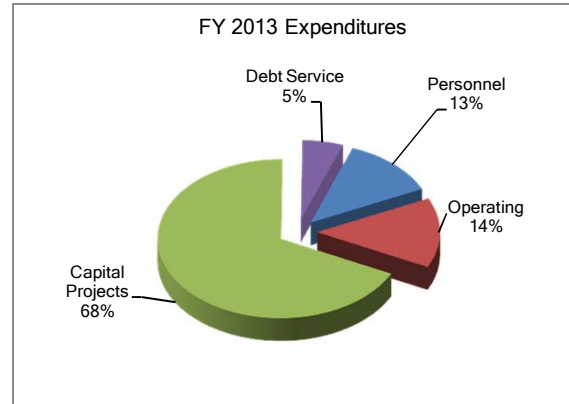
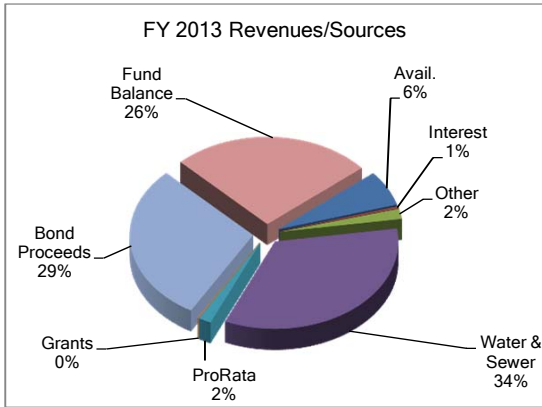


GENERAL FUND FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Public Safety				
Fire and Rescue	16,203,000	16,872,000	17,330,000	17,801,000
Sheriff	30,625,000	31,495,000	32,236,000	33,202,000
Total Public Safety	\$ 46,828,000	\$ 48,367,000	\$ 49,566,000	\$ 51,003,000
Non-Public Safety				
Board of Supervisors	627,000	635,000	649,000	664,000
Commissioner of the Revenue	2,729,000	2,860,000	2,953,000	3,034,000
Commonwealth's Attorney	3,103,000	3,359,000	3,546,000	3,739,000
County Administration	1,047,000	1,103,000	1,136,000	1,170,000
County Attorney	1,097,000	1,153,000	1,189,000	1,227,000
Courts	2,473,000	2,581,000	2,653,000	2,727,000
Economic Development	1,005,000	1,039,000	1,070,000	1,102,000
Finance & Budget	1,570,000	1,652,000	1,701,000	1,751,000
Human Resources	378,000	396,000	408,000	419,000
Human Services, Office of	4,484,000	4,623,000	4,762,000	4,905,000
Information Technology	2,223,000	2,328,000	2,395,000	2,465,000
Parks, Rec & Comm Facilities	12,772,000	13,182,000	13,307,000	13,637,000
Planning and Zoning	3,131,000	3,394,000	3,570,000	3,752,000
Public Works	4,798,000	5,050,000	5,266,000	5,538,000
Registrar & Electoral Board	429,000	445,000	485,000	461,000
Social Services	7,061,000	7,411,000	7,736,000	8,025,000
Treasurer	1,974,000	2,060,000	2,114,000	2,170,000
Total Non-Public Safety	\$ 50,901,000	\$ 53,271,000	\$ 54,940,000	\$ 56,786,000
Other				
Capital Projects	2,662,000	2,701,000	2,741,000	3,019,000
Central Rapp. Regional Library	5,066,000	5,116,000	5,167,000	5,218,000
Cooperative Extension	184,000	191,000	197,000	204,000
Corrections	8,918,000	9,096,000	9,278,000	9,464,000
Debt Service - General Government	9,801,000	9,453,000	9,314,000	9,183,000
Debt Service -General Gov't. (future)	3,382,000	4,049,000	5,860,000	7,611,000
Non-Departmental	3,503,000	3,565,000	3,628,000	3,693,000
Other Transfers	-	-	-	-
Partner Agencies	1,866,000	1,866,000	1,866,000	1,866,000
Total Other	\$ 35,382,000	\$ 36,037,000	\$ 38,051,000	\$ 40,258,000
Local School Funding				
Operating Budget Transfer	\$ 107,937,000	\$ 109,775,000	\$ 112,614,000	\$ 115,607,000
Public Day School	\$ 332,000	\$ 332,000	\$ 332,000	\$ 332,000
Debt Service - Schools	25,353,000	24,576,000	23,944,000	22,981,000
Debt Service - Schools (future)	5,019,000	7,082,000	8,085,000	9,353,000
Total School Funding	\$ 138,641,000	\$ 141,765,000	\$ 144,975,000	\$ 148,273,000
Adjustments to be determined	\$ (10,559,000)	\$ (11,206,000)	\$ (12,096,000)	\$ (13,519,000)
Total Uses	\$ 261,193,000	\$ 268,234,000	\$ 275,436,000	\$ 282,801,000



UTILITIES FIVE YEAR PLAN



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

The Utilities Fund Projection Model is designed to serve as a tool to assist in long range planning for operating and capital costs. It includes a number of outer year assumptions that are examined and evaluated annually as part of the budgeting process. The Fiscal Year 2011 data reflects actual amounts and the Fiscal Year 2012 data reflects year-end estimates based on revenues and expenses to-date. Projections for 2013 through 2018 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes a 1.5% growth in billed customer accounts throughout the planning period. Projections assume rate increases to cover anticipated capital improvements to the existing system and increasing costs associated with treatment chemicals, electricity and fuels. Although customer account are increasing, actual usage is level or declining due to industry-wide declines in per capita consumption.

Availability Fees

Assumes an average of 500 additional equivalent dwelling units (EDUs) in 2013, with growth reaching 540 EDUs by FY18. Effective July 1, 2010, availability fees are \$6,900 for water and \$3,500 for sewer per EDU. Availability fees are used to pay for system expansions, changes in regulations, or changes in technology. An increase of \$2000 in the sewer Availability Fee is proposed for FY13.

Pro Rata Fees

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

Revenue Bond Proceeds

Bond proceeds will be used to partially finance large capital projects, particularly Rocky Pen Run Reservoir and Water Treatment Plant. The Board of Supervisors approved \$61M of bonds in FY12. Approximately \$50M of water related infrastructure will be bond financed in FY13-14. Additional Revenue Bonds of \$25M are proposed in FY14 for critical wastewater infrastructure.

Personnel & Operating Expenditures

Most Utilities personnel costs are projected to increase 4% per year and operating costs are projected to increase 3% in FY13-18. Operating Costs are expected to increase an additional 1.1% in FY14-15 due to costs associated with the new reservoir. Additionally, \$300,000 related to Other Post-Employment Benefits (OPEB) is included each year for FY13-15 and \$460,000 for FY16-18.

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 the construction of large capital projects, particularly the construction of the Rocky Pen Reservoir and Water Treatment Plant.

Debt Service

Assumes future debt is issued at a 4.5% interest rate for the major CIP projects including Rocky Pen Run.

Capital Projects

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



UTILITIES FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2011 Actual	FY2012 Estimated	FY2013 Adopted	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Rate Change: User Fees (Approved in bold)	3.0%	7.0%	8.0%	8.00%	8.00%	8.00%	7.50%	2.80%
Availability Fees	\$10,400	\$10,400	\$12,400	\$12,400	\$12,400	\$12,400	\$12,400	\$12,400
Revenues/Sources								
Water/Sewer Fees	\$21,990,884	23,509,000	\$25,143,000	\$27,491,000	\$30,059,000	\$32,867,000	\$35,771,000	\$37,238,000
Availability Fees	3,473,299	4,839,000	6,057,000	6,200,000	6,324,000	6,448,000	6,572,000	6,696,000
Pro Rata Fees	1,152,423	1,000,000	2,250,000	3,500,000	1,581,000	1,612,000	1,643,000	1,674,000
Other Charges and Fees	1,083,729	1,360,000	1,399,000	1,416,000	1,434,000	1,452,000	1,470,000	1,488,000
Use of Money/Property	596,926	200,000	227,000	292,000	484,000	495,000	447,000	748,000
Grants	2,914,691	200,000	67,000	-	-	-	-	-
Revenue Bond Proceeds	13,548,644	17,250,000	32,265,000	43,000,000	-	-	-	-
	\$44,760,596	\$48,358,000	\$67,408,000	\$81,899,000	\$39,882,000	\$42,874,000	\$45,903,000	\$47,844,000
Donated Assets	7,333,190							
Total Sources	\$52,093,786	\$48,358,000	\$67,408,000	\$81,899,000	\$39,882,000	\$42,874,000	\$45,903,000	\$47,844,000
Uses								
Operations								
Personnel	\$10,598,443	\$10,455,000	\$10,832,851	\$11,895,000	\$11,638,000	\$12,104,000	\$12,588,000	\$13,092,000
Operating	10,307,856	11,473,000	12,273,590	12,482,000	13,520,000	14,091,000	14,670,000	15,274,000
Operating-Capital Projects	4,307,414	4,345,000	4,792,000	3,594,000	4,292,000	6,441,000	3,713,000	7,668,000
Expansion-Capital Projects								
Pro Rata Funded	1,012,734	2,122,000	3,728,000	2,532,000	3,772,000	5,120,000	3,087,000	6,968,000
Availability/Bond Funded	20,796,473	19,942,000	50,117,000	40,765,000	2,895,000	-	1,075,000	-
Debt Service								
Existing Debt Service	4,028,263	5,140,000	2,741,000	5,083,000	8,040,000	7,482,000	7,482,000	7,482,000
New Debt Service	-	-	2,383,000	1,504,000	-	-	-	-
Total Uses	\$51,051,183	\$53,477,000	\$86,867,441	\$77,855,000	\$44,157,000	\$45,238,000	\$42,615,000	\$50,484,000
Total Sources Over Uses	\$1,042,603	(\$5,119,000)	(\$19,459,441)	\$4,044,000	(\$4,275,000)	(\$2,364,000)	\$3,288,000	(\$2,640,000)
Fund Balance								
Cash Balance, Beginning of Year	\$48,321,000	\$47,800,000	\$45,322,000	\$29,085,559	\$32,218,559	\$24,672,559	\$22,278,559	\$24,870,559
"Net" "Roll - Over"		2,641,000	3,223,000	(911,000)	(3,271,000)	(30,000)	(696,000)	673,000
Restricted - Deposits	5,693,200	6,193,000	6,000,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Restricted - Debt Service	6,792,728	3,511,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Restricted - Advance Payments	1,784,027	1,787,000	1,809,000	1,832,000	1,855,000	1,878,000	1,901,000	1,925,000
Committed - Operating Reserve	2,904,000	3,383,000	3,723,000	3,971,000	4,239,000	4,514,000	4,802,000	5,104,000
Designated - Repair/Replacement	3,627,000	3,718,000	3,811,000	3,925,000	4,062,000	4,184,000	4,310,000	4,439,000
Uncommitted Cash	27,467,621	24,089,000	8,019,559	18,701,559	13,087,559	7,032,559	9,853,559	6,062,559
Cash Balance, End of Year	\$48,268,576	\$45,322,000	\$29,085,559	\$32,218,559	\$24,672,559	\$22,278,559	\$24,870,559	\$22,903,559
Debt Ratio 1	2.63	1.81	2.41	2.31	1.89	2.29	2.55	2.66
Debt Ratio 2	1.88	1.24	1.60	1.58	1.40	1.75	2.00	2.11
Debt Ratio 3	8.45	5.13	3.88	3.58	2.57	2.85	3.28	3.24
Debt Ratio 4 (Min=1.0)***	0.97	0.63	0.74	0.79	0.84	1.14	1.39	1.44

COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)

1. Net Revenues: 1.50 times Senior Debt Service
2. Net Revenues less 50% of Availability Fees: 1.25 times Senior Debt Service
3. Net Revenues less 50% of Availability Fees plus 50% of unrestricted reserves: 1.5 times Senior Debt Service
4. Net Revenues less 100% of Availability Fees: 1.0 times Senior Debt Service

* Cash flow projections (above) incorporate the "Cash-Needs" view of capital improvement plan (as opposed to a "Budget Needs" view).

** "Roll-Over" Committed Funds: Estimated at 10% of capital expenditure projections, assuming levels are budgeted at total amount of contract, but larger projects extend over multiple years.

*** Debt Ratio 4 is required to be met in FY18 and thereafter.



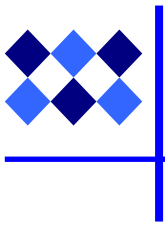
TRANSPORTATION FUND

	FY2011 Actual	FY2012 Estimated	FY2013 Adopted	FY2014 Forecast	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Revenues								
Gasoline Sales Tax	\$ 5,238,825	\$ 5,425,508	\$ 5,240,779	\$ 5,310,867	\$ 5,160,840	\$ 5,315,789	\$ 5,487,685	\$ 5,679,754
State Recordation Tax	714,506	715,000	715,000	715,000	715,000	715,000	715,000	715,000
Federal Revenue	139,175	2,302,502	-	-	-	-	-	-
State Revenues	-	2,467,326	-	-	-	-	-	-
Interest Revenue	5,587	7,192	2,500	2,000	1,500	1,000	1,000	1,000
Miscellaneous	(15,037)	182,138	-	-	-	-	-	-
Proffers	107,302	100,000	-	-	-	-	-	-
Total Sources	\$ 6,190,358	\$ 11,199,666	\$ 5,958,279	\$ 6,027,867	\$ 5,877,340	\$ 6,031,789	\$ 6,203,685	\$ 6,395,754
Expenditures								
VRE Subsidy	2,634,002	2,505,805	2,347,707	2,418,138	2,490,682	2,565,403	2,642,365	2,721,636
deferred Spotsy VRE contribution (credit)	-	-	(455,067)	-	-	-	-	-
FRED Bus Service	477,656	511,239	526,337	542,127	558,391	575,143	592,397	610,169
FRED Bus Shelters	-	21,185	-	-	-	-	-	-
Airport Subsidy	85,715	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Transportation Study	-	20,000	50,000	50,000	50,000	50,000	50,000	50,000
Transportation model	-	30,900	-	-	-	-	-	-
Transportation Fee Analysis	-	46,260	-	-	-	-	-	-
Debt Service Transfer to General Fund	-	-	10,000	10,000	10,000	10,000	10,000	10,000
Impact Fee Analysis	3,060	6,800	-	-	-	-	-	-
PRTC Subsidy	57,000	60,500	82,000	58,200	63,100	75,700	75,700	75,700
Financial Management	17,483	12,613	12,565	12,565	12,565	12,565	12,565	12,565
Transportation Plan Implementation	-	31,200	-	-	-	-	-	-
Street Signs	30,843	55,616	50,000	50,000	50,000	50,000	50,000	50,000
Social Services	21,767	25,468	40,000	40,000	40,000	40,000	40,000	40,000
Intergovernmental Transfers (Quantico Growth Mgmt)	45,000	-	100,000	-	-	-	-	-
Land Purchase (VRE Commuter Lot)	-	1,000,000	-	-	-	-	-	-
Gateway	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Local Road Projects	954,997	472,977	500,000	500,000	500,000	500,000	500,000	500,000
Capital Projects	-	-	-	-	-	-	-	-
Route 652, Truslow Rd, West of I-95 (PPTA)	-	-	650,000	2,483,556	-	-	-	-
Staffordboro Parking Lot	-	1,000,000	-	-	-	-	-	-
Route 608, Brooke Road, South of Eskimo Hill Road	-	1,348,192	-	-	-	-	-	-
Route 616, Poplar Rd, north of Kellogg Mill Rd	-	286,462	422,000	472,000	-	-	-	-
Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	-	2,824,214	3,467,000	-	-	-	-	-
Bike Trails	-	1,181,500	-	-	-	-	-	-
Poplar Rd at Mountain View safety Ph 3	-	145,000	-	-	-	-	-	-
Courthouse Road & Route 1 Intersection Improvements	-	-	-	100,000	1,462,500	-	-	-
Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	-	-	-	-	-	1,566,631	-	-
Route 627, Mountain View Road Ext. to High School	-	274,990	1,360,000	-	-	-	-	-
Streetscape Phase 1	-	1,671,627	-	-	-	-	-	-
Total Uses	\$ 4,327,523	\$ 13,718,262	\$ 9,348,256	\$ 6,922,300	\$ 5,422,952	\$ 5,631,155	\$ 4,158,741	\$ 4,255,784
Change in Fund Balance	\$ 1,862,835	\$ (2,518,596)	\$ (3,389,977)	\$ (894,433)	\$ 454,388	\$ 400,634	\$ 2,044,944	\$ 2,139,970
Beginning of Year Fund Balance	\$ 7,102,301	\$ 8,965,136	\$ 6,446,540	\$ 3,056,563	\$ 2,162,130	\$ 2,616,517	\$ 3,017,151	\$ 5,062,095
Committed								
Boswell's Corner Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
TCSP Grants	-	288,000	288,000	288,000	288,000	288,000	288,000	288,000
SRAA loan	-	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Bells Hill Road	-	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Mine Road proffer to VDOT	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Assigned:	8,665,136	4,288,540	898,563	4,130	458,517	859,151	2,904,095	5,044,065
Fund Balance, end of year	\$ 8,965,136	\$ 6,446,540	\$ 3,056,563	\$ 2,162,130	\$ 2,616,517	\$ 3,017,151	\$ 5,062,095	\$ 7,202,065

In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated as the timing of the projects and the issuance of debt is determined.

* Gasoline sales tax revenue projections provided by PRTC.

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



PERSONNEL SECTION

The personnel section contains the staffing plan, and position summary information for each fund. A listing of internal committees and a listing of the Boards, Authorities and Commission and Committees



STAFFING PLAN

A Workforce that is Responsible and Accountable to the Citizens

Background

Providing a responsible and accountable government to our citizens, in new and innovative ways, is paramount as we work to maintain service levels in the new economy. Over the past four years, staff has:

- Realigned services and functions
- Reduced costs
- Encouraged innovation and creativity
- Used all resources to the fullest
- Utilized talent across agencies and departments
- Created a cost effective educational program to enhance efficiencies and productivity

In May 2009, the organization went through a major restructuring in an effort to provide a structurally efficient organization that would make good use of county resources.

The reorganization resulted in a budget savings of over \$1.6 million and streamlined the organization by:

- Combining the Parks & Recreation Department and Public Services Department to form the Department of Parks, Recreation and Community Facilities - saving \$1,010,000
- Combining Transportation, Code Administration and Securities into Public Works - saving \$625,000
- Reviewing functions of internal agencies and other internal functions and processes to ensure efficiencies and identify cost savings

This effort also created an organization with fewer “boundaries” to allow for better customer/citizen service and more efficient and cost effective use of equipment and manpower.

Board's Directive for FY2013

On February 11, 2012, the Board established priorities for the FY2013 budget. The priorities are:

- Reducing the tax burden
- Public safety
- Education
- Infrastructure
- Economic Development
- Service excellence

Public Safety has been addressed through various Board of Supervisors approved programs such as:

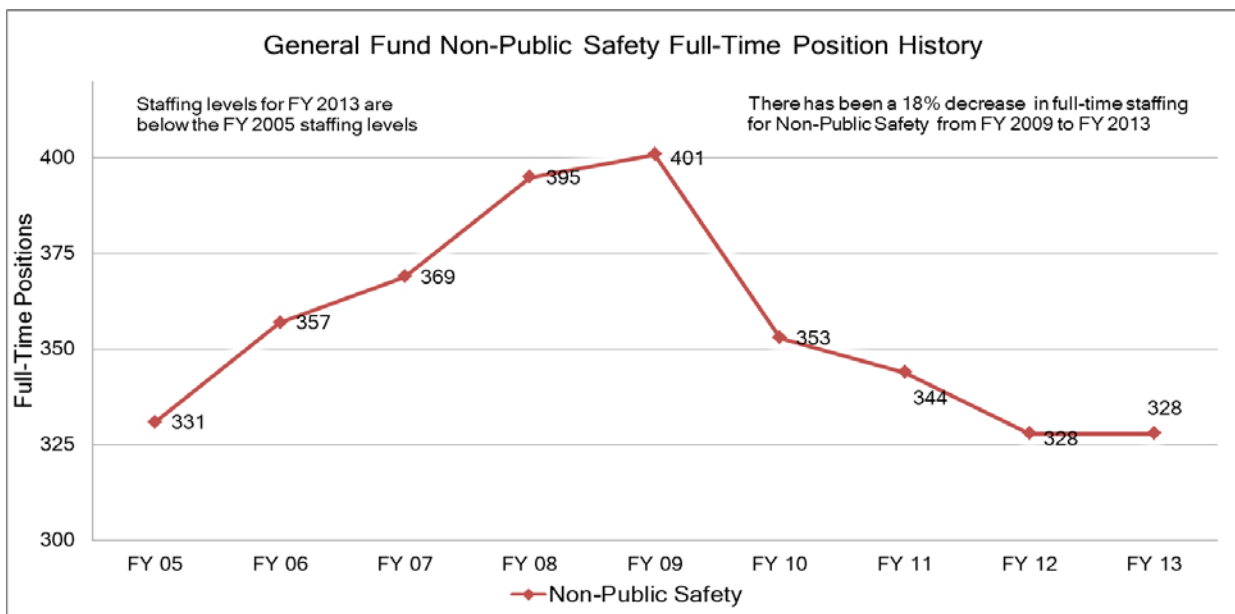
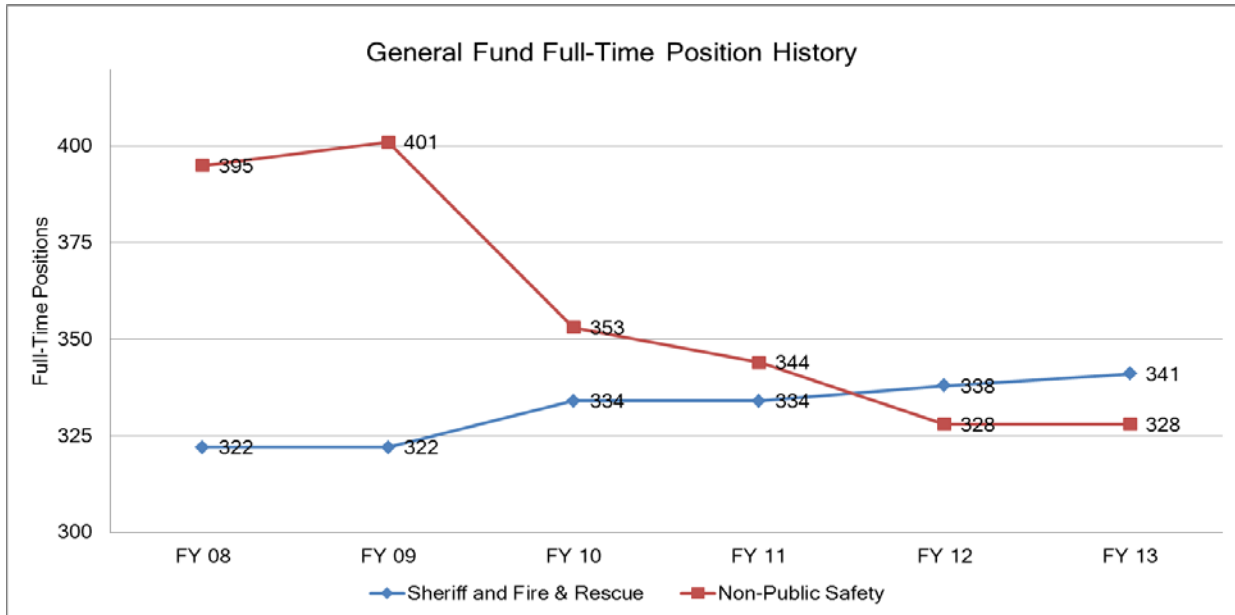
- Authorizing the County Administrator to overfill uniformed Fire and Rescue positions by 10%
- Authorizing the County Administrator to overfill sworn law enforcement positions by 10%
- Authorizing the Fire and Rescue Department to implement the Staffing for Adequate Fire and Emergency Response Grants (SAFER) grant that provided 7 additional full-time uniformed Fire and Rescue personnel at no cost for 1 more year
- Authorizing in FY 2012 the creation of the Sheriff Department's Gang Taskforce of four new field positions and one new direct support position



STAFFING PLAN

Workforce Changes

Seventy-three (73) positions have been reduced over the past four fiscal years in the General Fund; twenty (20) of the positions have been on the supervisory/managerial level. Staffing levels in Public Safety have increased by nineteen (19) positions as more resources have been allocated to this priority of the Board.¹



¹The 7 Firefighter/EMT positions from the SAFER grant are not included in the Public Safety position count. Grants were separated from the General Fund into a sub-fund in FY2011 when the County changed its fund structure to comply with GASB 54.

Initiatives to Better Serve the Community

During FY2013 staff continues to develop and implement the 311 calling/information center and remains steadfast in incurring no new staff costs.

In order to address the Board of Supervisors’ high priority of capital projects, a full-time Grant Manager position was converted to assist with construction finance management. The position will assist project managers with financial tracking and reporting for projects. Existing Finance staff will absorb grant management.

Compensation and Health Care

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

- Over the past 6 fiscal years, employee health care contributions have increased.
- In FY2012, employees will receive an average salary increase of 2.5% based on performance, funded with recurring health care savings.
- Employees will share in future increases to health care costs.

The chart below depicts the inflation adjusted median salary over the past five years. With the increase in health care costs, the inflation adjusted salary has decreased and is below FY2007 median salary levels.

	Employee Median Salary	Health Care Contributions*	Salary After Health Care	Inflation Adjusted Salary***
FY2007	\$ 42,890	\$ -	\$ 42,890	
FY2008	\$ 44,720	\$ 516	\$ 44,204	\$ 43,187
FY2009	\$ 45,261	\$ 1,176	\$ 44,085	\$ 40,514
FY2010**	\$ 44,242	\$ 1,344	\$ 42,898	\$ 39,423
FY2011**	\$ 44,242	\$ 1,488	\$ 42,754	\$ 39,291
FY2012**	\$ 45,348	\$ 1,560	\$ 43,788	\$ 38,665
FY2013**	\$ 46,482	\$ 2,520	\$ 42,828	\$ 36,489

*Family Coverage

**Median Salary is below FY08

***As measured by the Social Security Administration, FY2013 estimated based on CPI-W change Jan. 2011 to Jan. 2012

In FY2012, sufficient recurring health care savings is projected to fund pay for performance increase in FY2012. Because the salary increase only covered half of the year, one-time health insurance savings remain in FY2012. The remaining savings will be used for a nine month health insurance holiday. There were several contributing factors to the savings achievement:

- Administrative changes to the plan that raised amount for capitation insurance
- Employee driven “In-Network” usage that drives discounts for services
- Lower than normal experience (overall plan usage)
- Employees taking “ownership” of plan and making informed decisions before using



STAFFING PLAN

Efforts will continue to find further savings and mitigate future health insurance increases. Tools that can be used to reduce the cost of health care include:

- Implementation of a health risk assessment and an offsite wellness clinic to assist employees in maximizing their full health and well-being. This is expected to reduce health care costs over a five (5) year period Implement
- Continue to educate employees on their role as a health care consumer
- Continue to promote the Employee Assistance Program (EAP)
- Continue to provide support to the County's wellness program

Although savings are projected for FY 2013, federal legislation (Healthcare Reform) will impact the health insurance plan which include:

- Mental health parity
- Adding dependents to age 26
- Removal of pre-existing conditions for children
- Removal of annual/lifetime dollar limits or limits on specific essential health benefits
- Requiring health insurance coverage for Employees working beyond 30 hours a week

Future Challenges

Compensation and benefits will continue to be a challenge beyond FY2013. Benefit costs (VRS, Health Insurance, and Life Insurance) are expected to increase and as the economy recovers, the County will have to work to maintain competitiveness in total compensation to remain in line with our peers. This competitiveness is essential in order for the County to attract and retain the top level of qualified and competent employees the citizens of this County deserve to have serving them.

Moving Forward

Stafford County employees are committed to cultivating a great community. What does that mean?

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

To paraphrase Jim Collins; we now have the right people "on the bus" (the organization) and continuously work to be sure they are in the "right seat". With the reduced workforce, employees are counted on to be more generalist than specialist in order to cover more than one area of responsibility. This has been accomplished by the hard work, efforts, and team minded spirit of County employees. Through proactive educational programs County employees are learning and demonstrating many new processes that provide efficient and cost effective service.

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



POSITION SUMMARY GENERAL FUND

	FY 2011		FY 2012		FY 2013	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7
Commissioner of the Revenue	30	0	29	1	29	1
Commonwealth's Attorney	25	1	25	1	25	1
Cooperative Extension	0	4	0	4	0	4
County Administration ⁽¹⁾	9	0	9	0	9	0
County Attorney	7	0	7	0	7	0
Clerk of the Circuit Court	19	2	18	0	18	0
Circuit Court ⁽²⁾⁽³⁾	2	0	3	0	3	0
15th District Court	2	0	2	0	2	0
Economic Development ⁽⁴⁾	6	1	5	1	6	0
Finance and Budget	16	0	15	0	15	0
Human Resources	5	1	3	1	3	1
Human Services, Office of	2	0	2	0	2	0
Information Technology ⁽⁴⁾	19	2	18	2	17	3
Parks, Recreation & Community Facilities ⁽⁵⁾	57	119	57	119	54	119
Planning and Zoning	24	1	23	1	23	1
Public Works	40	0	40	0	40	0
Registrar & Electoral Board	4	0	3	1	3	1
Social Services	57	6	55	6	55	6
Treasurer	18	2	17	3	17	3
Attrition	0	0	(3)	0	0	0
Sub-Total Non-Public Safety Departments	342	146	328	147	328	147
Fire and Rescue	110	0	109	0	109	0
Sheriff ⁽⁶⁾⁽⁷⁾	224	17	229	19	232	19
Sub-Total Public Safety Departments	334	17	338	19	341	19
Fund Total Positions	676	163	666	166	669	166

⁽¹⁾ Added Citizen Action Officer in FY12

⁽²⁾ Added full-time Circuit Court Judicial Assistant on June 21, 2011, R11-198

⁽³⁾ Reporting of two full-time Judicial Assistant positions added that were authorized but not presented as part of the General Fund

⁽⁴⁾ Transfer one full-time position from Information Technology to Economic Development and one-part time from Economic Development to Information Technology

⁽⁵⁾ Reduction of three full-time positions by attrition

⁽⁶⁾ Add one full-time Court Service Unit Deputy

⁽⁷⁾ Add two full-time Telecommunicator positions

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



POSITION SUMMARY OTHER FUNDS

	FY 2011		FY 2012		FY 2013		'12 to '13	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Victim Witness Recovery Act Program Grant	2	0	0	0	0	0	0.0%	0.0%
Grant Manager	0	0	1	0	0	0	(100.0)%	0.0%
SAFER Grant	0	0	7	0	7	0	0.0%	0.0%
Fund Total Positions - Grant Fund	2	0	8	0	7	0	(12.5)%	0.0%
Fund Total Positions - Capital Projects Fund ⁽¹⁾	0	0	2	0	3	0	50.0%	0.0%
Fund Total Positions Utilities	141	2	139	1	139	1	0.0%	0.0%

⁽¹⁾ One full-time position to assist with construction finance management

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



POSITION SUMMARY SCHOOL FUNDS

	FY 2011 Full-Time Equivalent	FY 2012 Full-Time Equivalent	FY 2013 Full-Time Equivalent	Change '12 to '13 Full-Time Equivalent
Fund Total - School Operating & State Fiscal Stabilization Fund	3,452.47	3,401.22	3,368.22	(1.0)%
Fund Total - Grants	91.50	60.00	60.00	0.0%
Fund Total - School Construction	3.85	3.85	3.85	0.0%
Fund Total - School Nutrition Services	247.00	247.00	247.00	0.0%
Fund Total - School Health Insurance	2.50	2.50	2.50	0.0%
Fund Total - School Workers Compensation	1.00	1.00	1.00	0.0%
Fund Total - Fleet Services	28.50	28.50	28.50	0.0%
Grand Total All Funds	3,826.82	3,744.07	3,711.07	(0.9)%



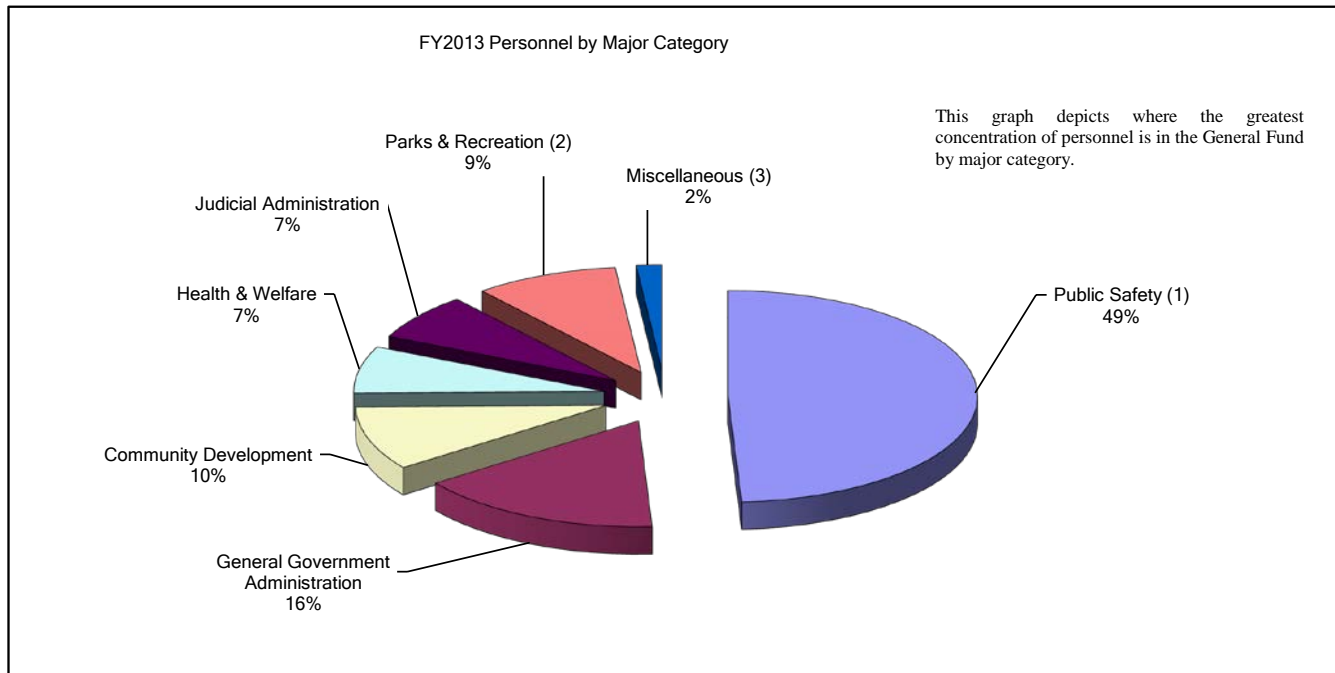
GENERAL FUND PERSONNEL BY MAJOR CATEGORY

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Public Safety ⁽¹⁾	\$26,294,367	\$28,144,408	\$29,222,875	\$1,078,467	3.83%
General Government Administration	9,164,358	9,167,303	9,437,473	270,170	2.95%
Community Development	5,535,254	5,791,053	5,806,191	15,138	0.26%
Health & Welfare	3,773,737	4,124,667	4,261,776	137,109	3.32%
Judicial Administration	4,152,271	4,046,144	4,232,447	186,303	4.60%
Parks & Recreation ⁽²⁾	5,153,271	5,783,767	5,531,694	(252,073)	-4.36%
Miscellaneous ⁽³⁾	76,575	77,000	988,000	911,000	1183.12%
Total	\$54,149,833	\$57,134,342	\$59,480,456	\$2,346,114	4.11%

⁽¹⁾ Increase in Virginia Retirement System Contribution, Increase in Group Life Insurance Contribution, one new Court Service Deputy Sheriff I, two Full-time Telecommunicators, and career development for newly qualified personnel in the Sheriff's Office

⁽²⁾ Elimination of three full-time positions for FY 2012 staffing plan and Health insurance savings

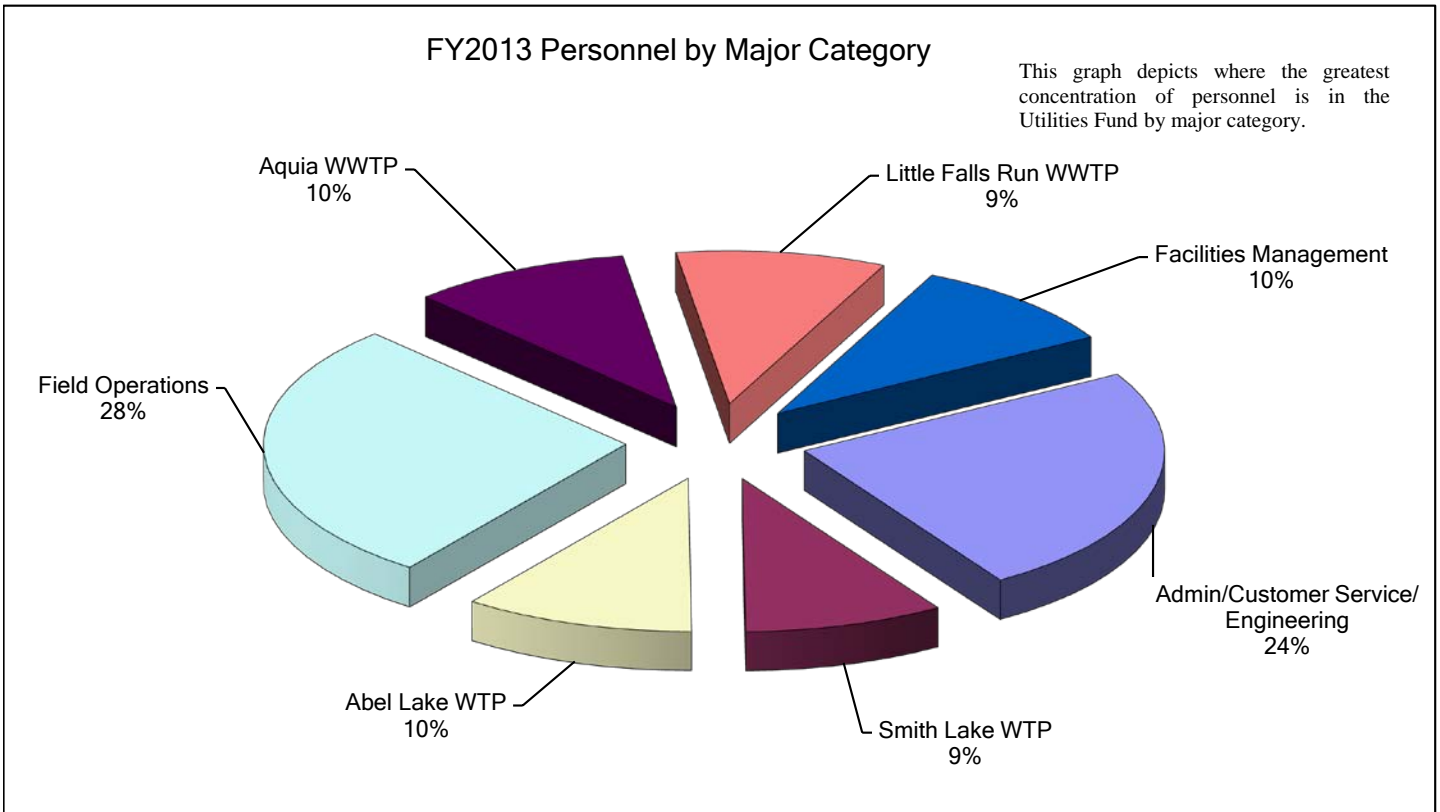
⁽³⁾ Contingency funding for costs associated with implementation of VRS 5/5 and funds budgeted for employee pay-for-

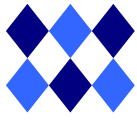




UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

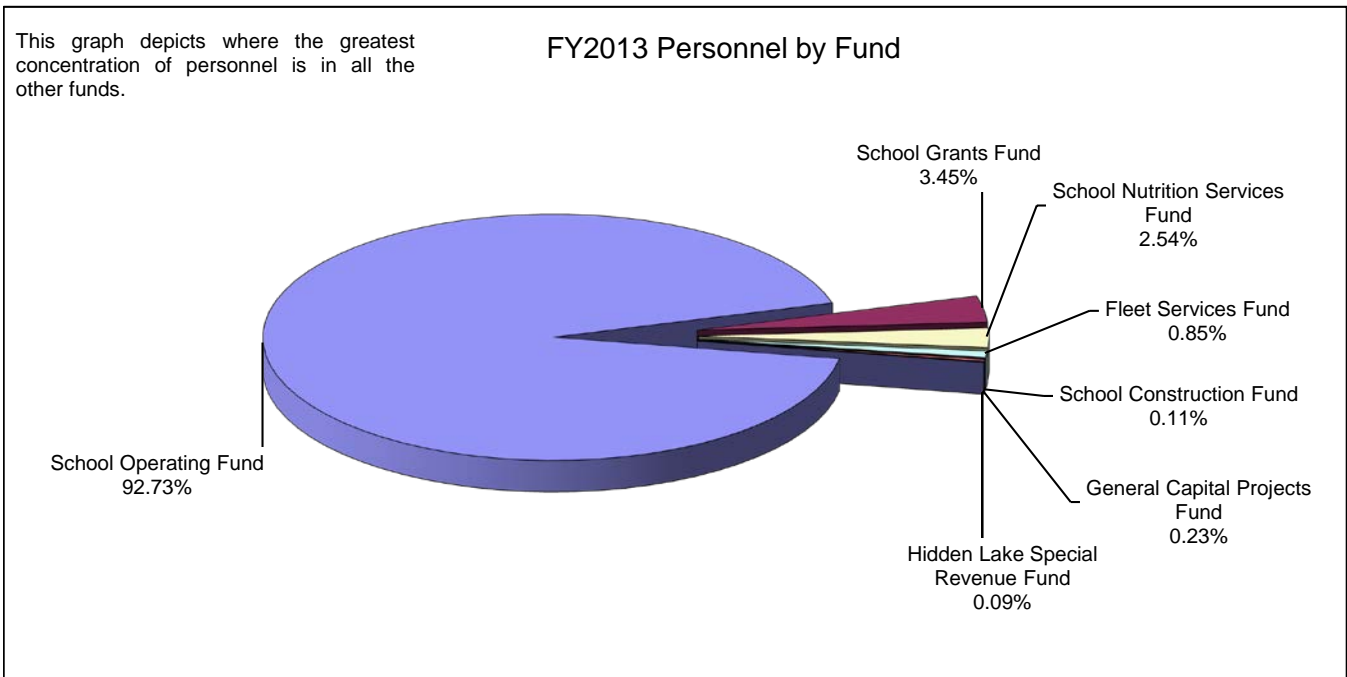
	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
Admin/Customer Service/ Engineering	\$2,628,872	\$2,463,345	\$2,641,382	\$178,037	7.23%
Smith Lake WTP	886,158	872,132	971,227	99,095	11.36%
Abel Lake WTP	1,090,518	1,091,726	1,122,222	30,496	2.79%
Field Operations	2,945,187	2,904,153	3,009,683	105,530	3.63%
Aquia WWTP	1,091,437	1,065,685	1,070,370	4,685	0.44%
Little Falls Run WWTP	978,022	1,000,473	1,021,341	20,868	2.09%
Facilities Management	966,662	1,057,283	1,050,626	(6,657)	-0.63%
Total Expenditures	\$10,586,856	\$10,454,797	\$10,886,851	\$432,054	4.13%





OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
School Operating Fund	\$179,715,865	\$202,833,885	\$211,804,128	8,970,243	4.42%
School Grants Fund	10,382,671	7,219,691	7,882,237	662,546	9.18%
School Nutrition Services Fund	5,295,061	5,611,224	5,811,760	200,536	3.57%
Fleet Services Fund	1,896,922	1,841,974	1,950,594	108,620	5.90%
School Construction Fund	184,034	228,935	242,573	13,638	5.96%
General Capital Projects Fund	302,250	321,139	517,790	196,651	61.24%
Tourism Fund	136,525	169,950	188,445	18,495	10.88%
Hidden Lake Special Revenue Fund	0	6,735	7,387	652	9.68%
State Fiscal Stabilization Fund ⁽¹⁾	14,234,169	0	0	0	0.00%
School Health Insurance Fund	0	0	0	0	0.00%
School Workers Compensation Fund	71,631	0	0	0	0.00%
Total Expenditures	\$212,219,128	\$218,233,533	\$228,404,914	\$10,171,381	4.66%

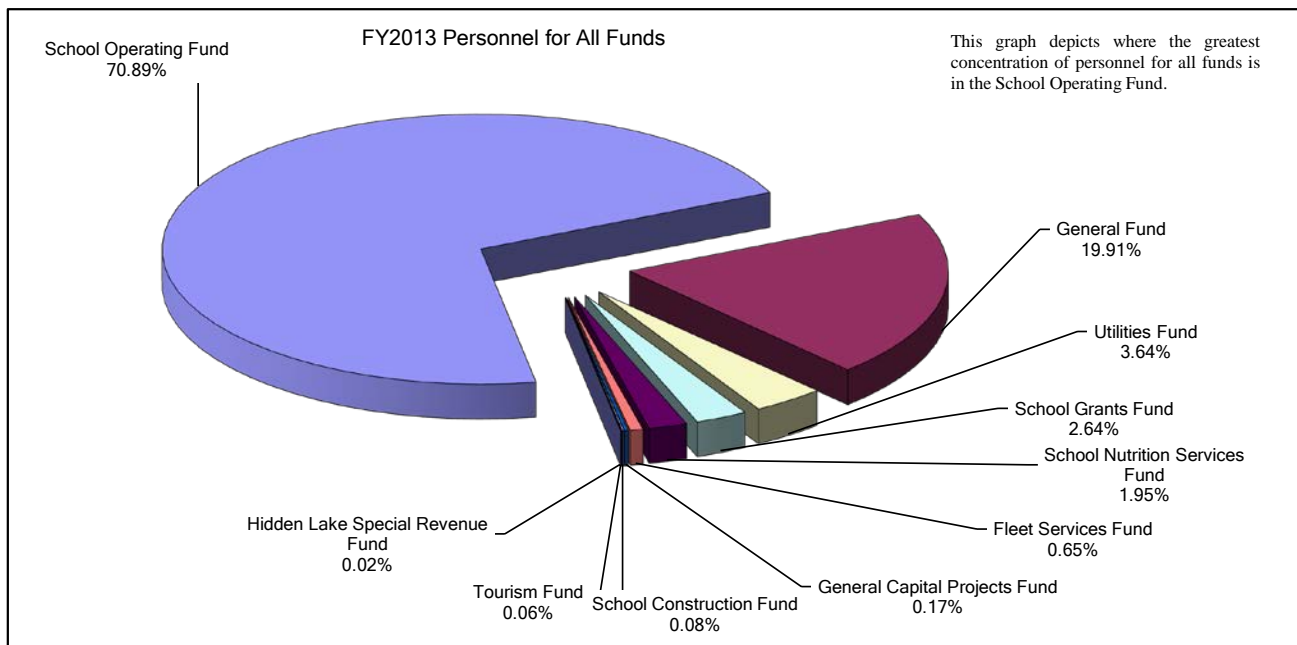


⁽¹⁾ The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.



PERSONNEL FOR ALL FUNDS

	FY2011 Actual	FY2012 Adopted Budget	Adopted Budget	FY2013 Changes '12 to '13	
School Operating Fund	\$179,715,865	\$202,833,885	\$211,804,128	\$8,970,243	4.42%
General Fund	54,149,833	57,134,342	59,480,456	2,346,114	4.11%
State Fiscal Stabilization Fund ⁽¹⁾	14,234,169	0	0	0	100.00%
Utilities Fund	10,586,856	10,454,797	10,886,851	432,054	4.13%
School Grants Fund	10,382,671	7,219,691	7,882,237	662,546	9.18%
School Nutrition Services Fund	5,295,061	5,611,224	5,811,760	200,536	3.57%
Fleet Services Fund	1,896,922	1,841,974	1,950,594	108,620	5.90%
General Capital Projects Fund	302,250	321,139	517,790	196,651	100.00%
School Construction Fund	184,034	228,935	242,573	13,638	5.96%
Tourism Fund	136,525	169,950	188,445	18,495	10.88%
Hidden Lake Special Revenue Fund	0	6,735	7,387	652	9.68%
School Health Insurance Fund	0	0	0	0	0.00%
School Workers Compensation Fund	71,631	0	0	0	0.00%
Total	\$276,955,817	\$285,822,672	\$298,772,221	\$12,949,549	4.53%



⁽¹⁾ The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.



INTERNAL COMMITTEES

The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County
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.
Innovation Team	The team will review employee productivity and processes and develop ideas that will continually enhance services to our citizens in the most efficient and cost-effective manner.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

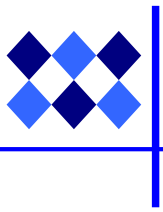
The following Boards, Authorities Commissions and Committees were established to enhance community involvement for Stafford.

Committee Name	Number of Members	Function
ADA Grievance Committee	8	Hears appeals on decisions regarding the Americans with Disabilities Act
Advisory Board on Towing/Trespassing Vehicles	11	Regulate services rendered, pursuant to police towing requests by any business engaged in the towing or storage of unattended, abandoned, or immobile vehicles
Agricultural Commission - Purchase of Development Rights Commission (Combined)	7	Establishes standards for preservation of agricultural and rural lands-promotes PDR Program/reviews/ranks applications
Architectural Review Board	5	Reviews all applications for construction, renovations, alteration or relocation of any structure in the Historic District; issues Certificates of Appropriations for all work in the Historic District
Architectural Review Board for Centreport	2	To assure cooperation with and compliance to County goals for development
Board of Building Code Appeals	5	Hears appeals on interpretations of the Uniform Statewide Building Code made by the Building Official
Board of Social Services	3	Oversee the administration of policy making and advisory responsibilities of Social Services
Board of Zoning Appeals	7	Hears and decides appeals relating to requirements, decisions made in enforcing the Zoning Ordinance; decides approval or disapproval of Special Exception or Variance applications
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



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce
Fredericksburg Area Metropolitan Planning Organization (FAMPO)	6	Coordinate regional planning development activities in Planning District 16
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
OPEB - Other Post Employment Benefits Local Finance Board	2	Responsible for oversight of other post employment benefits (other than pensions) as defined in § 15.2-1545, and all fund accrued from the investment of any such funds on had at any time and not necessary for immediate payment of benefits invested by the Board.
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation
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



BOARDS, AUTHORITIES, COMMISSIONS

Committee Name	Number of Members	Function
Potomac Watershed Roundtable	2	Promotes a regional approach to the management and improvement of the Virginia portion of the Potomac watershed and to foster collaboration among watershed stakeholders. Acts as an advisory body to governmental and non-governmental decision-makers and makes recommendations on watershed management policy and program options
Purchase of Development Rights Program Committee (Combined with Ag Commission)	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications
Rappahannock Area Agency on Aging (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Area Youth Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.
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



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
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 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 IMPROVEMENT PROGRAM AND DEBT MANAGEMENT

This section provides information related to the Capital Improvement Program (CIP) and the County's debt management practices and projected capital financing needs.

The approved CIP was formulated using the more stringent debt limitations (3.5% debt to assessed value and 10.5% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating. This section includes an overview of the CIP program, a summary of all projects, and detailed sheets for all projects.

The Analysis of Outstanding Debt for Fiscal Years 2013-2022 displays the principal amounts owed at the current time. Also included in this section are tables that describe the purpose and payment schedules for each existing General Government bond and lease debt obligations, and for the Utilities Fund bond obligations.



CAPITAL IMPROVEMENTS PROGRAM

The CIP is an important component of the County's long range planning process. The first year of the CIP becomes the capital budget and the remaining years provide an estimated cost of the proposed projects and their anticipated funding sources. The CIP is reviewed annually and the priorities re-evaluated based on conditions and requirements of the community.

Capital Improvement projects are items for which the purchase, construction, renovation, expansion, or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Projects include, but are not limited to, expenditures for land, new structures, major repairs and renovations; maintenance of existing real property; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of \$500,000 or more and a useful life of one year or more. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

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;
- 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

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.

Projected costs are determined using historical or current costs for similar projects based on engineering or architectural estimates when available. A 3% average annual escalation assumption is included for general government. Schools projects incorporate 5% for all years up to FY 2017, then 3% each year after.

CIP Recommendation

The CIP committee evaluates the project requests individually to determine whether the project is appropriate. The recommendations of the CIP Committee are forwarded to the County Administrator. The County Administrator reviews the recommendations and prepares his recommended CIP.

Adoption of CIP

After considering the recommendation of the County Administrator, and following a public hearing, the Board of Supervisors adopts the CIP. The projects approved for funding in the current budget year become that year's Capital Budget. Those projects approved for funding in the subsequent years will serve as a guide to ongoing project planning and preparation of the following year's CIP.

Project Approval

The CIP is adopted for planning purposes only. Approval of the CIP does not authorize issuance of debt or expenditure of funds.

Authority to proceed is granted by the Board on a project-by-project basis. For each individual project, the Board will be asked to take action which will:

1. approve the project,
2. approve the funding source, and
3. appropriate project budget.



CAPITAL IMPROVEMENTS PROGRAM

There are a number of different funding sources available for the various types of projects included in the Capital Improvements Program (CIP).

Bonds

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. (Stafford County voters approved a \$70 million road bond referendum in November 2008 and a \$29 million Parks & Recreation bond referendum in November 2009.)

Virginia Public School Authority (VPSA) funds can only be used to support the construction of school facilities. Similarly, Literary Fund allocations, when available, can be designated to projects for new school construction.

Master Lease

Master Lease financing represents another source of capital financing to acquire equipment, vehicles, and technology purchases that have useful lives ranging from three to ten years. Master lease financing is very flexible, allowing the County to finance projects with minimal transaction costs and on an “as needed” basis over the term of the master lease. Because of the short-term maturities of master lease financing, interest rates are typically lower than rates on long-term bonds.

Debt Limitations

The financial policies define the County’s maximum debt. As part of the efforts to improve the County’s bond rating, the Board amended its financial policies in June 2012. Debt limitations are as follows:

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



CAPITAL IMPROVEMENTS PROGRAM FUNDING

The CIP was formulated to comply with the policy. New debt requires the County operating budget to absorb the increased debt service and any operating costs associated with the capital project. Prior to the issuance of any new debt, consideration will be given to current economic and budgetary conditions.

Current Revenues

The Board's Principles of High Performance Financial Management state "An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects."

In keeping with the Board's intention to strengthen the County's financial position and enhance its bond rating, the Proposed FY13-22 CIP includes cash funded capital projects for all divisions. The School Board's Adopted budget includes some cash funding for infrastructure projects. County staff recommends that the Schools follow the same good financial practice, increasing cash funding to 1% of operating fund budget (including grant funds). This would amount to approximately \$2.5 million annually.

Other Revenue Sources

Other sources of revenue include State and Federal grants, private funds, transient occupancy taxes for tourism purposes, transportation service districts revenues, traffic impact fees and others. These funds are utilized to support a variety of projects.

State and federal government funding can support any project depending on its availability. Resources from the Potomac Rappahannock Transportation Commission (PRTC), motor fuels taxes, are limited to transportation-related projects, while water and sewer availability fees and pro rata fees can only be utilized for water and sewer projects.



WHAT'S NEW?

The FY 2013 - FY 2022 CIP builds on the previously approved Capital Improvement Program. Many of the projects in this CIP were included in earlier plans. A column, labeled "Prior Years" is included showing this continuity. This year's plan includes the following changes and updates:

County Government

Fire Rescue

- Centerport Fire and Rescue Station: Long range plans for Fire and Rescue include planning and developing future fire and rescue stations to meet the growing needs of the region. This project will ensure compliance with Standards of Coverage as additional development occurs.
- Self-Contained Breathing Apparatus (SCBA): This project will update our current SCBA which are approaching the end of their service life of 15 years as required by federal law.

Parks and Recreation

- Future Parks Projects: Based on the comprehensive plan Stafford County will need 2,383 additional acres of park land by year 2017. This project will continue the long-range planning, acquisition and orderly development of our park system to keep pace with the needs of our community.

Public Works

- Library: A new library in the Courthouse area of the County will become a component of the Courthouse Redevelopment Area plan. The library will provide education and quality of life opportunities for all County residents and keep pace with the population growth and progress in the redevelopment area.
- Bike Trails: The trails will be constructed near South Gateway Drive to Plantation Drive and continuing to Stafford Lakes Parkway. This project is based on an agreement with the Federal Highway Administration to build bike trails parallel to upgrades implemented by VDOT and will be built with impact fees.

Transportation

- Future Transportation Projects: This project will continue to address the long-term planning, and development of our transportation enhancements.
- Courthouse Road & Route 1 Improvements: The plan includes improvements that will greatly increase traffic movement during peak hours and pedestrian accommodations.
- Route 627, Mountain View Road Ext. to High School: Reconstruct a section of Mountain View Road.
- Staffordboro Parking Lot: Expansion of commuter parking lot to include an additional 1,035 spaces.

Schools

- Elementary School #18 with Head Start
- Brooke Point High School Addition
- Colonial Forge High School Addition
- Mountain View High School Addition



SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total This Period	Later Years Funding	Total Project Cost
Economic Development - Redevelopment	530,000	200,000	1,825,000	5,212,300	3,609,000	8,957,000	4,756,000	4,851,000	4,948,000	5,047,000	5,148,000	44,553,300	0	45,083,300
Fire Rescue and Emergency Services	1,000,000	5,061,334	2,590,000	2,433,000	3,172,000	7,177,000	2,914,000	3,203,000	7,890,000	2,904,000	4,065,000	41,409,334	7,033,000	49,442,334
Information Technology	0	200,000	300,000	200,000	200,000	200,000	100,000	100,000	300,000	200,000	100,000	1,900,000	0	1,900,000
Parks, Recreation and Community Facilities	7,201,000	6,807,500	14,671,000	1,382,000	4,236,000	5,087,000	5,125,000	5,161,000	5,206,000	5,247,000	5,289,000	58,211,500	0	65,412,500
Public Works	250,000	305,000	1,566,366	1,550,000	1,492,000	5,733,300	1,000,000	3,122,000	11,000,000	11,033,000	2,500,000	39,301,666	15,048,000	54,599,666
Transportation*	17,954,000	16,975,500	40,552,347	39,841,165	19,554,367	40,026,282	27,243,294	37,418,116	21,995,000	20,000,000	20,000,000	283,606,071	0	301,560,071
Schools**	15,680,000	35,461,000	36,004,000	26,251,000	11,450,000	17,620,500	25,220,000	39,103,000	19,899,000	10,305,000	39,432,000	260,745,500	0	276,425,500
Project Total	\$42,615,000	\$65,010,334	\$97,508,713	\$76,869,465	\$43,713,367	\$84,801,082	\$66,358,294	\$92,958,116	\$71,238,000	\$54,736,000	\$76,534,000	\$729,727,371	\$22,081,000	\$794,423,371

Funding Summary	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
County	\$8,754,000	\$14,893,000	\$5,459,000	\$18,683,369	\$18,254,922	\$15,666,294	\$13,588,000	\$25,298,000	\$21,033,000	\$13,284,000	\$154,913,585
Schools**	33,226,000	31,964,000	23,231,000	9,800,000	16,195,000	23,555,000	37,033,000	18,099,000	9,200,000	36,779,000	\$239,082,000
Bond	\$41,980,000	\$46,857,000	\$28,690,000	\$28,483,369	\$34,449,922	\$39,221,294	\$50,621,000	\$43,397,000	\$30,233,000	\$50,063,000	\$393,995,585
Service District Supported GO Bonds	0	2,280,000	3,590,478	0	0	0	0	0	0	0	5,870,478
Master Lease	4,261,334	1,766,000	1,584,000	1,873,000	1,680,000	1,987,000	1,782,000	2,108,000	1,890,000	2,237,000	21,168,334
Other Funding Sources	18,174,000	32,264,922	48,576,800	18,879,631	24,002,421	19,778,000	21,489,000	18,448,000	18,047,000	18,148,000	237,807,774
Cash Funded (County)	2,192,500	3,002,000	3,431,000	5,760,000	4,116,200	3,152,000	3,216,000	3,490,000	3,461,000	3,433,000	35,253,700
Cash Funded (Schools)**	2,235,000	2,040,000	3,020,000	1,650,000	1,425,500	1,665,000	2,070,000	1,800,000	1,105,000	1,010,000	18,020,500
Total	\$68,842,834	\$88,209,922	\$88,892,278	\$56,646,000	\$65,674,043	\$65,803,294	\$79,178,000	\$69,243,000	\$54,736,000	\$74,891,000	\$712,116,371

*Funding and timing of transportation bond projects are under review by the Board.

**2 million in FY14 and 1.6 million in FY22 for school's projects still to be determined.

Operating Impacts Summary	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	362,000	1,106,000	1,150,000	1,250,000	3,196,000	4,563,000	4,744,000	4,935,000	5,109,000
Operating	0	680,000	1,565,000	876,000	965,000	1,410,000	1,738,000	1,538,000	2,952,000	2,924,000
Debt Service Bond (cumulative)***	0	3,512,000	7,435,000	9,836,000	12,219,000	15,103,000	18,385,000	22,621,000	26,253,000	28,784,000
Debt Service Master Lease (cumulative)	0	784,108	1,018,108	1,228,108	1,476,108	1,699,108	1,377,000	1,613,000	1,893,000	2,144,000
Revenue/Savings	0	(35,110)	(275,122)	(282,675)	(286,738)	(292,803)	(298,969)	(304,036)	(363,105)	(372,195)
Total	\$0	\$5,302,998	\$10,848,986	\$12,807,433	\$15,623,370	\$21,115,305	\$25,764,031	\$30,211,964	\$35,669,895	\$38,588,805

***Subsequent to the adoption of the CIP Schools FY14 debt service was updated in the 5 year plan to reflect anticipated FY13 VPSA borrows



SUMMARY OF BOND FUNDED PROJECTS

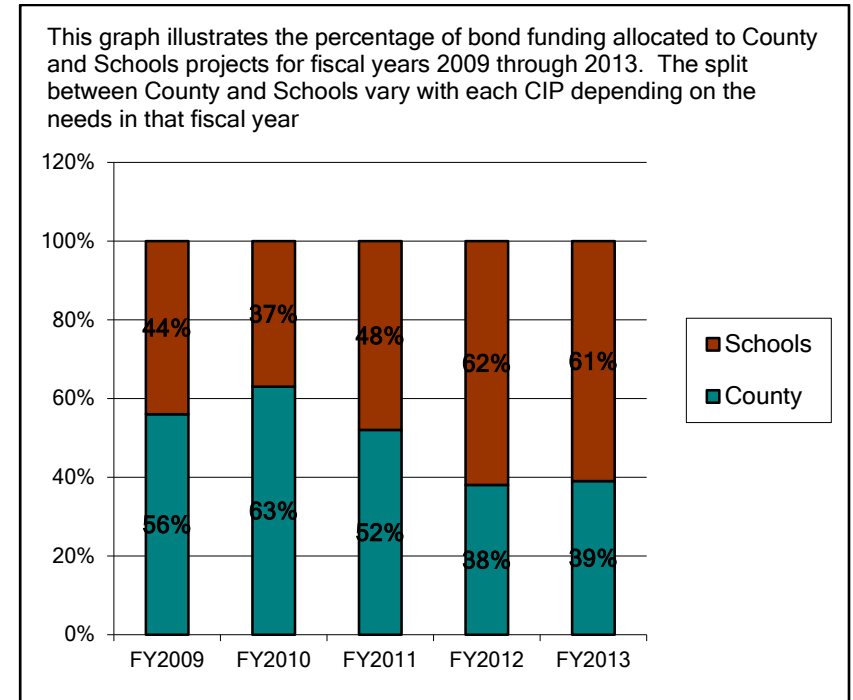
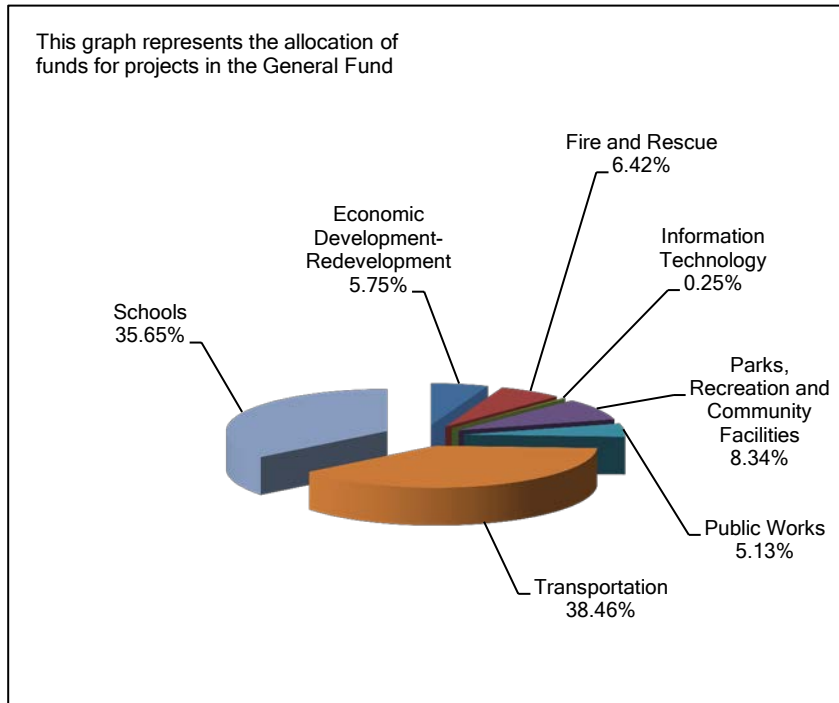
(Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt) Limitations)

Agency	Projects	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total This Period
Fire & Rescue	Station 14	0	0	0	425,000	4,597,000	0	0	0	0	0	5,022,000
	Training Center	0	0	0	0	0	0	466,000	4,798,000	0	0	5,264,000
	Station-Centreport	0	0	0	0	0	0	0	0	0	784,000	784,000
Parks, Recreation & Community Facilities	Chichester Park	3,000,000	3,091,000	0	0	0	0	0	0	0	0	6,091,000
	Curtis Park Pool	550,000	5,444,000	0	0	0	0	0	0	0	0	5,994,000
	Mcduff Green Park Phase 2	280,000	154,000	0	550,000	0	0	0	0	0	0	984,000
	Musselman Park	1,580,000	0	0	0	0	0	0	0	0	0	1,580,000
	Rectangular Fields with Land	555,000	5,104,000	0	0	0	0	0	0	0	0	5,659,000
	Future Bond Projects	0	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	24,000,000
	Animal Shelter	0	0	0	330,000	3,804,100	0	0	0	0	0	0
Public Works	Courthouse Addition	0	0	0	0	0	0	2,122,000	10,000,000	10,033,000	0	22,155,000
	Library	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
Transportation	Transportation Bonds	2,789,000	1,100,000	5,459,000	17,378,369	5,853,822	11,666,294	7,000,000	6,500,000	7,000,000	7,000,000	71,746,485
	Subtotal County Projects	\$8,754,000	\$14,893,000	\$5,459,000	\$18,683,369	\$18,254,922	\$15,666,294	\$13,588,000	\$25,298,000	\$21,033,000	\$13,284,000	\$154,913,585
School Projects	Stafford High School	17,683,000	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0	57,050,000
	Moncure Elem	0	0	0	2,500,000	10,694,000	10,694,000	0	0	0	0	23,888,000
	Ferry Farm Elem	0	0	0	0	0	2,500,000	11,294,000	10,694,000	600,000	0	25,088,000
	CTE	0	0	0	0	0	0	0	0	0	15,000,000	15,000,000
	Stafford Elem	4,358,000	0	0	0	0	0	0	0	0	0	4,358,000
	Grafton Village Elem	5,541,000	5,541,000	0	0	0	0	0	0	0	0	11,082,000
	Elem School #18	0	0	0	0	0	0	0	0	1,000,000	10,728,000	11,728,000
	Brooke Point HS	0	0	0	0	0	1,000,000	4,843,000	0	0	0	5,843,000
	Colonial Forge HS	0	0	0	0	0	1,000,000	6,947,000	0	0	0	7,947,000
	Mt. View HS	0	0	0	0	0	1,000,000	6,947,000	0	0	0	7,947,000
	Fleet Services	0	0	0	0	0	0	0	0	750,000	4,051,000	4,801,000
	Fiber Optics	1,100,000	1,000,000	0	0	0	0	0	0	0	0	2,100,000
	Infrastructure	4,544,000	7,740,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	62,250,000
	School Total	\$33,226,000	\$31,964,000	\$23,231,000	\$9,800,000	\$16,195,000	\$23,555,000	\$37,033,000	\$18,099,000	\$9,200,000	\$36,779,000	\$239,082,000
	Total All Projects	\$41,980,000	\$46,857,000	\$28,690,000	\$28,483,369	\$34,449,922	\$39,221,294	\$50,621,000	\$43,397,000	\$30,233,000	\$50,063,000	\$393,995,585
Bond Funded Summary (master lease not included)		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Total
County		\$8,754,000	\$14,893,000	\$5,459,000	\$18,683,369	\$18,254,922	\$15,666,294	\$13,588,000	\$25,298,000	\$21,033,000	\$13,284,000	\$154,913,585
Schools		33,226,000	31,964,000	23,231,000	9,800,000	16,195,000	23,555,000	37,033,000	18,099,000	9,200,000	36,779,000	239,082,000
Total Borrows		\$41,980,000	\$46,857,000	\$28,690,000	\$28,483,369	\$34,449,922	\$39,221,294	\$50,621,000	\$43,397,000	\$30,233,000	\$50,063,000	\$393,995,585
Availability Limit		90,647,000	32,086,000	8,269,000	15,537,000	41,804,000	41,807,000	41,044,000	42,589,000	33,240,000	46,972,585	393,995,585
Cumulative (Deficit)/Surplus		48,667,000	33,896,000	13,475,000	528,631	7,882,709	10,468,415	891,415	83,415	3,090,415	-	
Debt Service		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
Existing Debt Service		\$35,207,655	\$34,988,415	\$34,039,426	\$32,915,485	\$32,144,294	\$31,049,286	\$29,719,702	\$28,021,589	\$26,258,721	\$25,339,675	
New Debt Service		0	3,512,000	7,435,000	9,836,000	12,219,000	15,103,000	18,385,000	22,621,000	26,253,000	28,784,000	
Total Debt		\$35,207,655	\$38,500,415	\$41,474,426	\$42,751,485	\$44,363,294	\$46,152,286	\$48,104,702	\$50,642,589	\$52,511,721	\$54,123,675	



CAPITAL IMPROVEMENT PROGRAM PROJECT ALLOCATION CHARTS

The FY 2013 - FY 2022 Capital Improvement Program totals \$729,727,371 million, and includes projects for General Government, Schools, and Transportation. Transportation projects are those included in the Bond Referendum approved by County residents on November 4, 2008, as well as with other funding sources. Parks, Recreation and Community Facilities projects include those approved in the Bond Referendum approved on November 3, 2009.



ECONOMIC DEVELOPMENT

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
Boswell's Corner Improvements	\$445,000	\$100,000	\$863,000	\$3,315,000	\$3,448,000	\$8,059,000	\$4,756,000	\$4,851,000	\$4,948,000	\$5,047,000	\$5,148,000	\$0	40,980,000
Falmouth Safety Improvements	85,000	100,000	449,000	408,000	0	0	0	0	0	0	0	0	1,042,000
Telegraph Road West	0	0	396,000	566,000	0	0	0	0	0	0	0	0	962,000
Upton Lane	0	0	117,000	817,300	0	0	0	0	0	0	0	0	934,300
Butler Road	0	0	0	106,000	161,000	898,000	0	0	0	0	0	0	1,165,000
Total	\$530,000	\$200,000	\$1,825,000	\$5,212,300	\$3,609,000	\$8,957,000	\$4,756,000	\$4,851,000	\$4,948,000	\$5,047,000	\$5,148,000	\$0	\$45,083,300

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BOSWELL'S CORNER IMPROVEMENTS

Total Project Cost: \$40,980,000

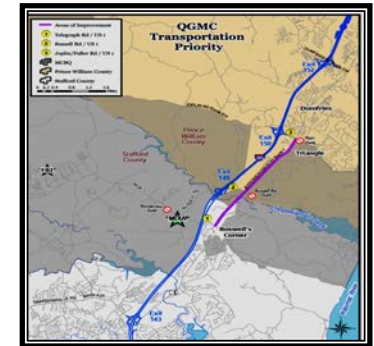
Est. Opening Date: On-going

PROGRAM DESCRIPTION

Redevelopment project in Boswell's Corner to widen and improve U.S. Hwy 1 to correct flooding hazards and mitigate congestion associated with Base Realignment and Closure (BRAC) redeployments. This project, originally recommended by the Quantico Growth Management Committee, will improve the level-of-service along U.S. Hwy 1 by adding two additional traffic lanes and enhancing safety in the corridor by providing pedestrian and transit facilities. The limits of this project are Joplin Rd to the north, in Prince William County, and Telegraph Rd to the south. The initial phase of this project is therefore a joint project with Prince William County, with Stafford County serving as the fiscal agent. The initial phase, identified in the Prior Year column below, was funded by an \$800,000 (\$400,000 is Stafford's share) grant from the Department of Defense, Office of Economic Adjustment, and matched by \$45,000 from Stafford County and \$45,000 from Prince William County. The initial phase is preparing 30% engineering documents, and is part of the overall preliminary engineering phase of the construction project. Beginning in FY2014, Stafford County has been allocated \$863,000 from Federal Regional Surface Transportation Program (RSTP) funds to complete the preliminary engineering phase of the project which lies within Stafford County. This project is recommended by the Boswell's Corner Redevelopment Plan and it is consistent with the County Transportation Plan and the 2008 VNDIA Multimodal Study. This project also includes road improvements at the intersection of George Mason Drive.

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development 10 Point Plan



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff has started to secure grant funding for this project with a FY2014 allocation of RSTP funds to complete the preliminary engineering phase of the project. Staff will continue to seek grant funds for the right-of-way and construction phases. VDOT is responsible for roadway operations and maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	445,000	100,000	863,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	3,315,000	3,448,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	5,262,000	4,756,000	4,851,000	4,948,000	5,047,000	5,148,000
Contingency	0	0	0	0	0	2,797,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$445,000	\$100,000	\$863,000	\$3,315,000	\$3,448,000	\$8,059,000	\$4,756,000	\$4,851,000	\$4,948,000	\$5,047,000	\$5,148,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	45,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	300,000	0	0	0	0	0
Transportation	0	100,000	0	0	0	300,000	0	0	0	0	0
Grants	400,000	0	863,000	3,315,000	3,448,000	7,459,000	4,756,000	4,851,000	4,948,000	5,047,000	5,148,000
Total	\$445,000	\$100,000	\$863,000	\$3,315,000	\$3,448,000	\$8,059,000	\$4,756,000	\$4,851,000	\$4,948,000	\$5,047,000	\$5,148,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALMOUTH SAFETY & PARKING IMPROVEMENTS

Total Project Cost: \$1,042,000

Est. Opening Date: FY2015

PROGRAM DESCRIPTION

Redevelopment project in Falmouth to improve safety by constructing new sidewalks on Gordon, King and West Cambridge Streets and by constructing a pedestrian overlook at the fall line of the Rappahannock River at the foot of West Cambridge Street. The pedestrian overlook will provide visitors with a visualization of why Falmouth was located where it is located. This project is recommended by the Falmouth Redevelopment Plan and it is consistent with the 2002 Falmouth Plan.

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development

OPERATING IMPACT SUMMARY

All construction projects will take place on County-owned and maintained properties, or within existing VDOT right-of-way, no additional operating impacts are anticipated at this time. Staff is working to secure grant funding for this entire project.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	85,000	100,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	408,000	408,000	0	0	0	0	0	0	0
Contingency	0	0	41,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$85,000	\$100,000	\$449,000	\$408,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	85,000	100,000	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	449,000	408,000	0	0	0	0	0	0	0
Total	\$85,000	\$100,000	\$449,000	\$408,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TELEGRAPH ROAD WEST

Total Project Cost: \$962,000

Est. Opening Date: FY2015

PROGRAM DESCRIPTION

Redevelopment project in Boswell's Corner will widen and improve Telegraph Road between MCB Quantico and U.S. Hwy 1 to bring the road up to minimum VDOT standards in order to mitigate congestion associated with Base Realignment and Closure (BRAC) Commission redeployments. This project is part of a larger project to (1) widen and improve U.S. Hwy 1 between Joplin Road in Prince William County and Telegraph Road in Stafford County, and (2) improvement of the intersection of U.S. Hwy 1 and Telegraph Road. These related projects are detailed elsewhere in this CIP. This project will improve the level-of-service along Telegraph Road and enhance safety by providing pedestrian and transit facilities. This project is recommended by the Boswell's Corner Redevelopment Plan and it is consistent with the County Transportation Plan and the 2008 VNDIA Multimodal Study.

Links to Board's

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. VDOT is responsible for roadway operations and maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	344,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	566,000	0	0	0	0	0	0	0
Contingency	0	0	52,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$396,000	\$566,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Transportation	0	0	396,000	566,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$396,000	\$566,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

UPTON LANE

Total Project Cost: \$934,300

Est. Opening Date: FY2016

[Links to Board's](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Courthouse Redevelopment Area to improve safety and circulation by extending Upton Lane from U.S. Hwy 1 easterly to Stafford Avenue and by extending Upton Lane from U.S. Hwy 1 westerly through the County Administration parking lots and connecting to the existing access road to Courthouse Road. This project is recommended by the Courthouse Area Redevelopment Plan. Construction will primarily take place on property owned by the County and County Schools. Only minimal acquisition of privately owned property is anticipated. This project will provide additional capacity to the traffic network associated with the substandard intersection of U.S. Hwy 1 and Courthouse Road.



OPERATING IMPACT SUMMARY

Upon completion, the road would be turned over to VDOT for operation and maintenance. Staff is working to secure grant funding for this entire project.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	117,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	743,000	0	0	0	0	0	0	0
Contingency	0	0	0	74,300	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$117,000	\$817,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	117,000	817,300	0	0	0	0	0	0	0
Total	\$0	\$0	\$117,000	\$817,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BUTLER ROAD

Total Project Cost: \$1,165,000

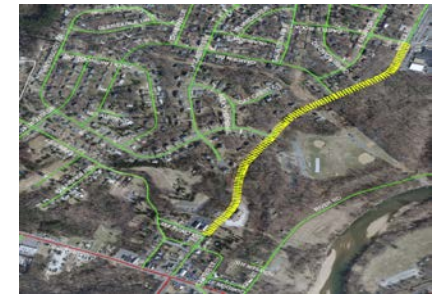
Est. Opening Date: FY2017

[Links to Board's](#)

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development

PROGRAM DESCRIPTION

Redevelopment project in Falmouth to improve safety by completing improvements to Butler Road between Colonial Avenue and Castle Rock Drive. This project will complete the planned improvements to Butler Road. Construction could primarily take place on property owned by the County. This project should be coordinated with VDOT's Falmouth intersection improvement project. This project is recommended by the Falmouth Redevelopment Plan and it is consistent with the County Transportation Plan.



OPERATING IMPACT SUMMARY

This road is maintained by VDOT. Staff is working to secure grant funding for this entire project.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	106,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	84,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	898,000	0	0	0	0	0
Contingency	0	0	0	0	77,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$106,000	\$161,000	\$898,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	106,000	161,000	898,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$106,000	\$161,000	\$898,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FIRE RESCUE AND EMERGENCY SERVICES SUMMARY

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
Replacement Apparatus	0	2,294,000	2,590,000	2,433,000	2,747,000	2,580,000	2,914,000	2,737,000	3,092,000	2,904,000	3,281,000	0	27,572,000
Training Center	0	0	0	0	0	0	0	466,000	4,798,000	0	0	0	5,264,000
Fire & Rescue Station 14	1,000,000	0	0	0	425,000	4,597,000	0	0	0	0	0	0	6,022,000
Fire & Rescue Station - Centerport	0	0	0	0	0	0	0	0	0	0	784,000	7,033,000	7,817,000
Self-Contained Breathing Apparatus	0	2,767,334	0	0	0	0	0	0	0	0	0	0	2,767,334
Total	\$1,000,000	\$5,061,334	\$2,590,000	\$2,433,000	\$3,172,000	\$7,177,000	\$2,914,000	\$3,203,000	\$7,890,000	\$2,904,000	\$4,065,000	\$7,033,000	\$49,442,334

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	1,778,000	1,849,000	1,923,000	2,000,000	2,080,000
Operating	0	0	0	0	0	231,000	67,000	68,000	1,415,000	1,325,000
Debt Service	0	0	0	0	36,000	421,000	421,000	460,000	861,000	861,000
Debt Service Master Lease	0	784,108	1,018,108	1,228,108	1,476,108	1,699,108	1,377,000	1,613,000	1,893,000	2,144,000
Revenue	0	0	0	0	0	0	0	0	(51,000)	(52,000)
Total	\$0	\$784,108	\$1,018,108	\$1,228,108	\$1,512,108	\$4,129,108	\$3,714,000	\$4,064,000	\$6,118,000	\$6,358,000

REPLACEMENT APPARATUS

Total Project Cost: \$27,572,000

Est. Opening Date: On-going

Links to Board's Strategic Initiatives

- Supports the Principles of High Performance Financial Management
- Response time

PROGRAM DESCRIPTION

Scheduled replacement due to age and/or engine mileage hour indication will ensure the viability of the fire and rescue fleet. This program fixes the yearly replacement costs for apparatus. Apparatus that need replacement on a scheduled basis include engines, ladders, heavy rescue apparatus, tankers, Fire/Rescue boats and ambulances. This program will ensure yearly replacement based on need and will avoid the development of a situation in which equipment would need immediate replacement in the same year. Typical service life is 15 years for boats and tankers; 10 years for engines, ladders, heavy rescues, and pumper/tankers; and five years for ambulances. This plan replaces only primary apparatus and supports fleet reduction by not replacing duplicate apparatus.

OPERATING IMPACT SUMMARY

There will be additional debt service for equipment purchased using the Master Lease. There will be no additional costs for the operating of the replacement equipment.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Ambulance		800,000	824,000	849,000	874,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000
Engines		515,000	530,000	546,000	562,000	579,000	596,000	614,000	632,000	651,000	671,000
Heavy Rescue		0	1,236,000	0	1,311,000	0	1,391,000	0	1,476,000	0	1,566,000
Ladder Trucks		979,000	0	1,038,000	0	1,101,000	0	1,168,000	0	1,239,000	0
Total	\$0	\$2,294,000	\$2,590,000	\$2,433,000	\$2,747,000	\$2,580,000	\$2,914,000	\$2,737,000	\$3,092,000	\$2,904,000	\$3,281,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	800,000	824,000	849,000	874,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	1,494,000	1,766,000	1,584,000	1,873,000	1,680,000	1,987,000	1,782,000	2,108,000	1,890,000	2,237,000
Total	\$0	\$2,294,000	\$2,590,000	\$2,433,000	\$2,747,000	\$2,580,000	\$2,914,000	\$2,737,000	\$3,092,000	\$2,904,000	\$3,281,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	198,000	432,000	642,000	890,000	1,113,000	1,377,000	1,613,000	1,893,000	2,144,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$198,000	\$432,000	\$642,000	\$890,000	\$1,113,000	\$1,377,000	\$1,613,000	\$1,893,000	\$2,144,000

TRAINING CENTER

Total Project Cost: \$5,264,000

Est. Opening Date: 2021

PROGRAM DESCRIPTION

Construction of a Fire and Rescue Training and Logistics Center, adjacent to Colonial Forge HS, to serve as the training facility for the Fire and Rescue (career and volunteer) employees. The center would also support the education of high school students in the highly successful fire and EMS training program. The facility is sorely needed to meet live fire and multi-company training requirements, and would also house training props, equipment storage, and repair functions. Saving lives and avoiding injury to our personnel are two of the primary reasons for the investment in training. There is no substitute for live experience under safe, controlled conditions before dealing with emergency incidents. Stafford County currently has no such facility and must arrange training time at facilities outside the County. This is costly and limits frequency of training, taking personnel and equipment far “out-of-pocket”, increasing overtime costs, impacting in-service unit coverage, and contributing to longer response times. This arrangement is often difficult for volunteers, contributing to the loss of active volunteers. This facility could be used nights and weekends, providing greater flexibility to meet training needs of volunteers. The facility would be approximately 16,000 square feet. Project includes site development, classroom building, two vehicle maintenance bays, logistics support warehouse, construction of a drill tower with burn room and training props for technical rescue and water drafting and drivers training. It would replace the “boat” facility currently being used. Projects costs include training facility, burn unit and related equipment.

OPERATING IMPACT SUMMARY

There will be a need for one time start-up costs for the facility to include instructional supplies such as Smart Boards, Xerox machine, Fax machine, projectors, and computers. Other start-up costs for the facility include kitchen and janitorial supplies. There will also be a need for a one time start-up cost for the construction of a Burn Building. The Burn building will be used for live fire training.

Links to Board's
Strategic Initiatives

- Response time



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	466,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	4,798,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$466,000	\$4,798,000	\$0	\$0

We anticipate working with Quantico as a shared resource which could reduce County costs on the project.

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	466,000	4,798,000	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$466,000	\$4,798,000	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	1,346,000	1,254,000
Debt Service	0	0	0	0	0	0	0	39,000	440,000	440,000
Revenue/Savings	0	0	0	0	0	0	0	0	(51,000)	(52,000)
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$39,000	\$1,735,000	\$1,642,000

FIRE AND RESCUE STATION 14

Total Project Cost: \$6,022,000

Est. Opening Date: 2018

[Links to Board's Strategic Initiatives](#)

- Response time improvement

PROGRAM DESCRIPTION

The North County Fire and Rescue station will be located at 53 Shelton Shop Road in Stafford, Virginia. It is anticipated that this station would serve as a career staffed "hub" station as identified in the Tri-Data Fire and Rescue service study.

OPERATING IMPACT SUMMARY

Funding for 18 new employees will be needed when operations begin. Current staffing is for an engine crew only. The 18 new employees are in addition to the 12 employees already stationed at the temporary North County Fire and Rescue station. The additional employees will allow for the station to be fully staffed 24/7 with an engine, ladder, and medic unit. All apparatus is currently in use throughout the County therefore, no new apparatus will be needed. Prior funding includes \$1,000,000 for property acquisition. Property was purchased in FY11. There will also be a need for one-time start up costs for the facility.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	425,000	0	0	0	0	0	0
Property Acquisition	1,000,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,378,000	0	0	0	0	0
Contingency	0	0	0	0	0	219,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$0	\$0	\$0	\$425,000	\$4,597,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	1,000,000	0	0	0	425,000	4,597,000	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$0	\$0	\$0	\$425,000	\$4,597,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	1,778,000	1,849,000	1,923,000	2,000,000	2,080,000
Operating	0	0	0	0	0	231,000	67,000	68,000	69,000	71,000
Debt Service	0	0	0	0	36,000	421,000	421,000	421,000	421,000	421,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$36,000	\$2,430,000	\$2,337,000	\$2,412,000	\$2,490,000	\$2,572,000

FIRE AND RESCUE STATION - CENTERPORT

Total Project Cost: \$7,817,000

Est. Opening Date: 2024

- Links to Board's Strategic Initiatives
- Response time improvement
 - Comprehensive Plan

PROGRAM DESCRIPTION

This facility would be constructed in order to meet the fire and rescue service needs as required in the Comprehensive Plan to ensure compliance with Standards of Coverage as additional development occurs. As infill development occurs and density increases, the demand load on existing fire and rescue stations increases to a point where current fire and rescue stations can no longer serve developing areas of the county and remain in compliance with Standards of Coverage and Board identified service levels. This station would be needed to offset the impact of new development on the existing residents and businesses.

OPERATING IMPACT SUMMARY

There are no operating impacts associated with the project during this planning period.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	784,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$784,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	784,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$784,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SELF-CONTAINED BREATHING APPARATUS (SCBA)

Total Project Cost: \$2,767,334

Est. Opening Date: On-going

PROGRAM DESCRIPTION

The Fire and Rescue Department operates a complement of 250 Self-Contained Breathing Apparatus (SCBA), 250 spare air cylinders (1 space for each pack) and 600 face pieces (1 per firefighter). These SCBA's are worn by firefighter into hazardous environments to provide breathing air and respiratory protection. Each apparatus is equipped with the appropriate number of SCBA's for the personnel assigned to that unit. The current SCBA's were purchased between 1997 and 2002 . The SCBA's no longer meet current standards and are approaching the end of their service life of 15 years as required by Federal law. In addition, health and safety regulations require issuing each firefighter his or her own regulator to reduce cross-contamination which occurs with multiple users of a single pack. The Fire and Rescue Department is currently unable to meet this requirement with the current SCBA units. Replacement of the entire compliment of SCBAs at the same time is required for equipment compatibility, training continuity and most importantly, firefighter safety. A critical safety failure point exists when a firefighter must remember emergency procedures for the particular model of SCBA they are wearing at the time. These units are essential to the daily operations of each and every firefighter. Replacing all SCBAs at one time will allow all personnel, to maintain standardization of emergency equipment, minimize potential for failure at critical times and provide the Department with equipment that is compliant with current Federal DOT and industry standards.

[Links to Board's Strategic Initiatives](#)

- Supports the BOS Public Safety Initiative



OPERATING IMPACT SUMMARY

Current replacement/repair costs for apparatus is approximately \$45,000 per year. Maintenance cost for new equipment will not exceed that amount, Therefore no additional operating costs are associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Equipment	0	2,767,334	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,767,334	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	2,767,334	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$2,767,334	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	586,108	586,108	586,108	586,108	586,108	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$586,108	\$586,108	\$586,108	\$586,108	\$586,108	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
IT INFRASTRUCTURE	\$0	\$200,000	\$300,000	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$200,000	\$100,000	\$0	\$1,900,000
Total	\$0	\$200,000	\$300,000	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$200,000	\$100,000	\$0	\$1,900,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

IT INFRASTRUCTURE

Total Project Cost: \$1,900,000

Est. Opening Date: On-going

[Links to Board's Strategic](#)

- Information Technology Strategic Plan
- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Information Technology infrastructure should be upgraded as appropriate to maintain consistent service levels. The Stafford County IT Equipment and Risk Reduction Plan will assist with standardizing the operating environment with current versions of systems software and hardware. The implementation of new technology will reduce cost, improve efficiency, make maintenance and support considerably more efficient and minimize the number of problems with the operational environment.

The Server (Virtual Cluster) and SAN (Storage Area Network) replacement plan supports the replacement and maintenance of the County's central computing infrastructure. The systems are purchased with a four to five year warranty after which replacement would be recommended due to new technology and the demands of the application exceeding the capability of the existing hardware.

The County's risk reduction plan (which provides business continuity in the event of a computer room and or a network operation center disaster) involves hardware redundancy and geographical separation of critical systems and equipment. Redundancy of critical systems in the plan will be co-located in the County Administration and Public Safety buildings.



OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Servers	0	100,000	0	50,000	100,000	100,000	0	0	0	50,000	100,000
Virtual Server Cluster	0	100,000	0	0	0	0	100,000	100,000	0	0	0
Network Backbone Equipment	0	0	300,000	0	0	0	0	0	300,000	0	0
WAN Remote Site Network	0	0	0	150,000	0	0	0	0	0	150,000	0
VoIP	0	0	0	0	100,000	0	0	0	0	0	0
San Storage	0	0	0	0	0	100,000	0	0	0	0	0
Total	\$0	\$200,000	\$300,000	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$200,000	\$100,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	200,000	300,000	200,000	200,000	200,000	100,000	100,000	300,000	200,000	100,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$300,000	\$200,000	\$200,000	\$200,000	\$100,000	\$100,000	\$300,000	\$200,000	\$100,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

IT INFRASTRUCTURE

		Project Amount
FY2013 Projects		
Server Replacement		\$100,000
Virtual Server Cluster Replacement for Administration building		\$100,000
	FY2013 Total	<u>\$200,000</u>
FY2014 Projects		
Network Backbone Equipment Replacement		300,000
	FY2014 Total	<u>\$300,000</u>
FY2015 Projects		
Server Replacement		\$50,000
WAN Remote Site Network Equipment Replacement		150,000
	FY2015 Total	<u>\$200,000</u>
FY2016 Projects		
VoIP Phones		\$100,000
Server Replacement		100,000
	FY2016 Total	<u>\$200,000</u>
FY2017 Projects		
SAN Storage Area		\$100,000
Server Replacement		100,000
	FY2017 Total	<u>\$200,000</u>
FY2018 Projects		
Virtual Server Cluster Replacement Public Safety Bldg		100,000
	FY2018 Total	<u>100,000</u>
FY2019 Projects		
Virtual Server Cluster Replacement Admin Bldg		100,000
	FY2019 Total	<u>100,000</u>
FY2020 Projects		
Network Backbone Equipment Replacement		300,000
	FY2020 Total	<u>300,000</u>
FY2021 Projects		
WAN Remote Site Network Equipment Replacement		\$150,000
Server Replacement		50,000
	FY2021 Total	<u>\$200,000</u>
FY2022 Projects		
Server Replacement		100,000
	FY2022 Total	<u>\$100,000</u>
	Grand Total	<u><u>\$1,900,000</u></u>



PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

2009 Bond Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Bond Funding	Total Project Cost
Land Acquisition	2,000,000	0	0	0	0	0	0	0	0	0	0	0	2,000,000	2,000,000
Improvements to Existing Parks	0	0	0	294,000	1,712,000	0	0	0	0	0	0	0	2,006,000	2,006,000
Chichester Park*	947,000	3,000,000	3,091,000	0	0	0	0	0	0	0	0	0	6,700,000	7,038,000
Curtis Park Pool*	6,000	550,000	5,444,000	0	0	0	0	0	0	0	0	0	5,994,000	6,000,000
Mcduff Green Park Phase 2	0	280,000	154,000	0	550,000	0	0	0	0	0	0	0	1,000,000	984,000
Musselman Park*	1,607,000	1,580,000	0	0	0	0	0	0	0	0	0	0	2,000,000	3,187,000
Rectangular Fields with Land	2,641,000	555,000	5,104,000	0	0	0	0	0	0	0	0	0	8,300,000	8,300,000
Bond Trails	0	0	0	75,000	925,000	0	0	0	0	0	0	0	1,000,000	1,000,000
Total	\$7,201,000	\$5,965,000	\$13,793,000	\$369,000	\$3,187,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$29,000,000	\$30,515,000

*Prior Funding includes \$1.5 million of the 2001 Bonds.

\$29 million Parks Bond Referendum approved November 2009 (FY2010), expires November 2017 (FY2018)

Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires. September 2017 is the recommended deadline to file for extension.

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Bond Funding	Total Project Cost
Future Parks Projects	0	0	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	0	24,000,000	24,000,000
Infrastructure	0	842,500	878,000	1,013,000	1,049,000	1,087,000	1,125,000	1,161,000	1,206,000	1,247,000	1,289,000	0	0	10,897,500
Total	0	842,500	878,000	1,013,000	1,049,000	5,087,000	5,125,000	5,161,000	5,206,000	5,247,000	5,289,000	0	24,000,000	34,897,500
Total all Projects	7,201,000	6,807,500	14,671,000	1,382,000	4,236,000	5,087,000	5,125,000	5,161,000	5,206,000	5,247,000	5,289,000	0	53,000,000	65,412,500

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	362,000	1,106,000	1,150,000	1,250,000	1,299,000	1,353,000	1,406,000	1,463,000	1,498,000
Operating	0	680,000	1,527,000	801,000	852,000	853,000	870,000	897,000	919,000	937,000
Debt Service	0	498,000	1,653,000	1,653,000	1,699,000	2,034,000	2,369,000	2,704,000	3,039,000	3,374,000
Revenue	0	(35,110)	(275,122)	(282,675)	(286,738)	(292,803)	(298,969)	(304,036)	(312,105)	(320,195)
Total	\$0	\$1,504,890	\$4,010,878	\$3,321,325	\$3,514,262	\$3,893,197	\$4,293,031	\$4,702,964	\$5,108,895	\$5,488,805

LAND ACQUISITION

Total Project Cost: \$2,000,000

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

PROGRAM DESCRIPTION

Purchase of land yet to be identified for construction of park facilities. To assist with meeting the needs of the citizens for park lands.

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan



OPERATING IMPACT SUMMARY

No operating impacts associated with the purchase of the land.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,000,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	2,000,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

IMPROVEMENTS TO EXISTING PARKS

Total Project Cost: \$2,006,000

Est. Opening Date: FY2016

PROGRAM DESCRIPTION

The improvements funded by this project will provide much needed renovations to playgrounds, picnic shelters, trails, courts, skate parks, and signage in various parks. It will also fund improved ADA accessibility of facilities in the parks. Many of the facilities in this project have come to the end of their useful life. Some 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 existing facilities in the parks are old and do not comply with current ADA accessibility standards. Improvements were identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.

Links to Board's
Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan



OPERATING IMPACT SUMMARY

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.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	147,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	1,712,000	0	0	0	0	0	0
Contingency	0	0	0	147,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$294,000	\$1,712,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	294,000	1,712,000	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$294,000	\$1,712,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CHICHESTER PARK

Total Project Cost: \$7,038,000

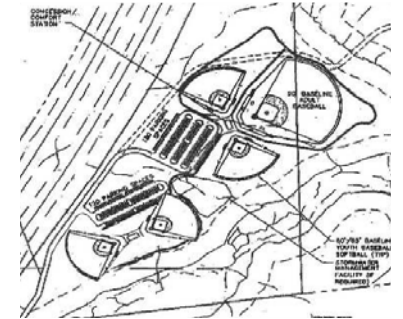
Est. Opening Date: FY2014

[Links to Board's](#)

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Chichester Park project involves development of 37 acres of property adjacent to Stafford High School for future park development to include a 5 field cluster of lighted, irrigated baseball/softball fields. The recommended phase 1 would include the planning phase, 3-4 lighted baseball fields, scorers' facilities, parking adequate to hold tournaments, a maintenance facility with a large equipment storage area and meeting space and playground and picnic shelter(s). Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department, Stafford Baseball League and other groups, 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 bond program.



OPERATING IMPACT SUMMARY

Annual operating impact includes 4 additional FT and 2 PT park maintenance worker staff positions. One time start up costs total for field maintenance equipment and 2 vehicles. Operating costs for field maintenance and utilities would be partially offset by anticipated indirect revenues.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	947,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,000,000	2,813,000	0	0	0	0	0	0	0	0
Contingency	0	0	278,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$947,000	\$3,000,000	\$3,091,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	947,000	3,000,000	3,091,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$947,000	\$3,000,000	\$3,091,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	241,000	251,000	261,000	271,000	282,000	294,000	305,000	318,000	330,000
Operating	0	395,000	40,000	41,000	41,000	42,000	43,000	44,000	45,000	46,000
Debt Service	0	251,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000
Revenue/Savings	0	(30,000)	(30,000)	(31,000)	(31,000)	(32,000)	(33,000)	(33,000)	(34,000)	(35,000)
Total	\$0	\$857,000	\$771,000	\$781,000	\$791,000	\$802,000	\$814,000	\$826,000	\$839,000	\$851,000

CURTIS PARK POOL

Total Project Cost: \$6,000,000

Est. Opening Date: FY2015

PROGRAM DESCRIPTION

This project involves demolishing the existing pool and bath house and constructing a new covered 25 yard X 50 meter pool, constructing a new bath house, with adequate staff facilities and locker rooms, and providing improved accessibility. The pool facilities at Curtis Memorial Park were constructed in 1976 and have been deteriorating rapidly over the recent years. Issues such as water leaks in the system with the Baby Pool, breaking apart of concrete at the main pool area and outdated restroom facilities have arisen. The entire facility is reaching the end of its useful life. The pool and bath house area needs total renovation as part of this project. Additional indoor pool space is needed to satisfy the demands for department programs, leisure swimming, and competitive swimming. Enclosing a reconstructed pool can satisfy the demands for indoor water. Existing parking can be reused with improvements to accessibility. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan



OPERATING IMPACT SUMMARY

Estimated annual operating impact includes 1 additional FT Recreation Programmer, 21 PT aquatics staff positions, and 1 FT park maintenance worker position. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	6,000	550,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	4,949,000	0	0	0	0	0	0	0	0
Contingency	0	0	495,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$6,000	\$550,000	\$5,444,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	6,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	550,000	5,444,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$6,000	\$550,000	\$5,444,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	434,000	451,000	469,000	488,000	508,000	528,000	549,000	549,000
Operating	0	0	784,000	588,000	599,000	611,000	624,000	636,000	649,000	662,000
Debt Service	0	46,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000
Revenue/Savings	0	0	(133,000)	(136,000)	(138,000)	(141,000)	(144,000)	(147,000)	(150,000)	(153,000)
Total	\$0	\$46,000	\$1,587,000	\$1,405,000	\$1,432,000	\$1,460,000	\$1,490,000	\$1,519,000	\$1,550,000	\$1,560,000

MCDUFF GREEN PHASE 2

Total Project Cost: \$984,000

Est. Opening Date: FY2017

PROGRAM DESCRIPTION

This project plans the use of approximately 125 acres of new parkland which was donated to the County in 2009 in relation with the existing Duff McDuff Green Park and the land owned by the University of Mary Washington. The plan for the new property should augment the amenities already constructed at the existing park as well as complement the facilities envisioned by the University. Access to all parcels will need to be addressed. The farm house will need repairs to prevent degradation of the structure and likely some systems upgrades. The long term uses of the house will be considered in any renovation work. Improvements to the out buildings for park maintenance equipment storage and the farm house as well as improvements to park access are also likely in this phase. Construction of athletic fields and trails are possible in this phase if planning shows them to be high priority. Trails are a frequently requested amenity by the public and this site is large enough to provide trails for walkers/joggers/and bicyclists. Continuation of the Belmont-Ferry Farm trail heading east can be accommodated on this parcel.

Inclusion of some new athletic fields will help with the current deficit. Identified as a project proposed in the 2009 park bond program.

OPERATING IMPACT SUMMARY

Annual operating impact includes property maintenance and utilities. One time start up costs for additional equipment to maintain the property. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of farm land. No increase in staff.

PROJECT COSTS

Links to Board's

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan



Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	280,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	154,000	0	500,000	0	0	0	0	0	0
Contingency	0	0	0	0	50,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$280,000	\$154,000	\$0	\$550,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	280,000	154,000	0	550,000	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$280,000	\$154,000	\$0	\$550,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	31,000	19,000	19,000	20,000	20,000	20,000	21,000	21,000	22,000
Debt Service	0	23,000	36,000	36,000	82,000	82,000	82,000	82,000	82,000	82,000
Revenue/Savings	0	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Total	\$0	\$50,000	\$51,000	\$51,000	\$98,000	\$98,000	\$98,000	\$99,000	\$99,000	\$100,000

MUSSELMAN PARK

Total Project Cost: \$3,187,000

Est. Opening Date: FY2014

PROGRAM DESCRIPTION

This project plans the long range use of the 42 acres of property located off Truslow Road. The plan will identify the scope of phase 1 development which may include the provision of one grass baseball field and one grass rectangular field, both lighted, a restroom building, picnic shelter, playground, trails, and parking. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department additional park space for active recreation is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.

[Links to Board's Strategic Initiatives](#)

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan



OPERATING IMPACT SUMMARY

Annual operating impact includes 2 additional FT and 1 PT park maintenance worker staff positions and one time start up costs for additional equipment to maintain the property. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of a proposed picnic shelter.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	420,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	1,187,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,436,000	0	0	0	0	0	0	0	0	0
Contingency		144,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,607,000	\$1,580,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	1,607,000	1,580,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,607,000	\$1,580,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	121,000	125,000	130,000	136,000	141,000	147,000	153,000	159,000	165,000
Operating	0	220,000	225,000	31,000	32,000	32,000	33,000	33,000	34,000	35,000
Debt Service	0	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000	132,000
Revenue/Savings	0	(500)	(500)	(500)	(500)	(500)	(600)	(600)	(600)	(600)
Total	\$0	\$472,500	\$481,500	\$292,500	\$299,500	\$304,500	\$311,400	\$317,400	\$324,400	\$331,400

RECTANGULAR ATHLETIC FIELD COMPLEX

Total Project Cost: \$8,300,000

Est. Opening Date: FY2015

[Links to Board's](#)

PROGRAM DESCRIPTION

This project when completed will be a 10-15 field rectangular field complex constructed on land to be acquired in the central part of the County. The fields will be lighted and irrigated and some may be synthetic turf. A maintenance facility, playground(s), restrooms, picnic shelter(s), and concession are envisioned. Parking adequate for tournaments will be provided. This project plans the long range use of the property and will identify what phase 1 development will be. Land acquisition is included in the project. Due to the growth of the County and the needs of the Parks, Recreation and Community Facilities Department, Stafford Area Soccer Association, Virginia American Youth Football Alliance, Stafford Lacrosse Association, and other groups, additional park space for active recreation and rectangular fields is necessary. Identified in the Facilities Plan approved November 5, 2008. Identified as a project proposed in the 2009 park bond program.

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

OPERATING IMPACT SUMMARY

The annual operating impact includes 4 additional FT and 3 PT park maintenance worker positions. One time start up costs for additional equipment to maintain the property and 2 vehicles. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of the site for tournaments, rentals of the proposed picnic shelter and revenue from concessions.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	341,000	555,000	0	0	0	0	0	0	0	0	0
Property Acquisition	2,300,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	4,640,000	0	0	0	0	0	0	0	0
Contingency	0	0	464,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,641,000	\$555,000	\$5,104,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	2,641,000	555,000	5,104,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,641,000	\$555,000	\$5,104,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	296,000	308,000	321,000	333,000	347,000	361,000	375,000	390,000
Operating	0	0	424,000	68,000	69,000	71,000	72,000	73,000	75,000	76,000
Debt Service	0	46,000	473,000	473,000	473,000	473,000	473,000	473,000	473,000	473,000
Revenue/Savings	0	0	(105,000)	(108,000)	(110,000)	(112,000)	(114,000)	(116,000)	(119,000)	(121,000)
Total	\$0	\$46,000	\$1,088,000	\$741,000	\$753,000	\$765,000	\$778,000	\$791,000	\$804,000	\$818,000

TRAILS

Total Project Cost: \$1,000,000

Est. Opening Date: FY2017

PROGRAM DESCRIPTION

The project consists of constructing a portion of the Belmont-Ferry Farm Trail. The target segment is from the Chatham Bridge to Ferry Farm, Phase 6. Also included in the project is planning, engineering for two other trails; one on the Dominion Virginia Power easement from Austin Ridge Road to Mt. View Road; and the other along the north side of the Rappahannock River from Belmont to the Cannon Ridge Golf Course. Trails are the highest use need as identified by County residents. Design of Phase 6 of the Belmont-Ferry Farm Trail is nearly completed. This project will complete the design, permitting and construction of Phase 6. Conceptual planning has begun for a trail on the Dominion Virginia Power electric line easement. Identified as a project proposed in the 2009 park bond program. Remaining balance of Belmont-Ferry Farm Trail SAFTEA-LU grants, if any, could be applied to offset development costs of Phase 6.

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities



OPERATING IMPACT SUMMARY

Annual operating impact includes 1 additional FT park maintenance worker position and one time start up costs for equipment to maintain trails.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	75,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	872,000	0	0	0	0	0	0
Contingency	0	0	0	0	53,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$75,000	\$925,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	75,000	925,000	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$75,000	\$925,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	53,000	55,000	57,000	59,000	62,000	64,000
Operating	0	0	0	0	33,000	2,000	2,000	2,000	2,000	2,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$86,000	\$57,000	\$59,000	\$61,000	\$64,000	\$66,000

FUTURE PARKS PROJECTS

Total Project Cost: \$24,000,000

Est. Opening Date: On-going

Links to Board's
Strategic Initiatives

•Parks & Rec
Commission Facilities
Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. Based on the Comp Plan Stafford County will need 2,383 acres of community serving park land by year 2017. Currently there are 1,200 acres of park land. Based on \$30,000/acre, the proposed future bond referendum(s) will be able to purchase another 1,200 acres towards the goal. This project includes the additional project management required to implement. See attached Summary.



OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Operating costs and savings will occur as a result of implementing the bond referenda. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,000,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	335,000	670,000	1,005,000	1,340,000	1,675,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$335,000	\$670,000	\$1,005,000	\$1,340,000	\$1,675,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

Total Project Cost: \$7,361,000

Est. Opening Date: On-going

[Links to Board's](#)

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

- Principles of High Performance Financial Management

OPERATING IMPACT SUMMARY

The increases are attributed to energy and water cost for equipment storage facilities, sport field lighting and irrigating Brooks Park and Rowser sports fields. Minimal increases in operating cost are expected as a result of new wayfinding signs and additional restrooms. Some operating and maintenance savings may be realized at other sites as a result of upgrading the facilities.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Roof Replacement/Repairs	0	0	75,000	0	0	0	0	0	0	0	0
Asphalt Repairs/Parking/Roads	0	0	0	0	20,000	0	15,000	221,000	651,000	0	0
ADA/Security/Master Plan	0	0	0	0	46,000	60,000	60,000	114,000	0	0	398,000
Building Replace/Repairs	0	0	309,000	379,000	464,000	558,000	85,000	749,000	0	505,000	0
Fence, Trails, Field, Skate	0	250,000	0	0	191,000	272,000	520,000	62,000	452,000	501,000	404,000
Total	\$0	\$250,000	\$384,000	\$379,000	\$721,000	\$890,000	\$680,000	\$1,146,000	\$1,103,000	\$1,006,000	\$802,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	250,000	384,000	379,000	721,000	890,000	680,000	1,146,000	1,103,000	1,006,000	802,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$384,000	\$379,000	\$721,000	\$890,000	\$680,000	\$1,146,000	\$1,103,000	\$1,006,000	\$802,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	34,000	35,000	54,000	58,000	59,000	60,000	71,000	76,000	77,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$34,000	\$35,000	\$54,000	\$58,000	\$59,000	\$60,000	\$71,000	\$76,000	\$77,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

	Project Amount
FY2013 Projects	
Ballfield Lights (2)	250,000
FY2013 Total	\$ 250,000
FY2014 Projects	
Courthouse Community Center Roof	75,000
Maintenance Equipment Covered Storage Buildings and Fencing 2 Sites	309,000
FY2014 Total	384,000
FY2015 Projects	
Courthouse Community Center Air Conditioning Replacement (small room units)	61,000
Maintenance Equipment Covered Storage Buildings and Fencing 2 Sites	318,000
FY2015 Total	\$ 379,000
FY2016 Projects	
Addition Curtis Shop	87,000
Smith Lake Foul Area	15,000
Carl Lewis Playground	71,000
Information Park Signs	46,000
Brooks Park Irrigation	105,000
Courthouse Community Center Acoustic Tile	37,000
Courthouse Community Center Parking Lot	20,000
Pratt Park Shelter Replacement	175,000
Maintenance Equipment Storage	165,000
FY2016 Total	\$ 721,000
FY2017 Projects	
Patawomeck security measures	60,000
Replace Aquia Landing restrooms	177,000
Add splash pad at a community park	272,000
Replace 3 picnic shelters Brooks Park	381,000
FY2017 Total	\$ 890,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2018 Projects

Able Lake pave entrance	15,000	
Carl Lewis Foundation	85,000	
Brooks skate park resurface	115,000	
Rowser diamond field lights	145,000	
Brooks additional skate park elements	155,000	
Curtis Park master plan	60,000	
Smith Lake bleachers for turf fields	105,000	
	105,000	
FY2018 Total	\$	680,000

FY2019 Projects

Willowmere resurface parking lot	149,000	
Woodlands air exchanger	81,000	
Woodlands expand /upgrade bath house/locker room	596,000	
Renovate Shelter 4 & 6 Restrooms	36,000	
Video surveillance systems in numerous parks	114,000	
Duff upgrade overlook	62,000	
Shelton Cottage foundation repair	36,000	
Smith Lake parking improvements	72,000	
	72,000	
FY2019 Total	\$	1,146,000

FY2020 Projects

Replace fence at various diamond fields	246,000	
Duff expand parking lot	614,000	
Rowser irrigation diamond field	27,000	
Aquia Landing road improvements	37,000	
Duff expand trails	105,000	
Smith Lake additional walks and security measures	74,000	
	74,000	
FY2020 Total	\$	1,103,000

FY2021 Projects

Curtis replace skate park	501,000	
Curtis Restroom for shelter #7	505,000	
	505,000	
FY2021 Total	\$	1,006,000

FY2022 Projects

ADA accessibility upgrades within parks and park facilities	398,000	
Willowmere rectangle field lights	404,000	
	404,000	
FY2022 Total	\$	802,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

Total Project Cost: \$3,536,500

Est. Opening Date: On-going

[Links to Board's Strategic Initiatives](#)

- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

Cost savings are from energy savings resulting from the newer more efficient equipment being installed. Cost impacts result from new mechanical units being installed where none exist now and maintaining newly installed landscaping.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
HVAC/Energy Management	0	254,000	41,000	152,000	295,000	0	51,000	0	34,000	241,000	262,000
Roof Replace/Repairs	0	195,000	0	15,000	33,000	63,000	204,000	0	0	0	0
Asphalt Repairs	0	0	453,000	467,000	0	90,000	85,000	0	69,000	0	225,000
ADA/Security	0	0	0	0	0	0	0	0	0	0	0
Building Replace/Repairs	0	57,000	0	0	0	0	0	0	0	0	0
Carpet, Elevator, Landscaping	0	86,500	0	0	0	44,000	105,000	15,000	0	0	0
Total	\$0	\$592,500	\$494,000	\$634,000	\$328,000	\$197,000	\$445,000	\$15,000	\$103,000	\$241,000	\$487,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	592,500	494,000	634,000	328,000	197,000	445,000	15,000	103,000	241,000	487,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$592,500	\$494,000	\$634,000	\$328,000	\$197,000	\$445,000	\$15,000	\$103,000	\$241,000	\$487,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	16,000	16,000	17,000	17,000	17,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	(610)	(2,622)	(3,175)	(3,238)	(3,303)	(3,369)	(3,436)	(4,505)	(6,595)
Total	\$0	(\$610)	(\$2,622)	(\$3,175)	(\$3,238)	\$12,697	\$12,631	\$13,564	\$12,495	\$10,405

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2013 Projects

Admin Building Gutter Repairs	\$57,000
Liebert AC unit in IT Department	55,000
Courthouse Air Conditioners - RTU-3, RTU-5, RTU-7	58,000
Courthouse Roof Replacement	195,000
Health Department Elevator Replacement	66,000
Porter Library AC Chiller Replacement	80,000
Admin/Courthouse Building Elevator repair/upgrades	20,500
Animal Shelter Air Conditioner	11,000
Rowser Annex Air Conditioner	50,000
FY2013 Total	\$592,500

FY2014 Projects

Government Center Parking Lot Repairs (Phase 1)	\$453,000
Health Department Air Conditioner Replacement	41,000
FY2014 Total	\$494,000

FY2015 Projects

Company 12 (Berea) Energy Management System	\$68,000
Company 10 (Potomac Hills) Air Conditioner Replacement	16,000
Company 2 (Stafford) Energy Management System	68,000
TLC Roof Repairs	15,000
Government Center Parking Lot Repairs (Phase 2)	467,000
FY2015 Total	\$634,000

FY2016 Projects

Rowser and Annex Roof Replacement	\$33,000
Rowser and Annex Air Conditioner Replacement	295,000
FY2016 Total	\$328,000

FY2017 Projects

Courthouse Carpet Replacement	\$44,000
Porter Library Parking Lot Repairs	90,000
Porter Library Roof Repairs	63,000
FY2017 Total	\$197,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2018 Projects

Company 12 (Berea) Landscaping	\$12,000
Animal Shelter Air Conditioner	11,000
Courthouse Roof Replacement	204,000
Public Safety Building Landscaping	35,000
Company 10 (Potomac Hills) Exhaust System	40,000
Company 12 (Berea) Landscaping	15,000
Courthouse Carpet Replacement	43,000
Company 12 (Berea) Parking Lot Repairs	45,000
Company 2 (Stafford) Parking Lot Repairs	40,000
FY2018 Total	\$445,000

FY2019 Projects

Courthouse Square Office Carpet Replacement	\$15,000
FY2019 Total	\$15,000

FY2020 Projects

Rowser Building Parking Lot Repairs	\$69,000
Chatham Square Office Park Air Conditioner Replacement	34,000
FY2020 Total	\$103,000

FY2021 Projects

Public Safety Air Conditioner Replacement	\$241,000
FY2021 Total	\$241,000

FY2022 Projects

England Run Library Parking Lot Repairs	\$58,000
Potomac Hills Parking Lot Repairs	44,000
Public Safety Building Parking Lot Repairs	123,000
Public Safety Air Conditioner Replacement	262,000
FY2022 Total	\$487,000

PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
Animal Shelter	0	0	0	0	330,000	4,733,300	0	0	0	0	0	0	5,063,300
Courthouse Addition	0	0	0	0	0	0	0	2,122,000	10,000,000	10,033,000	0	0	22,155,000
Library	0	0	0	0	0	0	0	0	0	0	1,500,000	15,048,000	16,548,000
Bike Trails	0	55,000	566,366	550,000	162,000	0	0	0	0	0	0	0	1,333,366
Stormwater Retrofits	250,000	250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	9,500,000
Total	\$250,000	\$305,000	\$1,566,366	\$1,550,000	\$1,492,000	\$5,733,300	\$1,000,000	\$3,122,000	\$11,000,000	\$11,033,000	\$2,500,000	\$15,048,000	\$54,599,666

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	\$0	\$0	\$0	\$0	\$0	\$119,000	\$1,361,000	\$1,415,000	\$1,472,000	\$1,531,000
Operating	0	0	38,000	75,000	113,000	326,000	801,000	573,000	618,000	662,000
Debt Service	0	0	0	0	28,000	346,000	346,000	524,000	1,361,000	2,201,000
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$38,000	\$75,000	\$141,000	\$791,000	\$2,508,000	\$2,512,000	\$3,451,000	\$4,394,000

ANIMAL SHELTER

Total Project Cost: \$5,063,300

Est. Opening Date: FY2018

PROGRAM DESCRIPTION

A new and modern animal shelter and animal control facility. Building will meet or exceed state guidelines for a municipal pound. Building will include a spay/neuter clinic, separate isolation rooms for different species. Separate pens for adoptable, healthy animals and sick and quarantined animals. The Facility will have sufficient office space to include dispatch/communications room, officers space, crematorium, cleaning stations, sally port and shelter staff space. Reception area will be of sufficient size for animal intake and drop off. Facility will be designed especially to house animals and will be properly ventilated, drained, lighted, and sized. Animal confinement areas will be constructed properly to prevent the spread of disease and be pleasing to the public while visiting the facility. Parking area will be sufficient to allow for the volume of visitors. The facility will be designed to allow for a future expansion to include larger holding areas for animals and a sally port for secure transport of animals. Facility will be placed on 5 acres of a 38 acre County owned parcel adjacent to the Regional Jail. Cost of Animal Shelter will be offset by revenue from R-Board for building and land value.

[Links to Board's Strategic Initiatives](#)

- Conformance to state guidelines



OPERATING IMPACT SUMMARY

Operating impacts begin in FY2019

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	330,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,733,300	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$330,000	\$4,733,300	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	929,200	0	0	0	0	0
Bonds	0	0	0	0	330,000	3,804,100	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$330,000	\$4,733,300	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	119,000	129,000	134,000	139,000	145,000
Operating	0	0	0	0	0	176,000	179,000	95,000	97,000	99,000
Debt Service	0	0	0	0	28,000	346,000	346,000	346,000	346,000	346,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$28,000	\$641,000	\$654,000	\$575,000	\$582,000	\$590,000

COURTHOUSE ADDITION

Total Project Cost: \$22,155,000

Est. Opening Date: FY2019

Links to Board's Strategic Initiatives

- 2004 space needs assessment

PROGRAM DESCRIPTION

Construction of a 40,000 square foot expansion to the existing Courthouse to provide three additional courtrooms and office space for the County's Courts, Clerk's Offices, prisoner holding and the Court Services Unit. The 2004 comprehensive County-wide space needs assessment revealed that Stafford Courts' current space of 45,247 net square feet (NSF) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. The project consists of renovations to the existing courtroom and office space, along with site improvements to provide for prisoner transfer accommodations.



OPERATING IMPACT SUMMARY

Operating costs will begin in FY2019 and assumes three additional courtrooms will be in operation. Start up costs include expenses for computers, phones, metal detector and 14 new employees. Ongoing costs include 11 deputies and 1 sergeant for the Sheriff's department. 1 maintenance mechanic II and 2 custodians for Parks, Recreation and Community Facilities department. As courtrooms are added additional personnel would be needed.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	2,122,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	10,000,000	8,660,000	0
Contingency	0	0	0	0	0	0	0	0	0	1,373,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,122,000	\$10,000,000	\$10,033,000	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	2,122,000	10,000,000	10,033,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,122,000	\$10,000,000	\$10,033,000	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	1,232,000	1,281,000	1,333,000	1,386,000
Operating	0	0	0	0	0	0	434,000	253,000	258,000	263,000
Debt Service	0	0	0	0	0	0	0	178,000	1,015,000	1,855,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,666,000	\$1,712,000	\$2,606,000	\$3,504,000

Central Rappahannock Regional Library (Courthouse Branch)

Total Project Cost: \$16,548,000

Est. Opening Date: FY2024

Links to Board's
Strategic Initiatives
• Comprehensive Plan

PROGRAM DESCRIPTION

The CRRL Board of Trustees is recommending the opening of a new 30,000 sq. ft. branch library in the Courthouse area of the County to meet current unmet demands and to accommodate projected new population growth. Stafford County will require a new facility to be constructed in the Courthouse area as an integral component of the Courthouse UDA/RDA development plan. High demand for books, programming, meeting rooms, computers and other library services at the Porter and England Run libraries will need to be relieved by the construction of a third library facility in the developing residential/commercial Courthouse area. The facility will be needed to keep pace with population growth and the development of core infrastructure by Stafford County to provide comprehensive education and quality of life opportunities for all County residents.



OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	1,500,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	1,500,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIKE TRAILS

Total Project Cost: \$1,333,366

Est. Opening Date: 2017

PROGRAM DESCRIPTION

Stafford County entered into an agreement with the Federal Highway Administration to build bike trails along Warrenton Road parallel to the upgrades conducted by the Virginia Department of Transportation. These trails will be built parallel to Warrenton Road a safe distance from traffic, near South gateway drive to Plantation and continuing on to Stafford Lakes Parkway. The funds for this project will come from impact fees for this district.

[Links to Board's Strategic Initiatives](#)

- Comprehensive Plan



OPERATING IMPACT SUMMARY

No operating impacts are associated with this project. Once completed, ownership of this project will be transferred to VDOT.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	55,000	80,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	550,000	0	0	0	0	0	0	0
Construction / Project	0	0	486,366	0	162,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$55,000	\$566,366	\$550,000	\$162,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Service District	0	55,000	566,366	550,000	162,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$55,000	\$566,366	\$550,000	\$162,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STORMWATER RETROFITS

Total Project Cost: \$9,500,000

Est. Opening Date: 2013-2022

PROGRAM DESCRIPTION

The U.S. Environmental Protection Agency (EPA) in coordination with the Virginia Department of Conservation and Recreation is developing a Total Maximum Daily Load (TMDL) for the Chesapeake Bay. The TMDL was finalized by EPA on December 31, 2010 and local responsibilities will be defined in 2012. The TMDL will establish a "pollution diet" for the entire Chesapeake Bay watershed to address pollution from nutrients and sediment and require localities to implement water quality improvements to meet water quality standards for the Bay. EPA has identified the retrofit of previously developed land for water quality controls as a key component of the TMDL. It is anticipated that the County's MS4 Stormwater Permit will contain retrofit mandates on a phased basis over 15 years. For the first five-year period, the County will be expected to retrofit 5% of the requirement, 30% in the second five-year period, and 65% in the third five-year period. Cost share funding from the U.S. Army Corps of Engineers may be available to lower future Planning/Design costs.

Links to Board's Strategic Initiatives

- Compliance with Chesapeake Bay TMDL
- Compliance with NPDES MS4 Stormwater Discharge Permit



OPERATING IMPACT SUMMARY

Operating costs will begin in FY2015 with completion of the construction of the first facilities. The stormwater retrofits will be located on both public and private properties. It is assumed that the County will be responsible for the operation and maintenance (O&M) of retrofit facilities. Annual O&M costs were estimated to be 5% of the total cost of facilities constructed to date.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	250,000	250,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$38,000	\$75,000	\$113,000	\$150,000	\$188,000	\$225,000	\$263,000	\$300,000

TRANSPORTATION SUMMARY

*Funding and timing of transportation bond projects are under review by the Board

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
(6) Route 627, Mountain View Rd, north of Centreport Pkwy	0	0	0	0	950,000	4,248,822	0	4,248,822	0	0	0	0	9,447,644
(11) Route 610, Garrisonville Rd (PPTA)	0	1,370,000	6,197,739	0	6,197,739	0	0	0	0	0	0	0	13,765,478
(18) Route 652, Truslow Rd, East of I-95	0	0	0	0	0	1,500,000	7,136,294	7,136,294	0	0	0	0	15,772,588
(19) Route 652, Truslow Rd, West of I-95 (PPTA)	0	626,000	2,820,528	0	2,820,528	0	0	0	0	0	0	0	6,267,056
(1) Route 1, Jefferson Davis Hwy	0	0	0	0	0	0	700,000	0	600,000	0	0	0	1,300,000
(2) Route 608, Brooke Rd, south of Eskimo Hill Rd	650,000	2,925,000	2,925,000	0	0	0	0	0	0	0	0	0	6,500,000
(3) Route 608, Brooke Rd, east of Raven Rd	0	0	0	0	0	200,000	600,000	1,000,000	0	0	0	0	1,800,000
(4) Route 616, Poplar Rd, north of Kellogg Mill Rd	311,000	844,000	945,000	0	0	0	0	0	0	0	0	0	2,100,000
(5) Route 616, Poplar Rd, south of Mountain View Rd	90,000	50,000	760,000	0	0	0	0	0	0	0	0	0	900,000
(7) Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	2,873,000	4,677,000	0	0	0	0	0	0	0	0	0	0	7,550,000
(8) Route 627, Mountain View Rd, and Route 651, Kellogg Mill Rd Intersection	0	0	0	0	0	0	130,000	585,000	585,000	0	0	0	1,300,000
(9) Route 644, Rock Hill Church Rd	0	0	90,000	405,000	405,000	0	0	0	0	0	0	0	900,000
(10) Route 17, Warrenton Rd	7,200,000	0	18,200,000	26,400,000	0	0	0	0	0	0	0	0	51,800,000
(12) Route 606, Ferry Rd	0	0	0	558,500	2,191,500	0	2,250,000	0	0	0	0	0	5,000,000
(27) Courthouse Road & Route 1 Intersection Improvements	0	0	100,000	1,575,400	2,222,600	0	0	0	0	0	0	0	3,898,000
(13) Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	2,000,000	0	1,142,580	6,441,265	0	23,782,460	0	0	0	0	0	0	33,366,305
(14) Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd	0	0	0	0	890,000	0	8,010,000	0	0	0	0	0	8,900,000
(16) Route 637, Telegraph Rd	0	0	0	0	360,000	2,835,000	2,835,000	0	0	0	0	0	6,030,000
(17) Route 651, Kellogg Mill Rd Relocation	0	0	0	0	0	0	180,000	810,000	810,000	0	0	0	1,800,000
(20) Pedestrian Improvements	0	0	0	0	380,000	380,000	380,000	0	0	0	0	0	1,140,000
Poplar Rd Phase 1	1,800,000	0	0	0	0	0	0	0	0	0	0	0	1,800,000
(22) Route 627, Mountain View Road Ext. to High School	290,000	360,000	2,000,000	0	0	0	0	0	0	0	0	0	2,650,000
(23) Staffordboro Parking Lot	1,963,000	3,843,500	3,843,500	0	0	0	0	0	0	0	0	0	9,650,000
(24) Sebring Drive	0	200,000	234,000	942,000	793,000	0	0	0	0	0	0	0	2,169,000
(25) Streetscape Phase 1	777,000	2,080,000	1,294,000	3,519,000	0	0	0	0	0	0	0	0	7,670,000
(26) Streetscape Phase 2	0	0	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	18,084,000
Future Projects	0	0	0	0	0	0	0	20,000,000	20,000,000	20,000,000	20,000,000	0	80,000,000
Total	\$17,954,000	\$16,975,500	\$40,552,347	\$39,841,165	\$19,554,367	\$40,026,282	\$27,243,294	\$37,418,116	\$21,995,000	\$20,000,000	\$20,000,000	\$0	\$301,560,071

* Pedestrian Improvement project FY19 thru FY22 will be funded with future bonds.

TRANSPORTATION SUMMARY

\$2,789,000 \$1,100,000 \$5,459,000 \$17,378,369 \$5,853,822 \$11,666,294 \$7,000,000 \$6,500,000 \$7,000,000 \$7,000,000

Funding Sources	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Later Years Funding	Total Project Cost
Adopted Transportation CIP Borrow	\$1,420,000	\$5,640,000	\$5,235,000	\$4,455,000	\$7,650,000	\$1,215,000	\$10,000,000	\$7,029,000	\$0	\$0	\$0	\$0	\$42,644,000
Bonds	0	2,789,000	1,100,000	5,459,000	17,378,369	5,853,822	11,666,294	7,000,000	6,500,000	7,000,000	7,000,000	0	71,746,485
Current Revenue	155,000	0	0	0	0	0	0	0	0	0	0	0	155,000
Service District Supported GO Debt*	0	0	2,280,000	3,590,478	0	0	0	0	0	0	0	0	5,870,478
Service District	0	1,870,000	0	0	0	0	0	1,126,265	1,726,443	1,329,626	1,435,904	0	7,488,238
Fuel Tax	3,923,000	5,899,000	3,055,556	1,462,500	1,566,631	0	0	1,873,735	1,773,557	1,670,374	1,564,096	0	22,788,449
Revenue Sharing	7,461,000	10,000,000	7,211,000	10,000,000	10,000,000	7,965,421	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0	102,637,421
State/Federal	17,476,000	250,000	19,607,000	31,352,000	3,542,000	7,080,000	5,022,000	3,638,000	0	0	0	0	87,967,000
Impact Fees	1,800,000	0	0	0	0	0	0	0	0	0	0	0	1,800,000
Total Funding Sources Identified	30,815,000	20,808,000	33,253,556	51,863,978	32,487,000	20,899,243	26,688,294	23,638,000	20,000,000	20,000,000	20,000,000	0	300,453,071
Cumulative Available Fuel Tax	\$6,494,392	\$2,199,015	\$702,847	\$850,112	\$970,925	\$2,753,395	\$4,535,865	\$4,444,600	\$4,453,513	\$4,565,609	\$4,783,983		

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Debt Service	\$0	\$233,000	\$325,000	\$782,000	\$2,235,000	\$2,726,000	\$3,701,000	\$4,287,000	\$4,831,000	\$5,417,000
Service District Debt Service		\$0	\$190,789	\$491,238	\$491,238	\$491,238	\$491,238	\$491,238	\$491,238	\$491,238
	\$0	\$233,000	\$515,789	\$1,273,238	\$2,726,238	\$3,217,238	\$4,192,238	\$4,778,238	\$5,322,238	\$5,908,238

\$70 million Transportation Bond Referendum approved November 2008 (FY2009), expires November 2016 (FY2017)
 Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires.

Route 1, Jefferson Davis Highway

Total Project Cost: \$1,300,000

Est. Opening Date: FY21

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek Drive.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	700,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	600,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000	\$0	\$600,000	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	650,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	650,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	54,000	54,000	54,000	54,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$54,000	\$54,000	\$54,000	\$54,000

Route 608, Brooke Road, South of Eskimo Hill Road

Total Project Cost: \$6,500,000

Est. Opening Date: FY15

Links to Board's
Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruction of Brooke Road from 0.64 miles south of Eskimo Hill Road to 2.44 miles south of Eskimo Hill Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	650,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	2,925,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,925,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$650,000	\$2,925,000	\$2,925,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	2,789,000	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	461,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,251,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$3,712,000	\$2,789,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	233,000	233,000	233,000	233,000	233,000	233,000	233,000	233,000	233,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000	\$233,000

Route 608, Brooke Road, East of Raven Road

Total Project Cost: \$1,800,000

Est. Opening Date: FY18

PROGRAM DESCRIPTION

Improve the horizontal alignment of Brooke Road from Raven Road, East Intersection, to 0.50 miles east of Raven Road, East Intersection.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	200,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	600,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	1,000,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$200,000	\$600,000	\$1,000,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	200,000	700,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	900,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$200,000	\$1,600,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	17,000	76,000	76,000	76,000	76,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$17,000	\$76,000	\$76,000	\$76,000	\$76,000

Route 616, Poplar Road, North of Kellogg Mill Road

Total Project Cost: \$2,100,000

Est. Opening Date: FY15

PROGRAM DESCRIPTION

Reconstruct Poplar Road from 0.20 miles north of Kellogg Mill Road to 0.77 miles north of Kellogg Mill Road.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	311,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	844,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	945,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$311,000	\$844,000	\$945,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	206,000	422,000	472,000	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,206,000	\$422,000	\$472,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 616, Poplar Road, South of Mountain View Road

Total Project Cost: \$900,000

Est. Opening Date: FY15

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Improve the horizontal alignment of Poplar Road from Mountain View Road to 0.25 miles south of Mountain View Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	90,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	50,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	760,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$90,000	\$50,000	\$760,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	90,000	50,000	760,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$90,000	\$50,000	\$760,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 627, Mountain View Road North of Centreport Parkway

Total Project Cost: \$9,447,644

Est. Opening Date: FY19

Links to Board's
Strategic Initiatives

PROGRAM DESCRIPTION

Reconstruct Mountain View Road from Centreport Parkway to 1.48 miles north of Centreport Parkway.

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	950,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	4,248,822	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	4,248,822	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$950,000	\$4,248,822	\$0	\$4,248,822	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	950,000	3,773,822	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	2,400,000	2,113,705	210,117	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$3,350,000	\$5,887,527	\$210,117	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	79,000	395,000	395,000	395,000	395,000	395,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$79,000	\$395,000	\$395,000	\$395,000	\$395,000	\$395,000

Route 627, Mountain View Road from Joshua Road to Rose Hill Farm Drive

Total Project Cost: \$7,550,000

Est. Opening Date: FY14

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Joshua Road to Rose Hill Farm Drive.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	533,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,340,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	4,677,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,873,000	\$4,677,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,873,000	3,467,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,210,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$4,083,000	\$3,467,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 627, Mountain View Road, and Route 651, Kellogg Mill Road, Intersection

Total Project Cost: \$1,300,000

Est. Opening Date: FY21

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety

PROGRAM DESCRIPTION

Improve the intersection of Mountain View Road and Kellogg Mill Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	130,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	585,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	585,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000	\$585,000	\$585,000	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	650,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	650,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	54,000	54,000	54,000	54,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$54,000	\$54,000	\$54,000	\$54,000

Route 644, Rock Hill Church Road

Total Project Cost: \$900,000

Est. Opening Date: FY17

PROGRAM DESCRIPTION

Improve the intersection of Rock Hill Church Road and Dunbar Drive.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	90,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	405,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	405,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$90,000	\$405,000	\$405,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	90,000	405,000	405,000	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$90,000	\$405,000	\$405,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 17, Warrenton Road

Total Project Cost: \$51,800,000

Est. Opening Date: FY16

Links to Board's
Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen to 6- and 8-lanes Warrenton Road from McLane Drive to Village Parkway.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	7,200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	18,200,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	26,400,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,200,000	\$0	\$18,200,000	\$26,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	7,200,000	0	18,200,000	26,400,000	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,200,000	\$0	\$18,200,000	\$26,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 610, Garrisonville Road

Total Project Cost: \$13,765,478

Est. Opening Date: FY17

[Links to Board's Strategic Initiatives](#)

PROGRAM DESCRIPTION

Widen to 6-lanes Garrisonville from Onville Road to Eustace Road.

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	1,370,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	6,197,739	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	6,197,739	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,370,000	\$6,197,739	\$0	\$6,197,739	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	2,280,000	3,590,478	0	0	0	0	0	0	0
Service District	0	995,000	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	6,900,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	7,895,000	2,280,000	3,590,478	0	0	0	0	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 606, Ferry Road

Total Project Cost: \$5,000,000

Est. Opening Date: FY19

Links to Board's
Strategic Initiatives

• Approved by voters in
the 2008 referendum

PROGRAM DESCRIPTION

Reconstruction of Ferry Road from Kings Highway to Colebrook Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	558,500	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	2,191,500	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	2,250,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$558,500	\$2,191,500	\$0	\$2,250,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	559,000	0	0	2,000,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	2,441,000	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	47,000	47,000	47,000	214,000	214,000	214,000	214,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$47,000	\$47,000	\$47,000	\$214,000	\$214,000	\$214,000	\$214,000

Route 630, Courthouse Road: Cedar Lane to Winding Creek Road

Total Project Cost: \$33,366,305

Est. Opening Date: FY19

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Cedar Lane to Winding Creek Road.

Links to Board's
Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	2,000,000	0	1,142,580	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	6,441,265	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	23,782,460	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,000,000	\$0	\$1,142,580	\$6,441,265	\$0	\$23,782,460	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	1,100,000	4,400,000	8,583,369	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	1,566,631	0	0	0	0	0	0
Revenue Sharing	0	0	3,800,000	7,126,000	135,000	4,655,305	0	0	0	0	0
State/Federal	2,000,000	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,000,000	\$0	\$4,900,000	\$11,526,000	\$10,285,000	\$4,655,305	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	92,000	460,000	1,178,000	1,178,000	1,178,000	1,178,000	1,178,000	1,178,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$92,000	\$460,000	\$1,178,000	\$1,178,000	\$1,178,000	\$1,178,000	\$1,178,000	\$1,178,000

Route 630, Courthouse Road: Winding Creek Road to Shelton Shop Road

Total Project Cost: \$8,900,000

Est. Opening Date: FY19

Links to Board's
Strategic Initiatives

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Winding Creek Road to Shelton Shop Road. Preliminary engineering and right-of-way acquisition only.

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	890,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	8,010,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$890,000	\$0	\$8,010,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	4,450,000	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	4,450,000	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$8,900,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	372,000	372,000	372,000	372,000	372,000	372,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$372,000	\$372,000	\$372,000	\$372,000	\$372,000	\$372,000

Route 637, Telegraph Road

Total Project Cost: \$6,030,000

Est. Opening Date: FY18

Links to Board's
Strategic Initiatives

PROGRAM DESCRIPTION

Spot improvements to Telegraph Road, east of Jefferson Davis Highway.

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	360,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	2,835,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	2,835,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$360,000	\$2,835,000	\$2,835,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	3,015,000	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	3,015,000	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$6,030,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	252,000	252,000	252,000	252,000	252,000	252,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$252,000	\$252,000	\$252,000	\$252,000	\$252,000	\$252,000

Route 651, Kellogg Mill Road Relocation

Total Project Cost: \$1,800,000

Est. Opening Date: FY21

PROGRAM DESCRIPTION

Relocation of Kellogg Mill Road, in the vicinity of Ramouth Church Road, to align with future Woodcutter Road.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	180,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	810,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	810,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000	\$810,000	\$810,000	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	900,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	900,000	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	75,000	75,000	75,000	75,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000	\$75,000	\$75,000

Route 652, Truslow Road, East of I-95

Total Project Cost: \$15,772,588

Est. Opening Date: FY17

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Cambridge Street to Interstate 95.

[Links to Board's Strategic Initiatives](#)

- Approved by voters in the 2008 referendum
- Comprehensive Plan

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	1,500,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	7,136,294	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	7,136,294	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$7,136,294	\$7,136,294	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	1,500,000	6,386,294	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	1,196,411	6,689,883	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,696,411	\$13,076,177	\$0	\$0	\$0	\$0

\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	126,000	660,000	660,000	660,000	660,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$126,000	\$660,000	\$660,000	\$660,000	\$660,000

Route 652, Truslow Road, West of I-95

Total Project Cost: \$6,267,056

Est. Opening Date: FY17

[Links to Board's Strategic Initiatives](#)

• Approved by voters in the 2008 referendum

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Plantation Drive to Berea Church Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	626,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	2,820,528	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	2,820,528	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$626,000	\$2,820,528	\$0	\$2,820,528	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	650,000	2,483,556	0	0	0	0	0	0	0	0
Revenue Sharing	0	1,225,000	1,908,500	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,875,000	\$4,392,056	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Pedestrian Improvements

Total Project Cost: \$1,140,000

Est. Opening Date: Various

PROGRAM DESCRIPTION

Improve pedestrian facilities at various, as yet to be determined, locations around the County.

Links to Board's
Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- North Stafford sidewalk

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Depending on the location, upon completion, VDOT may become the owner of the pedestrian improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	380,000	380,000	380,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$380,000	\$380,000	\$380,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	380,000	380,000	380,000	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$380,000	\$380,000	\$380,000	\$0	\$0	\$0	\$0

Project will continue thru FY22 with funding from future bonds

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	32,000	64,000	96,000	96,000	96,000	96,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$32,000	\$64,000	\$96,000	\$96,000	\$96,000	\$96,000

Route 616, Poplar Road Phase 1

Total Project Cost: \$1,800,000

Est. Opening Date: FY13

Links to Board's
Strategic Initiatives

- Approved by voters in the 2008 referendum
- Impact fee project

PROGRAM DESCRIPTION

Road and intersection improvements at Poplar Road and Route 17 to 0.10 mile north of the intersection of Poplar Road and Truslow Road.

OPERATING IMPACT SUMMARY

A Central-West impact fee project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	287,100	0	0	0	0	0	0	0	0	0	0
Property Acquisition	752,900	0	0	0	0	0	0	0	0	0	0
Construction / Project	760,000	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	1,800,000	0	0	0	0	0	0	0	0	0	0
Total	\$1,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Route 627, Mountain View Road Exit to High School

Total Project Cost: \$2,650,000

Est. Opening Date: FY15

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Rose Hill Farm Drive to the Mountain View High School.

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety

OPERATING IMPACT SUMMARY

An extension of a 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	290,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	360,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$290,000	\$360,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	290,000	1,360,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,290,000	\$1,360,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STAFFORDBORO PARKING LOT

Total Project Cost: \$9,650,000

Est. Opening Date: FY15

Links to Board's
Strategic Initiatives

- Comprehensive Plan

PROGRAM DESCRIPTION

Expansion of the Staffordboro Commuter Parking Lot to add 1,035 new parking spaces. The project includes roundabout connection to Doc Stone Road.

OPERATING IMPACT SUMMARY

Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,963,000	3,843,500	3,843,500	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,963,000	\$3,843,500	\$3,843,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	875,000	0	0	0	0	0	0	0	0	0
Fuel Tax	1,000,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	1,875,000	0	0	0	0	0	0	0	0	0
State/Federal	5,900,000	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$6,900,000	\$2,750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SEBRING DRIVE

Total Project Cost: \$2,169,000

Est. Opening Date: FY2016

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

PROGRAM DESCRIPTION

Redevelopment project in the Southern Gateway to improve home-to-market traffic circulation between commercial properties along U.S. Hwy 17 and adjacent residential communities. This is the first of several roadway improvements recommended by the Southern Gateway Redevelopment Plan to improve access throughout the redevelopment area by establishing alternate routes via a grid-based system of local streets and interparcel connections. Wherever possible, these connections will be made by extending existing streets in order to minimize disruptions to established neighborhoods and communities. Since this project will provide a parallel route to U.S. Hwy 17, its construction should take place before VDOT begins its U.S. Hwy 17 widening project to help mitigate construction congestion. This project is recommended by the Southern Gateway Redevelopment Plan. Since this project involves a local street, it falls outside the scope of the County Transportation Plan.



OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	200,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	234,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	793,000	793,000	0	0	0	0	0	0
Contingency	0	0	0	149,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$234,000	\$942,000	\$793,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	200,000	234,000	942,000	793,000	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$234,000	\$942,000	\$793,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COURTHOUSE STREETScape - PHASE 1a and 1b (US-1) (Redevelopment Plan - Courthouse Area)

Total Project Cost: \$7,670,000

Est. Opening Date: 2015

Links to Board's Strategic Initiatives

- Economic Development 10 Point Plan
- Redevelopment Plan

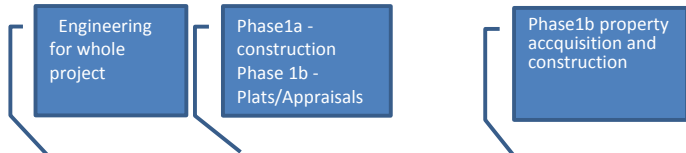
PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 1a consists of streetscape improvements along US-1 between Hope Rd. and Courthouse Rd. that are located on county property. Phase 1b consists of the remainder of the streetscape improvements between Hope Rd. and Courthouse Rd. that are located on private property. Project costs include road improvements necessary to fully implement the streetscape improvements.



OPERATING IMPACT SUMMARY

Operating costs will begin in FY14 with the completion of the construction of phase 1a. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	777,000	247,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	2,311,000	0	0	0	0	0	0	0
Construction / Project	0	1,833,000	1,294,000	1,208,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	\$777,000	\$2,080,000	\$1,294,000	\$3,519,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	155,000	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	93,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	2,286,000	0	323,000	3,605,000	0	0	0	0	0	0	0
Other - Boat Property	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$2,379,000	\$0	\$323,000	\$3,605,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	18,000	18,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$18,000	\$18,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000

COURTHOUSE STREETScape - PHASE 2, 3 and 4 (US-1) (Redevelopment Plan - Courthouse)

Total Project Cost: \$18,084,000

Est. Opening Date: On-going

Links to Board's
Strategic Initiatives

- Economic Development 10 Point Plan
- Redevelopment Plan

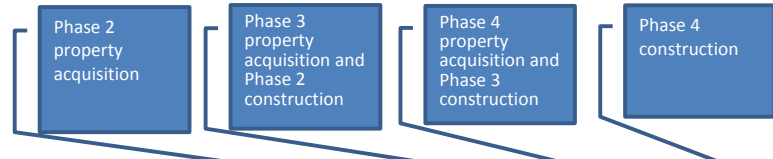
PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 2 consists of the streetscape improvements along Courthouse Rd. between US-1 and Red Oak Dr. Phase 3 consists of the streetscape improvements along US-1 between Courthouse Rd and Hospital Center Blvd. Phase 4 consists of the streetscape improvements along Courthouse Rd. between US-1 and Stafford Ave. Project costs include road improvements necessary to fully implement the streetscape improvements.



OPERATING IMPACT SUMMARY

Operating impacts will begin in FY18 with the completion of the construction of phase 2. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	2,344,000	4,023,000	753,000	0	0	0	0
Construction / Project	0	0	0	0	0	3,057,000	4,269,000	3,638,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$2,344,000	\$7,080,000	\$5,022,000	\$3,638,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$2,344,000	\$7,080,000	\$5,022,000	\$3,638,000	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	31,000	73,000	110,000	110,000	110,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$31,000	\$73,000	\$110,000	\$110,000	\$110,000

Route 1 Courthouse Road Intersection Improvement

Total Project Cost: \$3,898,000

Est. Opening Date: FY2016

[Links to Board's Strategic Initiatives](#)

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point

PROGRAM DESCRIPTION

The intersection of Courthouse Road (S.R. 630) and Jefferson Davis Highway (U.S. Route 1) has a Level of Service of "F" during peak morning and afternoon traffic periods. Furthermore, U.S. Route 1 serves as the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional left and right turn lanes to allow simultaneous traffic movement north and south on Route 1, and east and west on Route 630 to eliminate the current split phasing at that intersection. This will greatly increase the volume of traffic that can pass, and allow more flexibility to adjust signal phasing to accommodate peak hour and emergency signal patterns. The project will also include pedestrian accommodations consistent with the location in the center of the Stafford courthouse area and the future plans for the Courthouse Urban Development Area.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	100,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	1,575,400	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	2,222,600	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$100,000	\$1,575,400	\$2,222,600	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	500,000	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	100,000	1,462,500	0	0	0	0	0	0	0
Revenue Sharing	0	0	1,502,500	433,000	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$1,602,500	\$2,395,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000

FUTURE BONDS

Total Project Cost: \$80,000,000

Est. Opening Date: FY2019

[Links to Board's Strategic Initiatives](#)

- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

The County anticipates future bond referendum(s) to address and finance the cost of constructing, improving, and acquiring transportation improvements.

OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	20,000,000	20,000,000	20,000,000	20,000,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Bonds	0	0	0	0	0	0	0	7,000,000	6,500,000	7,000,000	7,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	1,126,265	1,726,443	1,329,626	1,435,904
Fuel Tax	0	0	0	0	0	0	0	1,873,735	1,773,557	1,670,374	1,564,096
Revenue Sharing	0	0	0	0	0	0	0	10,000,000	10,000,000	10,000,000	10,000,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	586,000	1,130,000	1,716,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$586,000	\$1,130,000	\$1,716,000



SCHOOLS

Projects	Prior Funding	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Bond Funded Projects	Total Project Cost
Stafford High School Rebuild	7,050,000	17,683,000	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0	57,050,000	64,100,000
Fiber Optic	0	1,100,000	1,000,000	0	0	0	0	0	0	0	0	2,100,000	2,100,000
Moncure ES Rebuild	1,700,000	0	0	0	2,500,000	10,694,000	10,694,000	0	0	0	0	23,888,000	25,588,000
Ferry Farm ES Rebuild	0	0	0	0	0	0	2,500,000	11,294,000	10,694,000	600,000	0	25,088,000	25,088,000
Stafford Career & Technology Center	0	0	0	0	0	0	0	0	0	0	15,000,000	15,000,000	15,000,000
ES #18 with Head Start	0	0	0	0	0	0	0	0	0	1,000,000	10,728,000	11,728,000	11,728,000
Stafford ES Renovation	6,112,000	4,358,000	0	0	0	0	0	0	0	0	0	4,358,000	10,470,000
Grafton Village ES Renovation	818,000	5,541,000	5,541,000	0	0	0	0	0	0	0	0	11,082,000	11,900,000
Addition (PE & Fine Arts) - BPHS	0	0	0	0	0	0	1,000,000	4,843,000	0	0	0	5,843,000	5,843,000
Addition (PE & Fine Arts) - CFHS	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0	7,947,000	7,947,000
Addition (PE & Fine Arts) - MVHS	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0	7,947,000	7,947,000
Fleet Services Addition **	0	0	0	0	0	0	0	0	0	750,000	4,051,000	4,801,000	4,801,000
Capital Maint (Infrastructure) - Bonds	0	6,779,000	9,780,000	8,567,000	4,950,000	6,926,500	9,026,000	9,072,000	9,205,000	7,955,000	8,010,000	80,270,500	80,270,500
Total Projects	\$15,680,000	\$35,461,000	\$34,004,000	\$26,251,000	\$11,450,000	\$17,620,500	\$25,220,000	\$39,103,000	\$19,899,000	\$10,305,000	\$37,789,000	\$257,102,500	\$272,782,500
Bonds	\$13,361,000	\$33,226,000	\$31,964,000	\$23,231,000	\$9,800,000	\$16,195,000	\$23,555,000	\$37,033,000	\$18,099,000	\$9,200,000	\$36,779,000		
Capital Maint (Infrastructure) - Cash	2,319,000	2,235,000	2,040,000	3,020,000	1,650,000	1,425,500	1,665,000	2,070,000	1,800,000	1,105,000	1,010,000		
Funding Not Yet Determined	0	0	2,000,000	0	0	0	0	0	0	0	1,643,000		
Total Schools Projects	\$15,680,000	\$35,461,000	\$36,004,000	\$26,251,000	\$11,450,000	\$17,620,500	\$25,220,000	\$39,103,000	\$19,899,000	\$10,305,000	\$39,432,000		

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel										
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	2,781,000	5,457,000	7,401,000	8,221,000	9,576,000	11,548,000	14,646,000	16,161,000	16,931,000
Revenue										
Total	\$0	\$2,781,000	\$5,457,000	\$7,401,000	\$8,221,000	\$9,576,000	\$11,548,000	\$14,646,000	\$16,161,000	\$16,931,000

REBUILD STAFFORD HIGH SCHOOL

Total Project Cost: \$66,100,000

Est. Opening Date: 2015

PROGRAM DESCRIPTION

Construct a 2000 student secondary school for grades 9 - 12 to replace the existing Stafford High School. This project will include site improvements to the proposed school site, the construction of the school building, the development of the site, demolition of the existing school, all planning and design requirements, all support furnishing, furniture, and equipment and all technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 2000 students and follow the Stafford County Public Schools High School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards. In order to open the school in September 2015, the following milestones must be achieved. Design must start no later than October 2011. Bid out in November 2012. School Construction and site development must start no later than January 2013 and High School completed no later than 2015. Remaining site work completed no later than December 2015. Project will also include the development of the adjacent land for a park funded by Stafford County.



***** Funding for \$2 million of project cost not yet determined *****

OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	7,050,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	17,683,000	17,683,000	17,684,000	4,000,000						
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,050,000	\$17,683,000	\$17,683,000	\$17,684,000	\$4,000,000	\$0	\$0	0	0	0	0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	619,000	0	0	0	0	0	0	0	0	0	0
Bonds	6,431,000	17,683,000	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	7,050,000	17,683,000	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0			
Operating	0	0	0	0	0	0	0	0		
Debt Service	0	1,480,000	2,960,000	4,440,000	4,775,000	4,775,000	4,775,000	4,775,000	4,775,000	4,775,000
Revenue/Savings	0	0	0	0	0	0	0			
Total	\$0	\$1,480,000	\$2,960,000	\$4,440,000	\$4,775,000	\$4,775,000	\$4,775,000	\$4,775,000	\$4,775,000	\$4,775,000

FIBER OPTIC NETWORK

Total Project Cost: \$2,100,000

Est. Opening Date: 2015

PROGRAM DESCRIPTION

Continuation of a multi-hase project to provide fiber optic network connections among all Stafford County Public Schools. The project could be expanded to include government and public service buildings (e.g. Fire and Rescue, Public Libraries). Underground conduit to be installed along major right of ways along the roads between schools and administrative sites. 375,000 LF single mode Fiber optic cable will be pulled through the conduit then interconnect to two or more major network hubs. Each site will require installation of fiber patch panels and other electronics.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	1,100,000	1,000,000	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,100,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	1,100,000	1,000,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,100,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	92,000	176,000	176,000	176,000	176,000	176,000	176,000	176,000	176,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$92,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000

REPLACEMENT - MONCURE ELEMENTARY - 2017

Total Project Cost: \$25,588,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades K through 5. A new elementary will be needed to replace the existing Moncure Elementary. The Moncure School replacement will include the construction of the school building, the development of the site, the demolition of the existing school and associated parking areas, all planning & design requirements, all support furnishing, furniture & Equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. Site location is to be determined.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	2,500,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	10,694,000	10,694,000	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	1,700,000	0	0	0	0	0	0	0	0	0	0
Total	\$1,700,000	\$0	\$0	\$0	\$2,500,000	\$10,694,000	\$10,694,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	1,700,000	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	2,500,000	10,694,000	10,694,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,700,000	\$0	\$0	\$0	\$2,500,000	\$10,694,000	\$10,694,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	209,000	1,104,000	1,999,000	1,999,000	1,999,000	1,999,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$209,000	\$1,104,000	\$1,999,000	\$1,999,000	\$1,999,000	\$1,999,000

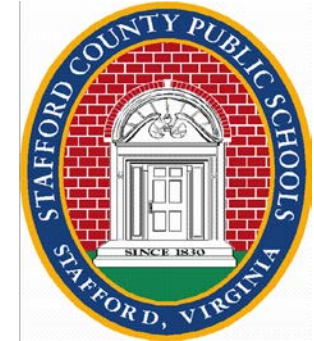
REPLACEMENT - FERRY FARM ELEMENTARY - 2019

Total Project Cost: \$25,088,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades K through 5. A new elementary will be needed to replace the existing Ferry Farm Elementary. The Ferry Farm School replacement will include the construction of the school building, the development of the site, the demolition of the existing school and associated parking areas, all planning & design requirements, all support furnishing, furniture & Equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. Site location is anticipated to be the current Ferry Farm Elementary school site. The new school will be sited in a manner as to allow the Division to keep the existing Ferry Farm Elementary open during construction.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	2,500,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	11,294,000	10,694,000	600,000	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$11,294,000	\$10,694,000	\$600,000	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	2,500,000	11,294,000	10,694,000	600,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$11,294,000	\$10,694,000	\$600,000	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	209,000	1,154,000	2,049,000	2,099,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STAFFORD CAREER & TECHNOLOGY CENTER

Total Project Cost: \$15,000,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

The SCTC is proposed to be a 1000 student career and technical education center for grades 9 through 12. The new center is needed to provide high tech, rigorous and relevant curriculum to the community. The new center will be roughly a 76,300 SF facility with classroom and core applied technical learning spaces which will accommodate 1000 students. The center will also include a cafeteria but will not include gym, theater or PE space nor will it include athletic fields. The project will follow the SCPS High School Educational Specification and Facility Design Standards. The concept of the center will be that of an alternating day schedule (block X & Y). A full day instruction for up to 1000 (200 from each HS) on X day and another 1000 students (200 from each HS) on Y day. This concept allows the center to impact up to 2000 students on any given year. The site for the new center has not yet been determined. In order to open the SCTC in September 2020, design of the facility must be complete no later than Sep 2017. Design will start in January 2017, Construction start in February 2018.



OPERATING IMPACT SUMMARY

TBD

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	15,000,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	15,000,000
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ELEMENTARY #18 WITH HEAD START

Total Project Cost: \$11,728,000

Est. Opening Date: 2022

PROGRAM DESCRIPTION

Construct a 950 student elementary with a 350 student Head Start Facility. ES#18 will include the construction of the school building, development of the site, all support furnishing, furniture and equipment and technology infrastructure. Both schools will be built with classrooms and shared core facilities to accommodate 950 elementary students and 350 head start students and follow the SCPS Elementary Education Specifications. The school will adhere to SCPS Facility Design Standards. In order to open ES #18/Head Start in September 2022, the following milestones must be achieved. Design must be started by January 2020 and completed no later than December 2020. Project must be awarded no later than February 2021 with construction starting no later than March 2021 and complete by May 2022.



OPERATING IMPACT SUMMARY

FY 21 - \$900,827.00 FY 22 - \$1,681,701

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	1,000,000	10,728,000
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$10,728,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	1,000,000	10,728,000
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$10,728,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service										84,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000

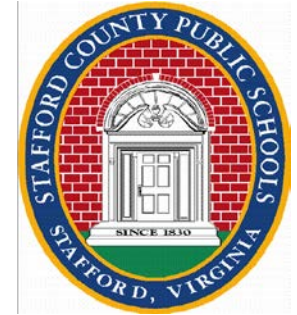
ADDITION & RENOVATION - STAFFORD ELEMENTARY

Total Project Cost: \$10,470,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

A Level 2 Renovation of Stafford Elementary will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, plumbing, fire alarm system, data systems, PA system, addition of a new media center, upgrade to Admin Office Suite, lighting and roofs.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	723,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	5,389,000	4,358,000	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$6,112,000	\$4,358,000	\$0	\$0	\$0	\$0	\$0	0	0	0	0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	6,112,000	4,358,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	6,112,000	4,358,000	0	0	0	0	0	0	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0			
Operating	0	0	0	0	0	0	0	0		
Debt Service	0	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Revenue/Savings	0	0	0	0	0	0	0			
Total	\$0	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000	\$365,000

ADDITION & RENOVATION - GRAFTON ELEMENTARY

Total Project Cost: \$11,900,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

A Level 2 Renovation of Grafton Village Elementary will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, plumbing, fire alarm system, data systems, PA system, addition of a new media center, upgrade to Admin Office Suite, lighting and roofs.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	818,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	5,541,000	5,541,000	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$818,000	\$5,541,000	\$5,541,000	\$0	\$0	\$0	\$0	0	0	0	0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	818,000	5,541,000	5,541,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	818,000	5,541,000	5,541,000	0	0	0	0	0	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0			
Operating	0	0	0	0	0	0	0	0		
Debt Service	0	464,000	928,000	928,000	928,000	928,000	928,000	928,000	928,000	928,000
Revenue/Savings	0	0	0	0	0	0	0			
Total	\$0	\$464,000	\$928,000	\$928,000	\$928,000	\$928,000	\$928,000	\$928,000	\$928,000	\$928,000

ADDITION (CLASSROOM, PE & FINE ARTS) - BPHS

Total Project Cost: \$5,843,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Project includes construction of classroom, PE & Fine Arts additions at Brooke Point HS. The addition will increase the student design capacity from 1800 students to 2000 students. Brooke Point additions will include 9 additional classrooms and an expanded weight room, expand Media Center into and existing classroom and addition of a third performing arts suite for orchestra. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the Academic Wing.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	1,000,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	4,843,000	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$4,843,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	1,000,000	4,843,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1,000,000	4,843,000	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	84,000	489,000	489,000	489,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000	\$489,000	\$489,000	\$489,000

ADDITION (CLASSROOM, PE & FINE ARTS) - CFHS

Total Project Cost: \$7,947,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Project includes construction of classroom, PE and Fine Arts additions at Colonial Forge High School. The addition will increase the student design capacity from 1800 students to 2000 students. Colonial Forge additions will include six (6) additional classrooms, expansion of the PE Department with two classrooms and an expanded weight room, and the addition of a third fine arts suite for orchestra and drama classroom. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the Academic Wing.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	1,000,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	6,947,000	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$6,947,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	84,000	665,000	665,000	665,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000	\$665,000	\$665,000	\$665,000

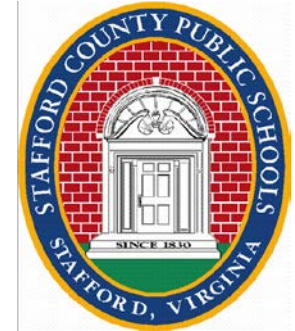
ADDITION (CLASSROOM, PE & FINE ARTS) - MVHS

Total Project Cost: \$7,947,000

Est. Opening Date: 2022

PROGRAM DESCRIPTION

Project includes construction of classroom, PE & Fine Arts additions at Mountain View High School. The addition will increase the student design capacity from 1800 students to 2000 students. Mountain View additions will include six (6) additional classrooms, expansion of the PE Department with two classrooms and an expanded weight room, the addition of a third fine arts suite for orchestra and drama classroom. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the Academic Wing.



OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	1,000,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	6,947,000	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	6,947,000	0	0	0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	1,000,000	6,947,000	0	0	0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	\$84,000	\$665,000	\$665,000	\$665,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000	\$665,000	\$665,000	\$665,000

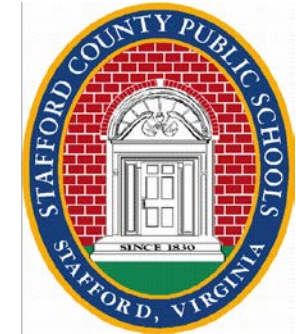
ADDITION (VEHICLE MAINTENANCE) - FLEET SERVICES

Total Project Cost: \$4,801,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Project provides for a new addition to the Fleet Services Complex. Addition will be added to current fleet services building. Facility will include additional 16,056 SF to include new service area, parts storage, administrative offices and 11,000 SF of heavy duty service area. Fuel station relocation is scheduled to be completed prior to proposed project. Project is required to provide additional vehicle service space to support current Fleet Services operations. Stafford County and the School Division vehicle fleets have increased from 400 vehicles in 1997 to over 950 vehicles in 2011.



***** Funding of \$1,643,000 in project cost not yet determined *****

OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	750,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	4,051,000
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	0	750,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	750,000	4,051,000
Other	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	750,000	4,051,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	63,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$63,000

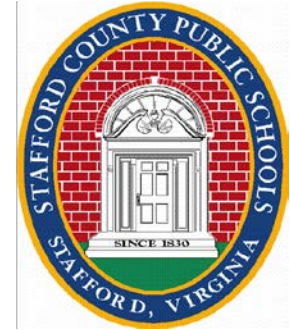
INFRASTRUCTURE

Total Project Cost: \$80,270,500

Est. Opening Date: 0

PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.



OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
School Site Improvements	0	2,435,000	1,980,000	2,850,000	1,070,000	2,235,000	3,740,000	2,925,000	3,645,000	2,965,000	2,560,000
Pavement	0	1,350,000	1,760,000	1,570,000	1,230,000	1,240,000	1,150,000	1,220,000	1,780,000	1,190,000	950,000
Environmental Upgrades	0	2,994,000	2,340,000	4,147,000	650,000	1,676,500	1,636,000	2,202,000	2,280,000	2,000,000	2,400,000
Roofs	0	0	3,700,000	0	2,000,000	1,775,000	2,500,000	2,725,000	1,500,000	1,800,000	2,100,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$6,779,000	\$9,780,000	\$8,567,000	\$4,950,000	\$6,926,500	\$9,026,000	\$9,072,000	\$9,205,000	\$7,955,000	\$8,010,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	2,235,000	2,040,000	3,020,000	1,650,000	1,425,500	1,665,000	2,070,000	1,800,000	1,105,000	1,010,000
Bonds	0	4,544,000	7,740,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$6,779,000	\$9,780,000	\$8,567,000	\$4,950,000	\$6,926,500	\$9,026,000	\$9,072,000	\$9,205,000	\$7,955,000	\$8,010,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	380,000	1,028,000	1,492,000	1,768,000	2,228,000	2,844,000	3,430,000	4,050,000	4,623,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$380,000	\$1,028,000	\$1,492,000	\$1,768,000	\$2,228,000	\$2,844,000	\$3,430,000	\$4,050,000	\$4,623,000

Capital Maintenance (Infrastructure)

School Site Improvements

FY2013 Projects

	Project Amount	Funding Source
Repair Lock Systems (Phase V) - MBES, KWBES, HOES, HES, RRES, ABES & WCES	\$600,000	Bond
Repair Athletic Fields (Phase I) - AGWMS, DMS & SMS	\$300,000	Current Revenue
Replace Storage Buildings - CFHS & HES	\$140,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$150,000	Current Revenue
Construct Security Vestibule - FLEET *	\$75,000	Current Revenue
Construct Card Entry Gate - FLEET *	\$50,000	Current Revenue
Repair Interior Finishes - AGWMS & GES	\$300,000	Current Revenue
Repair Foundation (Waterproofing) - AYBAC	\$200,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Repair Phone Systems - VOIP Phase I	\$100,000	Current Revenue
Repair Playground and Play Areas - WES	\$70,000	Current Revenue
Replace Whiteboards - Multiple Locations	\$200,000	Current Revenue
	FY 2013 Total	
	\$2,435,000.00	

FY2014 Projects

	Project Amount	Funding Source
Repair Tennis Courts - NSHS, BPHS & Various MS	\$500,000	Bond
Construct JROTC Training Facility	\$250,000	Current Revenue
Replace Storage Buildings - RES, HOES, WCES & RRES	\$160,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Repair Fueling Station - FLEET *	\$250,000	Current Revenue
Repair Interior Finishes - PRES & HOES	\$200,000	Current Revenue
Replace Scoreboards (Competition Fields) - NSHS	\$100,000	Current Revenue
Repair Phone Systems - VOIP Phase II	\$110,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$160,000	Current Revenue
	FY 2014 Total	
	\$1,980,000.00	

FY2015 Projects

	Project Amount	Funding Source
Replace Generators - SMS & RES	\$600,000	Bond
Repair Lock Systems (Phase VI) - SMS, GMC, Support Services, AYBAC	\$400,000	Current Revenue
Repair Athletic Fields (Practice) - MVHS	\$150,000	Current Revenue
Replace Walk-in Freezers & Refrigerators - DMS & AGWMS	\$100,000	Current Revenue
Repair Bathroom Floors - ABES & CES	\$300,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Construct Storage Buildings - GMS, KWBES, & AYBAC	\$180,000	Current Revenue
Repair Interior Finishes - BPHS & RES	\$400,000	Current Revenue
Replace Scoreboards (Competition Fields) - BPHS	\$100,000	Current Revenue
Repair Phone Systems - VOIP Phase III	\$120,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$170,000	Current Revenue
Repair Playground and Play Areas - WCES	\$80,000	Current Revenue
	FY 2015 Total	
	\$2,850,000.00	

Capital Maintenance (Infrastructure)

FY2016 Projects

	Project Amount	Funding Source
Construct Storage Buildings - MVHS & CES	\$150,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$180,000	Current Revenue
Repair Phone Systems - VOIP Phase IV	\$130,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	\$250,000	Current Revenue
Repair Interior Finishes - WES & SMS	\$300,000	Current Revenue
Replace Exterior Building Lighting - HOES & SMS	\$60,000	Current Revenue
FY 2016 Total	\$1,070,000.00	

FY2017 Projects

	Project Amount	Funding Source
Media Retrieval & PA Systems- PRES, CFHS & GMC	\$550,000	Bond
Replace Generators - HHPMS, HES & PRES	\$700,000	Bond
Construct Storage Buildings - DSMS & ABES	\$110,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$190,000	Current Revenue
Replace Walk-in Freezer & Refrigerator	\$65,000	Current Revenue
Repair Phone Systems - VOIP Phase V	\$140,000	Current Revenue
Replace Partition Wall - HOES & SMS	\$180,000	Current Revenue
Repair Interior Finishes - HHPMS & WCES	\$300,000	Current Revenue
FY 2017 Total	\$2,235,000.00	

FY2018 Projects

	Project Amount	Funding Source
Replace Generators - WES & HOES	\$700,000	Bond
Replace Gym Floor & Bleachers - NSHS & AGWMS	\$1,000,000	Bond
Repair Building Envelopes (Windows & Brick) - WES, PRES & AYBAC	\$500,000	Bond
Media Retrieval & PA Systems- PRES, SMS & WCES	\$600,000	Bond
Replace Lockers - BPHS & SMS	\$340,000	Current Revenue
Repair Interior Finishes - NSHS & RRES	\$400,000	Current Revenue
Repair Exterior (Paint) - Two (2) schools	\$200,000	Current Revenue
FY 2018 Total	\$3,740,000.00	

FY2019 Projects

	Project Amount	Funding Source
Install Messaging Marquees - DMS, CFHS, DSMS & MVHS (Electronic) & CES & AGWMS/GES/RES (Manual)	\$525,000	Bond
Repair Building Envelopes (Windows & Brick) - NSHS & HOES	\$1,100,000	Bond
Replace Generator - Maintenance Complex	\$150,000	Current Revenue
Replace Media Retrieval & PA Systems- RRES & KWBES	\$350,000	Current Revenue
Repair Athletic Fields Phase II - DSMS, RTMS & HHPMS	\$300,000	Current Revenue
Repair Playground & Play Area	\$80,000	Current Revenue
Repair Interior Finishes - RTMS	\$200,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$220,000	Current Revenue
FY 2019 Total	\$2,925,000.00	

Capital Maintenance (Infrastructure)

FY2020 Projects

	Project Amount	Funding Source
Repair Building Envelopes (Windows & Brick) - HHPMS & SES	\$750,000	Bond
Energy Performance Program (Phase III) Gym Lights - MVHS, CES, MBES, ABES, SPED & DSMS	\$600,000	Bond
Repair Athletic Field & Outbuildings - BPHS & CFHS	\$1,200,000	Bond
Replace Media Retrieval & PA Systems - GMS & NSHS	\$350,000	Current Revenue
Repair Interior Finishes - CFHS	\$300,000	Current Revenue
Repair Playground & Play Area	\$80,000	Current Revenue
Replace Scoreboards (Competition Fields) - CFHS	\$125,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$240,000	Current Revenue
	<u>FY 2020 Total</u>	
	\$3,645,000.00	

FY2021 Projects

	Project Amount	Funding Source
Repair Building Envelopes - BPHS, CFHS, GMC, KWBES & RRES	\$1,250,000	Bond
Replace Generators	\$500,000	Bond
Repair SWM - SHS	\$500,000	Bond
Replace Media Retrieval & PA Systems - HOES	\$175,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	\$260,000	Current Revenue
Repair Interior Finishes - KWBES, Fleet & O & M	\$200,000	Current Revenue
Repair Playground & Play Area	\$80,000	Current Revenue
	<u>FY 2021 Total</u>	
	\$2,965,000.00	

FY2022 Projects

	Project Amount	Funding Source
Repair Athletic Fields & Outbuildings - MVHS	\$500,000	Bond
Replace Generators	\$500,000	Bond
Repair SWM - SHS	\$1,000,000	Bond
Repair Exterior (Paint) - Two (2) Schools	\$280,000	Current Revenue
Repair Interior Finishes - MBES & AYBAC	\$200,000	Current Revenue
Repair Playground & Play Area	\$80,000	Current Revenue
	<u>FY 2022 Total</u>	
	\$2,560,000.00	
	<u>Total for School Site Improvements 2013 - 2022</u>	
	\$26,405,000.00	

* Cost Sharing with County Government

Capital Maintenance (Infrastructure)

Pavement

FY2013 Projects

Repair Pavment (Overlay) - SES & HOES
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS & HS

	Project Amount	Funding Source
	\$950,000	Bond
	\$300,000	Current Revenue
	<u>\$100,000</u>	Current Revenue
Total for 2013	\$1,350,000	

FY2014 Projects

Repair Pavement (Overlay) - AGWMS/GES
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Track - CFHS

	Project Amount	Funding Source
	\$1,200,000	Bond
	\$310,000	Current Revenue
	<u>\$250,000</u>	Current Revenue
Total for 2014	\$1,760,000	

FY2015 Projects

Repair Pavement (Overlay) - AYBAC * & NSHS (Student Lot)
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Track - BPHS
 Repair Tracks (Miscellaneous) - MS & HS

	Project Amount	Funding Source
	\$900,000	Bond
	\$320,000	Current Revenue
	\$250,000	Current Revenue
	<u>\$100,000</u>	Current Revenue
Total for 2015	\$1,570,000	

FY2016 Projects

Repair Pavement (Overlay) - PRES & SMS
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repairs to Track - NSHS

	Project Amount	Funding Source
	\$650,000	Bond
	\$330,000	Current Revenue
	<u>\$250,000</u>	Current Revenue
Total for 2016	\$1,230,000	

FY2017 Projects

Repair Pavement (Overlay) - HHPMS & RES
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS & HS

	Project Amount	Funding Source
	\$800,000	Bond
	\$340,000	Current Revenue
	<u>\$100,000</u>	Current Revenue
Total for 2017	\$1,240,000	

FY2018 Projects

Repair Pavement (Overlay) - WCES, & WES
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)

	Project Amount	Funding Source
	\$800,000	Bond
	<u>\$350,000</u>	Current Revenue
Total for 2018	\$1,150,000	

FY2019 Projects

Repair Pavement (Overlay) - RTMS & RRES
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)
 Repair Tracks (Miscellaneous) - MS & HS

	Project Amount	Funding Source
	\$850,000	Bond
	\$270,000	Current Revenue
	<u>\$100,000</u>	
Total for 2019	\$1,220,000	

Capital Maintenance (Infrastructure)

FY2020 Projects

Repair Pavement (Overlay) - CFHS & GMS
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)

Project Amount
\$1,500,000
\$280,000
Total for 2020 \$1,780,000

Funding Source
 Bond
 Current Revenue

FY2021 Projects

Repair Pavement - O & M and FLEET Complex
 Repair Tracks (Miscellaneous) - MS & HS
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)

Project Amount
\$800,000
\$100,000
\$290,000
Total for 2021 \$1,190,000

Funding Source
 Bond
 Current Revenue
 Current Revenue

FY2022 Projects

Repair Pavement - KWBES
 Repair Track - MVHS
 Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)

Project Amount
\$500,000
\$150,000
\$300,000
Total for 2022 \$950,000

Funding Source
 Bond
 Current Revenue
 Current Revenue

Total for Paving 2013 - 2022 \$13,440,000

*County to fund companion project for CCC Parking Lot Repair (\$123K)

Capital Maintenance (Infrastructure)

Environmental Upgrades

FY2013 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Boilers -2, Heat Pumps & HVAC Controls) - HOES	\$1,014,000	Bond
Repair Mechanical Systems (AHU-VAV-Chiller) - RES	\$670,000	Bond
Repair Mechanical Systems (AHU-VAV-HWH-Chillwater Pump) - WES	\$700,000	Bond
Repair Mechanical Systems (AHU - Fine Arts Wing) - CFHS	\$610,000	Bond
Total for 2013	\$2,994,000	

FY2014 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Cooling Tower (1)-AHU-Elevator) - BPHS	\$1,140,000	Bond
Repair Mechanical Systems (VAV-AHU) - AGWMS	\$1,200,000	Bond
Total for 2014	\$2,340,000	

FY2015 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Univents-HWH-Chillers-Elevator) - HHPMS	\$3,225,000	Bond
Upgrade Mechanical Systems (VAV-Chillers-AHU) - PRES	\$822,000	Bond
Replace Dust Collection System - SMS, AGWMS, BPHS & NSHS	\$100,000	Current Revenue
Total for 2015	\$4,147,000	

FY2016 Projects

	Project Amount	Funding Source
Replace Boilers - BPHS (2)	\$650,000	Bond
Total for 2016	\$650,000	

FY2017 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (HWH-Heat Pumps(128) - RTMS	\$788,000	Bond
Replace Boilers (2), HWH (1), Circulation Pump - WCES & HES	\$888,500	Bond
Total for 2017	\$1,676,500	

FY2018 Projects

	Project Amount	Funding Source
Repair Mechanical Systems (Chiller-VAV-AHU) - SMS	\$1,261,000	Bond
Repair Various Mechanical Systems	\$375,000	Current Revenue
Total for 2018	\$1,636,000	

FY2019 Projects

	Project Amount	Funding Source
Install Kitchen A/C's - NSHS, RES, & WES	\$825,000	Bond
Repair Mechanical Systems (Chiller-VAV-AHU) - RRES	\$977,000	Bond
Repair Various Mechanical Systems	\$400,000	Current Revenue
Total for 2019	\$2,202,000	

FY2020 Projects

	Project Amount	Funding Source
Install Kitchen A/C's - PRES & WCES	\$825,000	Bond
Repair Mechanical Systems (Chiller-AHU-Fan coil Units) - AYBAC	\$1,030,000	Bond
Repair Various Mechanical Systems	\$425,000	Current Revenue
Total for 2020	\$2,280,000	

Capital Maintenance (Infrastructure)

FY2021 Projects

Install Kitchen A/C's - HOES & RRES
 Repair Various Mechanical Systems

Project Amount

\$500,000
 \$1,500,000

Funding Source

Bond
 Bond

Total for 2021 \$2,000,000

FY2022 Projects

Install Kitchen A/C's - FES & SES
 Repair Various Mechanical Systems

Project Amount

\$900,000
 \$1,500,000

Funding Source

Bond
 Bond

Total for 2022 \$2,400,000

Total for Environmental Upgrades 2013 - 2022 \$22,325,500

Capital Maintenance (Infrastructure)

Roofs

<p>FY2013 Projects No Projects</p>	<p>Project Amount \$0</p>	<p>Funding Source Bond</p>
<p>FY2014 Projects Replace Roof - NSHS (B, C, D, E & Outbuildings-BUR), WCES (Area A, B & C-Shingle/BUR) & GMC (Area C-BUR)</p>	<p>Project Amount \$3,700,000</p>	<p>Funding Source Bond</p>
<p>FY2015 Projects No Projects</p>	<p>Project Amount \$0</p>	<p>Funding Source Bond</p>
<p>FY2016 Projects Replace Roof - AGWMS/GES (All areas - BUR/Standing Seam)</p>	<p>Project Amount \$2,000,000</p>	<p>Funding Source Bond</p>
<p>FY2017 Projects Replace Roof - HOES (All area- shingles) & HES Area D & E Outbuilding (Shingles)</p>	<p>Project Amount \$1,775,000</p>	<p>Funding Source Bond</p>
<p>FY2018 Projects Replace Roof - CFHS (Area A, B, & D-All Outbuildings-Shingle/BUR),</p>	<p>Project Amount \$2,500,000</p>	<p>Funding Source Bond</p>
<p>FY2019 Projects Replace Roof - AYBAC (Area A & C) & RES (Area A-Shingle) RRES (Area A, B, C & D-Shingle) & PRES (Shingles)</p>	<p>Project Amount \$2,725,000</p>	<p>Funding Source Bond</p>
<p>FY2020 Projects Replace Roof - SES (Shingle & Outbuildings), WES (Shingle & Outbuildings) & WCES (Shingles & Outbuildings)</p>	<p>Project Amount \$1,500,000</p>	<p>Funding Source Bond</p>
<p>FY2021 Projects Replace Roof - GMS (All Areas) & RTMS (All Areas)</p>	<p>Project Amount \$1,800,000</p>	<p>Funding Source Bond</p>
<p>FY2022 Projects Replace Roof - BPHS (Standing Seam) & KWBES (Shingles & Outbuildings)</p>	<p>Project Amount \$2,100,000</p>	<p>Funding Source Bond</p>
	<p>Total for Roofs 2013 - 2022 <u>\$18,100,000</u></p>	
	<p>Total for all projects: \$80,270,500</p>	



All Projects

Projects	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total CIP (FY13-22)	Later Years Funding	Total Project Cost
Water Projects	68,115,000	46,815,000	39,409,000	4,912,000	2,323,000	100,000	652,000	1,904,000	3,115,000	9,450,000	5,084,000	113,764,000	0	181,879,000
Wastewater Projects	4,500,000	11,622,000	7,282,000	5,977,000	9,038,000	7,600,000	13,734,000	5,803,000	7,284,000	2,350,000	5,449,000	76,139,000	15,008,000	95,647,000
Both Water/Wastewater	1,545,000	200,000	200,000	70,000	200,000	175,000	250,000	250,000	500,000	3,250,000	3,802,000	8,897,000	-	10,442,000
Total	\$74,160,000	\$58,637,000	\$46,891,000	\$10,959,000	\$11,561,000	\$7,875,000	\$14,636,000	\$7,957,000	\$10,899,000	\$15,050,000	\$14,335,000	\$198,800,000	\$15,008,000	\$287,968,000

Operating Impacts Summary	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
New Debt Service		\$0	\$2,846,093	\$2,017,288	115,660	\$0	\$0	\$0	\$0	\$0	\$0
Total		\$0	\$2,846,093	\$4,863,381	\$4,979,041	\$4,979,041	\$4,979,041	\$4,979,041	\$4,979,041	\$4,979,041	\$4,979,041

Project Funding	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total CIP (FY13-22)	Later Years Funding	Total Project Cost
Bond/Availability Funded Projects	67,184,000	50,117,000	40,765,000	2,895,000	0	1,075,000	0	0	2,865,000	8,000,000	4,089,000	109,806,000	15,008,000	191,998,000
ProRata Funded Projects	2,240,000	3,728,000	2,532,000	3,772,000	5,120,000	3,087,000	6,968,000	3,554,000	3,467,000	1,000,000	1,617,000	34,845,000	0	37,085,000
Operations	4,736,000	4,792,000	3,594,000	4,292,000	6,441,000	3,713,000	7,668,000	4,403,000	4,567,000	6,050,000	8,629,000	54,149,000	0	58,885,000
Total	\$74,160,000	\$58,637,000	\$46,891,000	\$10,959,000	\$11,561,000	\$7,875,000	\$14,636,000	\$7,957,000	\$10,899,000	\$15,050,000	\$14,335,000	\$198,800,000	\$15,008,000	\$287,968,000
Maximum Funding Limit*	---	\$66,626,559	\$65,484,000	\$23,856,000	\$18,314,000	\$17,356,000	\$20,224,000	\$18,163,000	\$22,020,000	\$24,667,000	\$23,680,000			
Uncommitted Balance	---	\$7,989,559	\$18,593,000	\$12,897,000	\$6,753,000	\$9,481,000	\$5,588,000	\$10,206,000	\$11,121,000	\$9,617,000	\$9,345,000			

*The Maximum Funding Limit includes \$25 M of bonds in FY 2014 and rate increases of 8% in FY 2014-2016, 7.5% in FY 2017, and 2.8% in FY 2018. The additional bonds and rate increases require approval of the Board of Supervisors.



DEPARTMENT OF UTILITIES

Water

Projects	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total CIP (FY13-22)	Later Years Funding	Total ProjectCost
310 Zone Water System Improvements	200,000	215,000										215,000	0	415,000
342 Zone Water System Improvements	500,000	3,250,000	14,000,000	2,000,000								19,250,000	0	19,750,000
480 Water Zone System Improvements		1,900,000	800,000									2,700,000	0	2,700,000
Abel Lake WTF Upgrades									2,865,000	8,000,000	2,489,000	13,354,000	0	13,354,000
Celebrate Virginia Water Tank	100,000		200,000	600,000	1,602,000							2,402,000	0	2,502,000
Courthouse Area Water System Improvements		1,350,000										1,350,000	0	1,350,000
Courthouse Area Water Tank	65,000		130,000	2,212,000								2,342,000	0	2,407,000
Moncure Water Booster Pump Station							552,000	1,108,000				1,660,000	0	1,660,000
Regional Water Interconnection										1,200,000	2,111,000	3,311,000	0	3,311,000
Rocky Pen Run Dam & Reservoir	58,500,000	24,500,000	10,035,000									34,535,000	0	93,035,000
Rocky Pen Run Mitigation Projects	1,000,000	1,000,000	2,093,000									3,093,000	0	4,093,000
Rocky Pen Run Water Treatment Facility	7,500,000	14,500,000	7,850,000									22,350,000	0	29,850,000
Rocky Pen Run WTF - Membranes			3,789,000									3,789,000	0	3,789,000
Small Water Projects					621,000			546,000			234,000	1,401,000	0	1,401,000
VDOT/Falmouth Interchange Water Project			412,000									412,000	0	412,000
Water Distribution System Rehab Program	250,000	100,000	100,000	100,000	100,000	100,000	100,000	250,000	250,000	250,000	250,000	1,600,000	0	1,850,000
Total	\$68,115,000	\$46,815,000	\$39,409,000	\$4,912,000	\$2,323,000	\$100,000	\$652,000	\$1,904,000	\$3,115,000	\$9,450,000	\$5,084,000	\$113,764,000	\$0	\$181,879,000

310 WATER PRESSURE ZONE IMPROVEMENTS

Total Project Cost: \$415,000 **Est. Opening Date:** 2013

PROGRAM DESCRIPTION

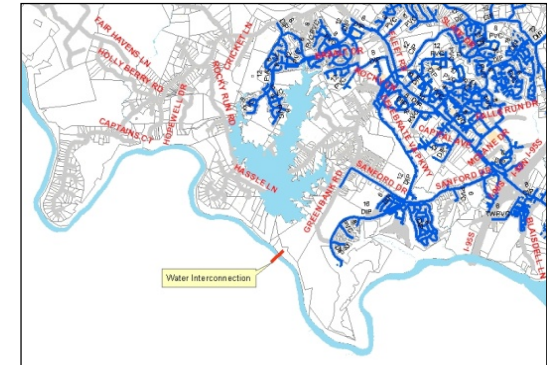
This project will construct a new 12-inch water main to connect the Austin Ridge and Hampton Oaks subdivisions.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This interconnection is needed to improve fire flows and improve capabilities to transfer water both north and south.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2024
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	200,000	215,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$215,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2024
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	200,000	215,000	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$215,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2024
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

342 ZONE WATER SYSTEM IMPROVEMENTS

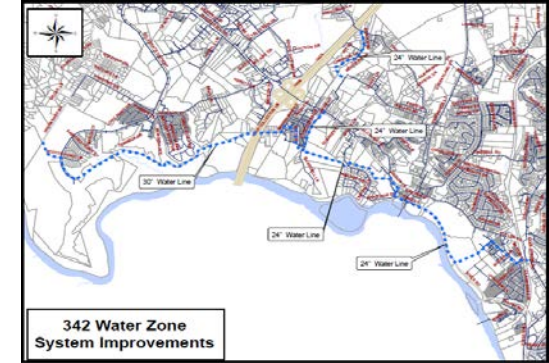
Total Project Cost: \$19,750,000 **Est. Opening Date:** 2014

PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 30" and 24" water lines from the new Rocky Pen Run WTF as well as replacement of older undersized water lines in the 342 water pressure zone to facilitate the transfer of water into the water distribution system. The project includes construction of 25,100 feet of 30" water line from Rocky Pen Run to the intersection of Olde Forge Drive and Route 17; 3,500 feet of 24" water line along Beagle Road, south of Truslow Road; 4,600 feet of 24" water line along Butler Road; and 7,200 feet of 24" water line along Route 17 from Olde Forge Drive to Route 1 .

- Links to Board's Strategic Initiatives

 - Water and Sewer Master Plan
 - Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

These improvements are critical to get water from the new Rocky Pen Run WTF into the distribution system as well as to provide adequate piping to transfer water as needed throughout the pressure zone.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	500,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,250,000	14,000,000	2,000,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$500,000	\$3,250,000	\$14,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	3,250,000	14,000,000	2,000,000	0	0	0	0	0	0	0
ProRata Fees	250,000	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	0	0	0	0	0	0	0	0	0	0
Total	\$500,000	\$3,250,000	\$14,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	187,948	997,569	1,113,229	1,113,229	1,113,229	1,113,229	1,113,229	1,113,229	1,113,229
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$187,948	\$997,569	\$1,113,229	\$1,113,229	\$1,113,229	\$1,113,229	\$1,113,229	\$1,113,229	\$1,113,229

480 ZONE WATER SYSTEM IMPROVEMENTS

Total Project Cost: \$2,700,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

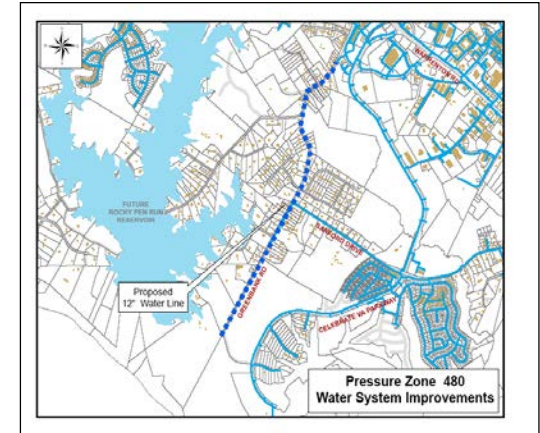
Construct 11,500 feet of 24" waterline and 930 feet of 12" waterline. (480-01, 480-03) from the Rocky Pen Run Water Treatment Facility along Greenbank Road and Warrenton Road to serve the 480 water pressure zone in the western portions of the Urban Service Area along Route 17.

- Links to Board's Strategic Initiatives

 - Water and Sewer Master Plan
 - Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

These improvements are critically needed to transfer water from the new Rocky Pen Run WTF to the 480 water pressure zone in the Celebrate Virginia / Warrenton Road area.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	400,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,500,000	800,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,900,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	865,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	517,500	400,000	0	0	0	0	0	0	0	0
User Fees	0	517,500	400,000	0	0	0	0	0	0	0	0
Total	\$0	\$1,900,000	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	50,023	50,023	50,023	50,023	50,023	50,023	50,023	50,023	50,023
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$50,023	\$50,023	\$50,023	\$50,023	\$50,023	\$50,023	\$50,023	\$50,023	\$50,023

ABEL LAKE WATER TREATMENT FACILITY UPGRADE

Total Project Cost: \$13,354,000

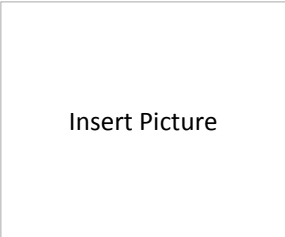
Est. Opening Date: 2022

PROGRAM DESCRIPTION

This project will convert the previously-mothballed Abel Lake Water Treatment Facility (WTF) to a membrane facility similar to Rocky Pen Run WTF. It will also increase the peak treatment capacity from 6.0 million gallons per day (mgd) to 7.2 mgd. The upgrade is needed to maintain the ability to meet average and peak day water demands.C85

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

Project will provide additional water treatment capacity necessary to continue to meet average and peak day water demands.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	2,865,000	8,000,000	2,489,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,865,000	\$8,000,000	\$2,489,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	2,865,000	8,000,000	2,489,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,865,000	\$8,000,000	\$2,489,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CELEBRATE VIRGINIA WATER TANK

Total Project Cost: \$2,502,000

Est. Opening Date: 2016

PROGRAM DESCRIPTION

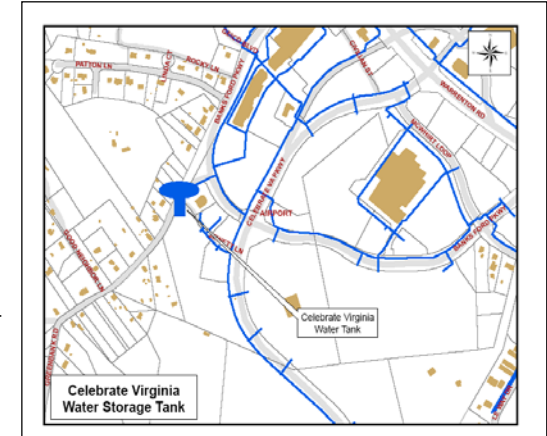
Construction of a new 1.0 million gallon water storage tank near the corner of Banks Ford Parkway and Jewett Lane to replace the existing Berea Tank (480-100)

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Replaces aging and undersized Berea Tank, which is in poor condition. Provides additional equalizing and emergency storage to support higher water demands and additional fire reserve to support higher fire flow requirements.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	100,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	200,000	600,000	1,602,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$0	\$200,000	\$600,000	\$1,602,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	50,000	0	100,000	300,000	801,000	0	0	0	0	0	0
User Fees	50,000	0	100,000	300,000	801,000	0	0	0	0	0	0
Total	\$100,000	\$0	\$200,000	\$600,000	\$1,602,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COURTHOUSE AREA WATER SYSTEM IMPROVEMENTS

Total Project Cost: \$1,350,000 **Est. Opening Date:** 2013

PROGRAM DESCRIPTION

Water main improvements along Courthouse Road and Wyche Road to improve capabilities for transferring water from Courthouse Road to Route 1 and vice versa.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan
- Courthouse UDA



OPERATING IMPACT SUMMARY

This project is needed as part of the new 370N water pressure zone creation to improve water pressure, fire flows, accommodate growth in the Courthouse UDA, and improve capabilities to transfer water from Courthouse Road to Route 1 and vice versa.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,350,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	675,000	0	0	0	0	0	0	0	0	0
User Fees	0	675,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COURTHOUSE AREA WATER TANK

Total Project Cost: \$2,407,000 **Est. Opening Date:** 2015

PROGRAM DESCRIPTION

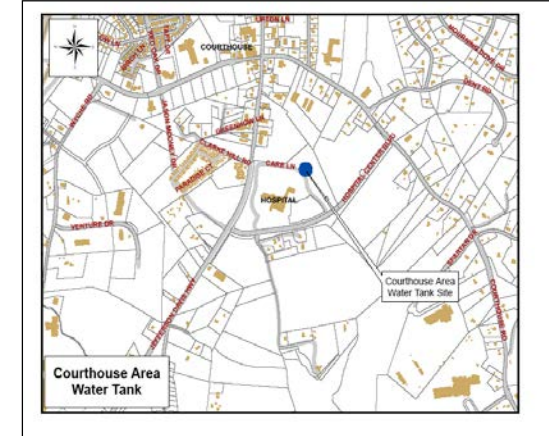
Construction of a 1.0 million gallon elevated water tank in the Courthouse area near the new hospital to meet increasing water service and fire flow requirements. (433-100) This project will allow the creation of the 370N water pressure zone and, in conjunction with the installation of pressure reducing valves+C64 on Mountain View Road and Ramoth Church Road, provide adequate fire flow in the central portion of the county.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

, Provides adequate capacity to meet increasing water service and fire flow requirements as well as increased water pressure in the Courthouse area including the new Courthouse Urban Development Area.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	65,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	130,000	2,212,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$65,000	\$0	\$130,000	\$2,212,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	32,500	0	65,000	1,106,000	0	0	0	0	0	0	0
User Fees	32,500	0	65,000	1,106,000	0	0	0	0	0	0	0
Total	\$65,000	\$0	\$130,000	\$2,212,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

MONCURE WATER BOOSTER PUMP STATION

Total Project Cost: \$1,660,000

Est. Opening Date: 2019

PROGRAM DESCRIPTION

Upgrade of water booster pump station to meet increased water demands in the 433 and 472 water pressure zones which serve the northern part of the county as well as the Camp Barrett area of Quantico.

- Links to Board's Strategic Initiatives
- Water and Sewer Master Plan
 - Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

Upgrade will provide additional pumping capacity and pump redundancy to maintain our ability to meet increased water demands.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	552,000	1,051,000	0	0	0
Contingency	0	0	0	0	0	0	0	57,000	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$552,000	\$1,108,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	276,000	554,000	0	0	0
User Fees	0	0	0	0	0	0	276,000	554,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$552,000	\$1,108,000	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

REGIONAL WATER INTERCONNECTION

Total Project Cost: \$3,311,000 **Est. Opening Date:** 2022

PROGRAM DESCRIPTION

Emergency water interconnection with Spotsylvania County in the vicinity of the Rocky Pen Run Water Treatment Facility and the Motts Run Water Treatment Facility. This will enable the transfer of treated water from one locality to the other at up to 5 to 10 mgd. Stafford and Spotsylvania are expected to each cover 40% of the total project cost, and Fredericksburg is expected to cover the remaining 20% of the cost. This CIP project is for Stafford's 40% of the total cost.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

The project will greatly increase our capability to transfer treated water to or from Spotsylvania on an emergency basis and will enhance the reliability of each locality's water distribution system. We are currently limited to a transfer capacity of approximately 1.5 mgd through the existing Chatham and Falmouth interconnections with the City of Fredericksburg.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	1,200,000	2,111,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$2,111,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	1,200,000	2,111,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$2,111,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROCKY PEN RUN DAM & RESERVOIR

Total Project Cost: \$93,035,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

Construction of a dam, reservoir, and river intake pump station for a pumped storage water supply and treatment facility near the Rappahannock River. When full, the reservoir will hold in excess of 5.3 billion gallons of water. The Board of Supervisors endorsed the construction of the Rocky Pen Run Reservoir to meet future water demands. Will increase water treatment capacity by 10 MGD initially with ability to incrementally increase treatment capacity up to 20 MGD and perhaps 25 MGD. In combination with Smith Lake and Abel Lake, the total safe yield capacity will increase from 13.8 MGD to approximately 26.7 MGD.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

This new reservoir is critical to meeting future water demands. Without it, we will be unable to meet near-term peak day water demands during the summer months and even average day water demands over the long term.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	58,500,000	24,500,000	9,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	1,035,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$58,500,000	\$24,500,000	\$10,035,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	24,500,000	10,035,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	58,500,000	0	0	0	0	0	0	0	0	0	0
Total	\$58,500,000	\$24,500,000	\$10,035,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	1,416,837	1,997,162	1,997,162	1,997,162	1,997,162	1,997,162	1,997,162	1,997,162	1,997,162
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,416,837	\$1,997,162	\$1,997,162	\$1,997,162	\$1,997,162	\$1,997,162	\$1,997,162	\$1,997,162	\$1,997,162

ROCKY PEN RUN MITIGATION PROJECTS

Total Project Cost: \$4,093,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

Projects required under Corps of Engineers permit to construct the Rocky Pen Run Dam and Reservoir to mitigate for lost stream miles due to the construction. Over 20 projects are included such as elimination of a fish passage blockage in Claiborne Run near the Chatham area, a number of stormwater enhancements, as well as a number of stream bank restoration and stabilization projects.C64

- Links to Board's Strategic Initiatives

 - Water and Sewer Master Plan
 - Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

These projects mitigate the inundation of streams due to construction of the Rocky Pen Run Reservoir.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,000,000	1,000,000	2,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	93,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$1,000,000	\$2,093,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	1,000,000	1,000,000	2,093,000	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$1,000,000	\$2,093,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROCKY PEN RUN WATER TREATMENT FACILITY

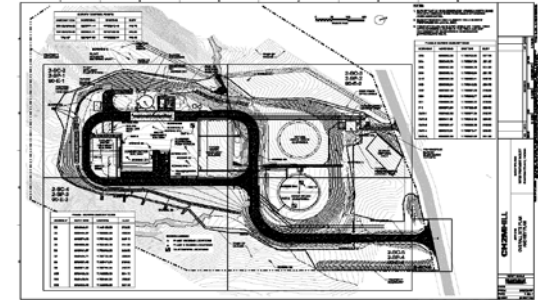
Total Project Cost: \$29,850,000 **Est. Opening Date:** 2014

PROGRAM DESCRIPTION

Construction of a new water treatment facility adjacent to the new Rocky Pen Run Reservoir. The facility will utilize membrane technology and will initially be rated at 10 million gallons per day (mgd), with a peak capacity of 12 mgd in the summer. The treatment capacity can be incrementally increased with the purchase of additional membranes and additional tankage+C16.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

This water treatment facility is critically needed to meet both peak water demands in the short term as well as average and peak-day demands in the long term.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	7,500,000	14,500,000	7,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	850,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$7,500,000	\$14,500,000	\$7,850,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	14,500,000	7,850,000	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	7,500,000	0	0	0	0	0	0	0	0	0	0
Total	\$7,500,000	\$14,500,000	\$7,850,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	838,536	1,292,503	1,292,503	1,292,503	1,292,503	1,292,503	1,292,503	1,292,503	1,292,503
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$838,536	\$1,292,503	\$1,292,503	\$1,292,503	\$1,292,503	\$1,292,503	\$1,292,503	\$1,292,503	\$1,292,503

ROCKY PEN RUN WATER TREATMENT FACILITY - MEMBRANES

Total Project Cost: \$3,789,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

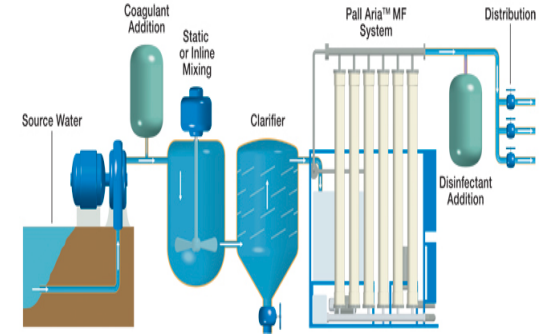
Once the new Rocky Pen Run Water Treatment Facility (WTF) is in service, the Abel Lake WTF will be taken out of service for rehabilitation and upgrade at a later date. An additional 5 MGD of membranes at Rocky Pen Run WTF will give it an initial capacity of 10 MGD and more than replace the Abel Lake WTF capacity. Project will provide a total of 10 MGD production capacity at Rocky Pen Run (12.0 MGD in summer months) which will be needed during the renovation of the Abel Lake WTF. An additional 5 MGD of membranes will be purchased based on need (probably about 2021) in conjunction with a planned expansion of the water treatment facility.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Initially, incremental upgrades of this facility will allow the Abel Lake Water Treatment Facility to be mothballed. Once water demands approach the capacity of the Rocky Pen Run and Smith Lake water treatment facilities, current plans are for the Abel Lake WTF to be upgraded to membrane technology and placed back in service. Until that time, the cost of operating and staffing three water treatment facilities is avoided. Projected cost savings from mothballing Abel Lake WTF total approximately \$2M per year.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,675,000	0	0	0	0	0	0	0	0
Contingency	0	0	114,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$3,789,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	3,789,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$3,789,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Small Water Projects

Total Project Cost: \$1,401,000

Est. Opening Date: 2022

PROGRAM DESCRIPTION

1. King George's Grant Water Loop - completing loop of water mains in Boscobel to improve service reliability as well as better maintain water quality at an estimated cost of \$100,000 - FY16
2. Washington Gardens Water Line - construction of 800 feet of 12" water line to connect the 12" main on Cambridge Street to the 12" main on Lightning Maple Lane at an estimated cost of \$234,000 - FY22
3. Debruen Lane Water Line - replacement of 800 feet of 12" C85water line along Debruen Lane from Cool Spring Road to White Oak Road near Baron Park Road. The existing main was impacted by excessive fill during a VDOT project to realign White Oak Road and is very difficult to access should repairs be needed. The estimated cost is \$421,000 - FY16
4. 370/310 Zone Pressure Reducing Valves - installation of pressure reducing valve vaults to provide for transfer of water from the 370N water pressure zone to the 310 water pressure zone as needed at an estimated cost of \$546,000 - FY19
5. Heritage Oaks Water System Improvement - will eliminate the need for a water booster pump to keep the pressure up in Heritage Oaks - \$100,000 - FY16

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

These projects eliminate dead end water mains, improve fire suppression flows, reduce electrical consumption, and provide additional water transmission capacity.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	621,000	0	0	546,000	0	0	234,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$621,000	\$0	\$0	\$546,000	\$0	\$0	\$234,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	310,500	0	0	273,000	0	0	117,000
User Fees	0	0	0	0	310,500	0	0	273,000	0	0	117,000
Total	\$0	\$0	\$0	\$0	\$621,000	\$0	\$0	\$546,000	\$0	\$0	\$234,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALMOUTH INTERCHANGE WATER PROJECT/VDOT

Total Project Cost: \$412,000

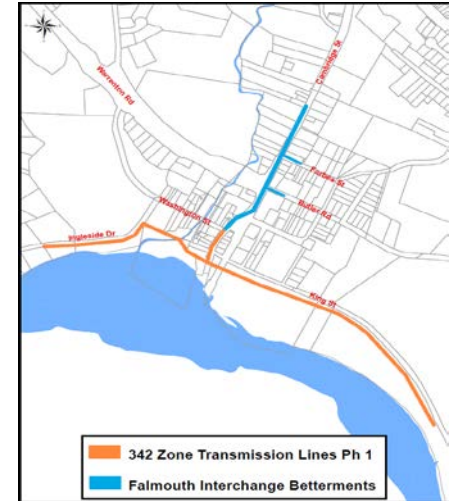
Est. Opening Date: 2014

PROGRAM DESCRIPTION

Construct 1,300 feet of 16" water line and two 12" water line stubs to connect the 342 water pressure zone transmission main to existing water lines in the Falmouth area. Water lines will be constructed by VDOT as a betterment to the VDOT Falmouth Interchange Project.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

Project will allow water from the Rocky Pen Run Water Treatment Facility to enter the 342 water pressure zone in the Falmouth area and increase overall water transmission capacity in the pressure zone.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	400,000	0	0	0	0	0	0	0	0
Contingency	0	0	12,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$412,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	412,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$412,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WATER DISTRIBUTION SYSTEM REHABILITATION PROGRAM

Total Project Cost:

\$1,850,000

Est. Opening Date:

Ongoing
Program

PROGRAM DESCRIPTION

Replacement of deteriorating, corroded and under-sized water mains to avoid pipe failures, minimize water quality complaints and enhance the ability to move water where it is needed in a timely manner. Also, installation of additional valves and fire hydrants to minimize the number of customers affected by water breaks and improve fire suppression capabilities. Will maintain water distribution system reliability and enhance fire suppression capabilities.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan



OPERATING IMPACT SUMMARY

Improvements will avoid pipe failures and subsequent interruptions in service to our customers as well as minimize water quality complaints.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	250,000	100,000	100,000	100,000	100,000	100,000	100,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	100,000	100,000	100,000	100,000	100,000	100,000	250,000	250,000	250,000	250,000
Total	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$250,000	\$250,000	\$250,000	\$250,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



DEPARTMENT OF UTILITIES

Wastewater

Projects	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total CIP (FY13-22)	Later Years Funding	Total ProjectCost
Austin Run Pump Station Replacement	270,000	2,000,000	1,834,000									3,834,000	0	4,104,000
Claiborne Run Gravity Sewer Replacement	800,000	2,144,000										2,144,000	0	2,944,000
Claiborne Run Pump Station & Force Main Replacement	200,000	1,000,000		200,000	6,016,000	450,000	6,152,000					13,818,000	0	14,018,000
Country Ridge Pump Station Replacement		200,000									499,000	699,000	0	699,000
Ebenezer Church Pump Station Replacement	84,000	636,000										636,000	0	720,000
Equipment Replacement - Aquia WWTF				895,000		1,075,000						1,970,000	0	1,970,000
Equipment Replacement - Little Falls Run WWTF					672,000							672,000	0	672,000
Falls Run Pump Station & Force Main Replacement	712,000		2,100,000			250,000	4,089,000					6,439,000	0	7,151,000
Falls Run Sewer Interceptor Replacement - Phase 1	1,000,000	2,800,000	2,998,000									5,798,000	0	6,798,000
Falls Run Sewer Interceptor Replacement - Phase 2				360,000	2,000,000	3,335,000						5,695,000	0	5,695,000
Gravity Sewer Along Austin Run						780,000	2,000,000	2,338,000				5,118,000	0	5,118,000
Little Falls Run WWTF - 3rd Treatment Train											1,600,000	1,600,000	15,008,000	16,608,000
North Stafford Industrial Park Pump Station Replacement	570,000	600,000										600,000	0	1,170,000
Oaks of Stafford Pump Station Replacement	84,000	515,000										515,000	0	599,000
Old Route 3 Pump Station Replacement	100,000	663,000										663,000	0	763,000
Potomac Creek Pump Station & Force Main Replacement								446,000	2,514,000			2,960,000	0	2,960,000
Replacement of 650 Feet of Claiborne Run Sewer Interceptor								269,000				269,000	0	269,000
Route 1 North Sewer				4,152,000								4,152,000	0	4,152,000
Small Sewer Projects	180,000	290,000		20,000		360,000	143,000					813,000	0	993,000
Sweetbriar Woods Pump Station & Force Main Replacement		424,000										424,000	0	424,000
Wastewater Collection System Rehabilitation Projects	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	0	1,250,000
Wastewater Pump Station Rehabilitation Program	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	0	2,750,000
Wastewater Pump Station Replacements						1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	3,000,000	11,000,000	0	11,000,000
Wayside Sewer Interceptor								400,000	2,420,000			2,820,000	0	2,820,000
Total	\$4,500,000	\$11,622,000	\$7,282,000	\$5,977,000	\$9,038,000	\$7,600,000	\$13,734,000	\$5,803,000	\$7,284,000	\$2,350,000	\$5,449,000	\$76,139,000	\$15,008,000	\$95,647,000

AUSTIN RUN PUMP STATION REPLACEMENT

Total Project Cost: \$4,104,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

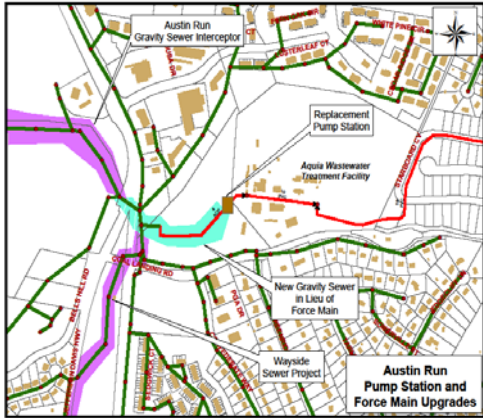
Replacement of the existing pumping station with a new 28 million gallon per day station just west of the Aquia WWTF and replacement of the existing force main with a 36" diameter gravity sewer pipe. (A-210) The additional capacity is needed to accommodate increased flows from expected growth in the northern urban development and redevelopment areas. In addition, the Camp Barrett area of Quantico has asked to increase their sewer capacity from the current 0.7 million gallons per day (mgd) to 1.4 mgd. Upgrades to the Austin Run PS are required in order to be able to accommodate average and peak flows associated with this increase from Camp Barrett.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal

OPERATING IMPACT SUMMARY

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 facilities to handle buildout flows.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	270,000	2,000,000	1,711,000	0	0	0	0	0	0	0	0
Contingency	0	0	123,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$270,000	\$2,000,000	\$1,834,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	135,000	1,000,000	917,000	0	0	0	0	0	0	0	0
User Fees	135,000	1,000,000	917,000	0	0	0	0	0	0	0	0
Total	\$270,000	\$2,000,000	\$1,834,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CLAIBORNE RUN GRAVITY SEWER REPLACEMENT

Total Project Cost: \$2,944,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

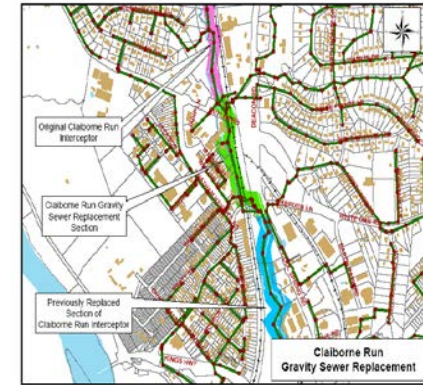
Replace 6,200 feet of the existing Claiborne Run gravity sewer with 42" sewer. The Claiborne Run gravity sewer was installed in the 1970's using asbestos cement pipe. This material has since been found to deteriorate in the presence of hydrogen sulfide - a common constituent in wastewater. Consequently, large sections of this sewer line have deteriorated to the point of imminent failure. This, combined with the expansion of the southern part of the urban service area make it imperative to replace this sewer with a larger pipe and modern materials. A 10-foot section of the existing sewer interceptor washed out during the recent hurricane and tropical storm. As repairs were made, severe deterioration of the upper crown portion of the interior of the pipe was noted - most likely due to hydrogen sulfide corrosion of the asbestos cement pipe. This needs to be addressed in the very near future to avoid future failures, sewage spillages, and potential fines. Three to four million gallons of sewage pass through this sewer interceptor on an average day. During the recent wash-out, over 12 million gallons of flow was pumped to the Little Falls Run WWTF - mostly the result of water from Claiborne Run entering the sewer interceptor at the point of the wash-out. This caused extremely difficult challenges for the operating staff at the WWTF.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will replace deteriorating pipe with larger pipe to expand its capacity. Replacement of the aging pipe will also reduce the amount of maintenance required and enhance the reliability of the sewer transmission line. A37



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	800,000	2,144,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$800,000	\$2,144,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	2,144,000	0	0	0	0	0	0	0	0	0
ProRata Fees	400,000	0	0	0	0	0	0	0	0	0	0
User Fees	400,000	0	0	0	0	0	0	0	0	0	0
Total	\$800,000	\$2,144,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	123,988	123,988	123,988	123,988	123,988	123,988	123,988	123,988	123,988
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$123,988	\$123,988	\$123,988	\$123,988	\$123,988	\$123,988	\$123,988	\$123,988	\$123,988

CLAIBORNE RUN PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$14,018,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

Replacement of existing 8.1 MGD pump station with a new 30 MGD pump station. Construction of 35,600 feet of new parallel 24-inch force main at a cost of \$150 per foot. Original pump station was constructed in 1978 and is nearing end of its useful life. Additional capacity needed to accommodate flows from Southern Gateway and Falmouth Redevelopment Areas as well as Urban Development Areas in southern Stafford. Provides additional wastewater pumping capacity to convey higher wastewater volumes from the southern part of the County to the Little Falls Run Wastewater Treatment Facility. Will be 2 construction phases: the second 24" force main will be done in FY14-15, and the pump station will be replaced in FY16-17. Also included for FY13 is the replacement of the emergency generator which is too small to power all of the pumps as needed.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This pump station pumps all of the flow from south Stafford to the Little Falls Run Wastewater Treatment Facility. The replacement is necessary to provide the pumping capacity needed to handle increased flows expected from the urban development and redevelopment areas in the southern part of the county.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	200,000	1,000,000	0	200,000	6,016,000	450,000	6,152,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$200,000	\$1,000,000	\$0	\$200,000	\$6,016,000	\$450,000	\$6,152,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	100,000	500,000	0	100,000	3,008,000	225,000	3,076,000	0	0	0	0
User Fees	100,000	500,000	0	100,000	3,008,000	225,000	3,076,000	0	0	0	0
Total	\$200,000	\$1,000,000	\$0	\$200,000	\$6,016,000	\$450,000	\$6,152,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

COUNTRY RIDGE PUMP STATION REPLACEMENT

Total Project Cost: \$699,000 **Est. Opening Date:** 2022

PROGRAM DESCRIPTION

Replacement of existing pump station due to condition and capacity issues. Project will include providing better access to the pump station as well as additional landscaping to minimize the station's impact on the surrounding community.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal

OPERATING IMPACT SUMMARY

This project will not only provide better access to the pump station, but it will enable us to enhance the site the pump station is located on to lessen any adverse impact on the surrounding homes.

PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	200,000	0	0	0	0	0	0	0	0	499,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$499,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	200,000	0	0	0	0	0	0	0	0	499,000
Total	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$499,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EBENEZER CHURCH PUMP STATION REPLACEMENT

Total Project Cost: \$720,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

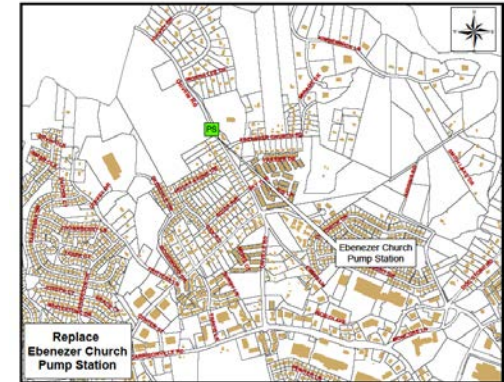
The concrete tankage is deteriorated beyond the feasibility of repair and the pumping equipment is worn and in need of replacement in order to avoid overflows.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will replace aging infrastructure with new equipment and enhance the reliability of the wastewater collection system in this area. Failure to address the current condition issues will increase the likelihood of equipment failure and subsequent sewage overflows and potential fines associated with them.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	84,000	636,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$636,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	42,000	318,000	0	0	0	0	0	0	0	0	0
User Fees	42,000	318,000	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$636,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EQUIPMENT REPLACEMENT - AQUIA WASTEWATER TREATMENT FACILITY

Total Project Cost: \$1,970,000

Est. Opening Date: 2017

PROGRAM DESCRIPTION

Replacement of sludge dewatering centrifuge and other capital equipment.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Maintains reliability of the wastewater treatment facility.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	895,000	0	1,011,000	0	0	0	0	0
Contingency	0	0	0	0	0	64,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$895,000	\$0	\$1,075,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	895,000	0	1,075,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$895,000	\$0	\$1,075,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EQUIPMENT REPLACEMENT - LITTLE FALLS RUN WWTF

Total Project Cost: \$672,000

Est. Opening Date: 2016

PROGRAM DESCRIPTION

Replacement centrifuge for dewatering biosolids.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This will replace aging infrastructure and maintain our capability to dewater biosolids to accommodate the treatment needs as well as reduce transportation costs for biosolids land application.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	651,000	0	0	0	0	0	0
Contingency	0	0	0	0	21,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$672,000	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	672,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$672,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALLS RUN PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$7,151,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

Construction of a new Falls Run PS and Force Main. The current pump station is rated at 9.4 million gallons per day (MGD). The replacement station will be rated at 15.5 MGD. The existing 16-inch force main would be replaced with 9,841 feet of 30" pipe at \$180 per foot. Additional capacity will be needed to accommodate flows from the Southern Gateway Urban Development Area, the Falmouth Redevelopment Area as well as future development to the west of Stafford Lakes. This project will convey increased wastewater volumes from the Warrenton Road corridor to the Claiborne Run Pump Station and ultimately to the Little Falls Run Wastewater Treatment Facility. There will be two construction phases: the replacement force main will be constructed in FY12-13, and the new pump station will be constructed in FY15-16. The first phase will also include a system designed to eliminate ambient air odor problems currently experienced in the area surrounding the pump station.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will provide the additional capacity necessary to handle increased wastewater flows from the Southern Gateway UDA and the Falmouth Redevelopment Area.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	712,000	0	2,100,000	0	0	250,000	4,089,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$712,000	\$0	\$2,100,000	\$0	\$0	\$250,000	\$4,089,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	356,000	0	1,050,000	0	0	125,000	2,044,500	0	0	0	0
User Fees	356,000	0	1,050,000	0	0	125,000	2,044,500	0	0	0	0
Total	\$712,000	\$0	\$2,100,000	\$0	\$0	\$250,000	\$4,089,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

FALLS RUN SEWER INTERCEPTOR REPLACEMENT - PHASE 1

Total Project Cost: \$6,798,000

Est. Opening Date: 2014

PROGRAM DESCRIPTION

Replace the existing asbestos cement sewer with 1,500 feet of 42" gravity sewer; 1,927 feet of 36" gravity sewer and 8,500 feet of 30" sewer. (General Sewer Improvement Program projects LFR-1 and LFR-2) The existing sewer line was constructed in the 1970's of materials susceptible to hydrogen sulfide damage, a commonly found chemical in sewer systems. In addition, expansion of the commercial and residential customer base along the Route 17 corridor has stressed the capacity of the collection system serving that area.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Replacement of this aging and deteriorated sewer infrastructure will enhance wastewater collection system reliability. Currently, a number of areas in the sewer interceptor have been severely eroded due to changes in the stream flow during high precipitation events. This has resulted in sewer manholes out in the stream and exposed sections of pipe which leave the sewer interceptor vulnerable to wash-outs. In addition, the limited excess capacity currently available in this sewer interceptor will become a limiting factor when future development to the west along Route 17 want to connect to public sewer.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,000,000	2,800,000	2,998,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$2,800,000	\$2,998,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	2,800,000	2,998,000	0	0	0	0	0	0	0	0
ProRata Fees	500,000	0	0	0	0	0	0	0	0	0	0
User Fees	500,000	0	0	0	0	0	0	0	0	0	0
Total	\$1,000,000	\$2,800,000	\$2,998,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	161,924	335,299	335,299	335,299	335,299	335,299	335,299	335,299	335,299
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$161,924	\$335,299	\$335,299	\$335,299	\$335,299	\$335,299	\$335,299	\$335,299	\$335,299

FALLS RUN SEWER INTERCEPTOR REPLACEMENT - PHASE 2

Total Project Cost: \$5,695,000

Est. Opening Date: 2017

PROGRAM DESCRIPTION

Project to replace 13,100 linear feet of 12" and 15" gravity sewer main along Falls Run with 24" pipe from the terminus of the 30" main near Stanstead Road near I-95 to the vicinity of Pennsbury Court in Cardinal Forest. The existing sewer interceptor was constructed in the 1970s of materials susceptible to hydrogen sulfide damage, a constituent commonly found in sewer systems. Changes in stream alignment have left some sections of the existing sewer interceptor exposed and/or subject to wash-out from high stream flow events. Upgrade will provide additional capacity for flows from the Southern Gateway Redevelopment Area. This project will provide additional capacity for future development west of I-95 and will also substantially reduce the likelihood of pipe failure and subsequent pollution of Falls Run.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Any additional development to the west of Cardinal Forest will necessitate replacement of the upper portion of the Falls Run Sewer Interceptor to increase the pipe size and capacity.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	360,000	2,000,000	3,149,000	0	0	0	0	0
Contingency	0	0	0	0	0	186,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$360,000	\$2,000,000	\$3,335,000	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	180,000	1,000,000	1,667,500	0	0	0	0	0
User Fees	0	0	0	180,000	1,000,000	1,667,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$360,000	\$2,000,000	\$3,335,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

GRAVITY SEWER ALONG AUSTIN RUN

Total Project Cost: \$5,118,000

Est. Opening Date: 2019

PROGRAM DESCRIPTION

Replace 3,550 feet of existing asbestos cement sewer pipe with 36" diameter sewer adjacent to Austin Run. (General Sewer Improvement Plan project A-18)

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

The Water and Sewer Master Plan recommends replacing this section of aging pipe operating near capacity with new pipe of modern materials and sized for buildout conditions to reduce chances of failure and meet expected commercial and residential demands from the service area along Route 610. The upgrade is also needed to accommodate increased flows expected from the Camp Barrett area of Quantico.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	780,000	2,000,000	2,338,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$780,000	\$2,000,000	\$2,338,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	390,000	1,000,000	1,169,000	0	0	0
User Fees	0	0	0	0	0	390,000	1,000,000	1,169,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$780,000	\$2,000,000	\$2,338,000	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

LITTLE FALLS RUN WWTF - THIRD TREATMENT TRAIN

Total Project Cost: \$16,608,000

Est. Opening Date: 2024

PROGRAM DESCRIPTION

Upgrade and expand facility to provide a firm 8 mgd capacity - the ability to treat up to 8 million gallons per day with one entire treatment train out of service. Denitrification tanks will be constructed to meet nutrient discharge limits at higher flow rates. With the addition of additional aeration capacity, the facility can potentially be increased to a capacity of 10 mgd like the Aquia WWTF. Construction will run from FY2022 to FY2024.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Will enable treatment facility to accommodate future flow increases and enhance the reliability of the facility.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	1,600,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Availability fees	0	0	0	0	0	0	0	0	0	0	1,600,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

NORTH STAFFORD INDUSTRIAL PARK PUMP STATION REPLACEMENT

Total Project Cost: \$1,170,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

Replacement of existing pump station due to deterioration and capacity issues. Currently pumps through the force main along Route 1 to the Courthouse area. New station will pump into the Upper Accokeek sewershed, which will reduce energy consumption and free up capacity in the Route 1 force main. Will include 1,729 feet of 6-inch force main from the pump station to connect with the existing force main from the Upper Accokeek Pump Station. The upgrade is especially needed at this time to accommodate flows from the Stafford Commerce Center.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This station will be replaced with concrete tankage and new pumps that will enable the station to pump into the Upper Accokeek sewershed, reducing energy consumption and freeing up capacity in the US Route 1 force main. Construction of 1,729 feet of 6" force main from the North Stafford Industrial Park to the terminus of the existing force main that conveys wastewater from the upper Accokeek PS to the North Stafford Industrial Park PS. This will allow the flow in the pump station to be reversed.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	570,000	600,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$570,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	285,000	300,000	0	0	0	0	0	0	0	0	0
User Fees	285,000	300,000	0	0	0	0	0	0	0	0	0
Total	\$570,000	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

OAKS OF STAFFORD PUMP STATION REPLACEMENT

Total Project Cost: \$599,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

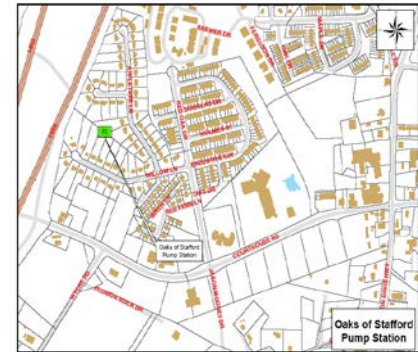
Design and construction of a replacement for the Oaks of Stafford Wastewater Pumping Station (PS 44). (GSIP Project A-208) The equipment and concrete structure of this pumping station have reached the end of their useful lives. Furthermore, flows projected for this area are expected to exceed the capacity of this station.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will replace aging infrastructure with new equipment and enhance the reliability of the wastewater collection system in this area. Failure to address these issues will increase the likelihood of equipment failure, sewage overflows, and potential fines associated with the overflows.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	84,000	515,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$515,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	84,000	515,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$84,000	\$515,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	35,435	35,435	35,435	35,435	35,435	35,435	35,435	35,435	35,435
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$35,435	\$35,435	\$35,435	\$35,435	\$35,435	\$35,435	\$35,435	\$35,435	\$35,435

OLD ROUTE 3 PUMP STATION REPLACEMENT

Total Project Cost: \$763,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

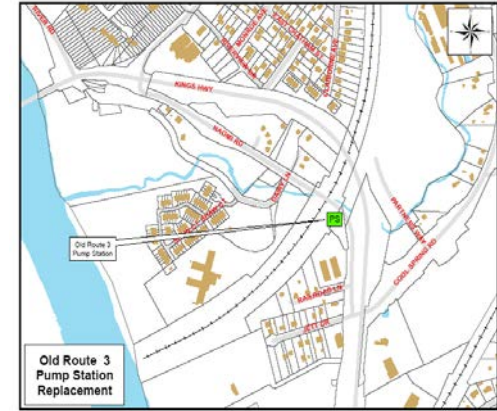
Replace Old Route 3 Pumping Station. The station is deteriorated and allowing ground water to leak into the pump station. The mechanical equipment is worn and in need of replacement. The new station will consist of a concrete wet well constructed above the flood plain with an above-grade suction lift pumping system.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will replace aging infrastructure with new equipment and enhance the reliability of the wastewater collection system in this area. Failure to address these deficiencies in a timely manner will increase the likelihood of equipment failures, sewage overflows, and potential fines associated with any overflows.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	100,000	663,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$663,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	100,000	543,000	0	0	0	0	0	0	0	0	0
ProRata Fees		60,000	0	0	0	0	0	0	0	0	0
User Fees		60,000	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$663,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	31,402	31,402	31,402	31,402	31,402	31,402	31,402	31,402	31,402
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$31,402	\$31,402	\$31,402	\$31,402	\$31,402	\$31,402	\$31,402	\$31,402	\$31,402

POTOMAC CREEK PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$2,960,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

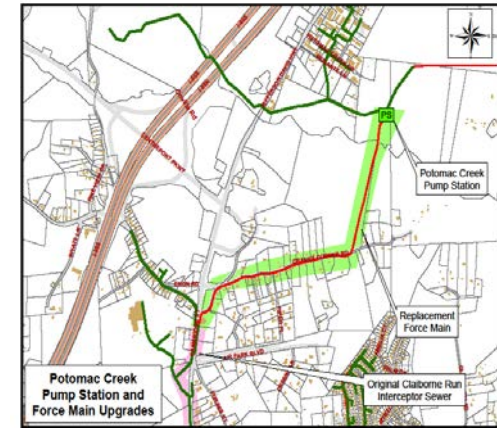
Replacement of the existing pumping station with a new 4.34 million gallon per day station and replacement of the existing force main with 16" force main. (General Sewer Improvement Projects LFR-129 and LFR-226) The Water and Sewer Master Plan recommends increasing the capacity of the existing facilities to handle buildout flows.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Additional wastewater pumping and transmission capacity is necessary to serve the commercial and residential development.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	446,000	2,514,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$446,000	\$2,514,000	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	223,000	1,257,000	0	0
User Fees	0	0	0	0	0	0	0	223,000	1,257,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$446,000	\$2,514,000	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

REPLACEMENT OF 650 FEET OF CLAIBORNE RUN SEWER INTERCEPTOR

Total Project Cost: \$269,000

Est. Opening Date: 2019

PROGRAM DESCRIPTION

Replaces 3 reaches of undersized pipe with 15" pipe

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will eliminate bottlenecks and provide additional capacity for flows from the upgraded Potomac Creek Pump Station.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	269,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$269,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	134,500	0	0	0
User Fees	0	0	0	0	0	0	0	134,500	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$269,000	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ROUTE 1 NORTH SEWER

Total Project Cost: \$4,152,000

Est. Opening Date: 2015

PROGRAM DESCRIPTION

Replace 5,300 feet of existing undersized asbestos cement sewer with 18" or larger pipe made of modern materials. The Water and Sewer Master Plan recommends replacing 5,300 feet of existing undersized sewer to meet projected build out flows from commercial development adjacent to the Quantico Marine Corps Base. Additional flows are anticipated from the Boswell's Corner Redevelopment Area.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This upgrade will enable us to provide the increased capacity needed to serve the Boswell's Corner Redevelopment Area.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,152,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,152,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	2,076,000	0	0	0	0	0	0	0
User Fees	0	0	0	2,076,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$4,152,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SMALL SEWER PROJECTS

Total Project Cost: \$993,000

Est. Opening Date: 2018

PROGRAM DESCRIPTION

Sanford Drive Sewer - approximately 42,500 feet of 8" gravity sewer to serve 7 applicants on Paul lane and Sanford Drive just east of England Run at an estimated cost of \$180,000 in FY12 and \$180,000 in FY13
 Telegraph Road Sewer - approximately 400 feet of 8" gravity sewer to serve 1 applicant on Telegraph Road at a cost of \$143,000 - FY18
 Bosun Cove / Brentsmill Sewer - installation of 8" gravity sewer from the Bosun Cove Pump Station in Aquia Harbour to gravity to sewer in Brentsmill at a cost of \$150,000 - FY17 Denrich /
 Brentsmill Sewer - installation of 8" gravity sewer from the Denrich Road Pump Station to a gravity sewer in Brentsmill at a cost of \$210,000 - FY17
 Charlie's Lane Sewer - approximately 400 feet of 2" low-pressure sanitary sewer and one low-pressure sewer house connection at a cost of \$20,000 - FY15
 Ringgold Road Sewer - Construction of 540 feet of 8" gravity sewer to serve 3 applicants on the west side of Ringgold Road, backing up to Cannon Ridge subdivision at a cost of \$110,000 in FY13

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

The Bosun Cove /Brentsmill and Denrich / Brentsmill sewer projects will enable us to eliminate 2 wastewater pump stations which will result in operating and maintenance expenses including electricity and labor hours.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	180,000	290,000	0	20,000	0	360,000	143,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$180,000	\$290,000	\$0	\$20,000	\$0	\$360,000	\$143,000	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	90,000	145,000	0	10,000	0	180,000	71,500	0	0	0	0
Availability fees	90,000	145,000	0	10,000	0	180,000	71,500	0	0	0	0
Total	\$180,000	\$290,000	\$0	\$20,000	\$0	\$360,000	\$143,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

SWEETBRIAR WOODS PUMP STATION & FORCE MAIN REPLACEMENT

Total Project Cost: \$424,000

Est. Opening Date: 2013

PROGRAM DESCRIPTION

Replacement of undersized force main and some gravity sewer. Project is needed to reduce friction losses from undersized force main and increase pumping capacity to avoid overflows.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This pump station experiences high flows during wet weather events. Efforts have been made to locate and correct inflow/infiltration problems contributing to the high flows. This replacement will provide extra pumping capacity to handle these flows and avoid overflows.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	424,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$424,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	212,000	0	0	0	0	0	0	0	0	0
User Fees	0	212,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$424,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER COLLECTION SYSTEM REHABILITATION PROJECTS

Total Project Cost: \$1,250,000

Est. Opening Date: Ongoing

PROGRAM DESCRIPTION

Ongoing rehabilitation program for the County's 415 miles of gravity sewers, 55 miles of pump station force mains, and 14 miles of low pressure sewer lines. Program systematically provides upgrades to reduce the amount of inflow of surface water and infiltration of groundwater into the sanitary sewer system. The program also seeks to identify and replace deteriorated conditions before catastrophic failures can occur. Reductions in inflow and infiltration can reduce the current treatment capacities needed at the two wastewater treatment facilities and provide additional capacity for growth without requiring upgrades to the wastewater collection and/or treatment systems.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This project will replace or repair aging and deteriorated sewer infrastructure to enhance the overall reliability of the wastewater collection system.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total	\$250,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PUMP STATION REHABILITATION PROGRAM

Total Project Cost: \$2,750,000

Est. Opening Date: Ongoing

PROGRAM DESCRIPTION

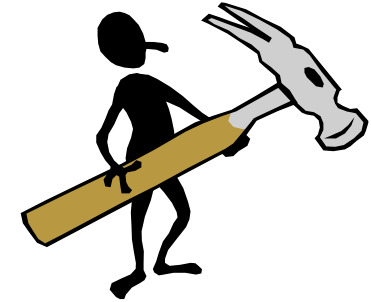
Ongoing rehabilitation program for the County's 89 wastewater pump stations. Program systematically upgrades all outdated pumping stations with modern mechanical, electrical and control equipment. This program reinforces the County's efforts to minimize the chances for sewage overflows or spillages due to failure of one of its pump stations. Redundant equipment is installed to provide additional reliability and alarms are maintained to provide notice of an impending problem in order that it can be corrected prior to any overflow or spillage of sewage.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This program will enhance the reliability and extend the usefull life of our wastewater pump stations to lessen the chance of system failures and potential overflows.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WASTEWATER PUMP STATION REPLACEMENTS

Total Project Cost: \$11,000,000

Est. Opening Date: Ongoing

PROGRAM DESCRIPTION

Replaces 45 wastewater pump stations ranging in age from 21 to 45 years. In addition to needing replacement of pumps, electrical controls and wiring, etc., for most of these pump stations, the housing structure has reached the end of its useful life and needs to be replaced to maintain the integrity of the pump station. In addition, some of these stations need to be expanded to accommodate flows as projected in the Water and Sewer Master Plan.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

This ongoing project will maintain the continued reliability of these wastewater pump stations as well as provide the necessary capacity to accommodate current and future needs.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	3,000,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$3,000,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	500,000	500,000	1,000,000	1,000,000	1,000,000	1,500,000
User Fees	0	0	0	0	0	500,000	500,000	1,000,000	1,000,000	1,000,000	1,500,000
Total	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$3,000,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

WAYSIDE SEWER INTERCEPTOR

Total Project Cost: \$2,820,000

Est. Opening Date: 2020

PROGRAM DESCRIPTION

Replace 3,017 feet of existing undersized 10" asbestos cement sewer line with new 18" sewer line. (A-14) 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. Currently flow from the Courthouse Pump Station has to be directed along Hope Road and Olde Concorde Road, rather than into the gravity sewer in the wayside area, to avoid surcharging of the sewer interceptor from limited capacity in the wayside sewer interceptor.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Larger pipe size will decrease the chance of any overflows due to hydraulic overloading.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	400,000	2,420,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$2,420,000	\$0	\$0

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	200,000	1,210,000	0	0
User Fees	0	0	0	0	0	0	0	200,000	1,210,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$2,420,000	\$0	\$0

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0





DEPARTMENT OF UTILITIES

Both Water & Wastewater

Projects	Prior Funding	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total CIP (FY13-22)	Later Years Funding	Total ProjectCost
Vehicles & Equipment Replacements	295,000	200,000	200,000	70,000	200,000	175,000	250,000	250,000	250,000	250,000	250,000	2,095,000	0	2,390,000
Stafford County Complex	1,250,000								250,000	3,000,000	3,552,000	6,802,000	0	8,052,000
Total	\$1,545,000	\$200,000	\$200,000	\$70,000	\$200,000	\$175,000	\$250,000	\$250,000	\$500,000	\$3,250,000	\$3,802,000	\$8,897,000	\$0	\$10,442,000

VEHICLES AND EQUIPMENT REPLACEMENTS

Total Project Cost: \$2,390,000

Est. Opening Date: Ongoing

PROGRAM DESCRIPTION

Replacement of vehicles and major pieces of equipment due to high mileage, excess repair and maintenance costs, or condition issues.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

These vehicles and equipment allow us to respond in a timely manner to address problems in the water distribution and wastewater collection system. When they are needed, they must be ready to go.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	295,000	200,000	200,000	70,000	200,000	175,000	250,000	250,000	250,000	250,000	250,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$295,000	\$200,000	\$200,000	\$70,000	\$200,000	\$175,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	295,000	200,000	200,000	70,000	200,000	175,000	250,000	250,000	250,000	250,000	250,000
Total	\$295,000	\$200,000	\$200,000	\$70,000	\$200,000	\$175,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

STAFFORD COUNTY COMPLEX

Total Project Cost: \$8,052,000

Est. Opening Date: 2022

PROGRAM DESCRIPTION

Funding is included in the planning period to evaluate and potentially construct facilities on land owned by the County near the regional jail for use by Fire & Rescue, Parks and Recreation and the Department of Utilities. For the Department of Utilities, the need would be for additional area to store pipe and other materials and enhance our ability to make bulk purchases and achieve cost savings. Space is also needed to provide indoor storage for the vac trucks to prevent freezing issues in cold weather. In addition, centralized office space is needed to consolidate operations and eliminate the need to lease office space.

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

OPERATING IMPACT SUMMARY

Cost savings will include approximately \$145,000 per year to lease office space plus additional cost savings derived from the ability to make larger quantity purchases of pipe and other repair and maintenance supplies at reduced unit prices.



PROJECT COSTS

Cost Categories	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,250,000	0	0	0	0	0	0	0	250,000	3,000,000	3,296,000
Contingency	0	0	0	0	0	0	0	0	0	0	256,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$3,000,000	\$3,552,000

Funding Sources	Prior Year	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
User Fees	1,250,000	0	0	0	0	0	0	0	250,000	3,000,000	3,552,000
Total	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$3,000,000	\$3,552,000

Operating Impacts	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0





DEBT 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.

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.

Bond Rating

The County's bond ratings are shown below:

	Moody's	Standard & Poor's	Fitch
General Obligation	Aa2	AA	AA
Lease Revenue	A1	A+	AA-
Water & Sewer	Aa2	AA	Not Rated

While these ratings recognize Stafford's strong financial management, the Board of Supervisors continues its work toward enhancing the County's bond rating. In July 2010, the Board strengthened their financial policies, to include reducing debt limits as the County continues to reduce its reliance on debt.

The County's efforts succeeded when on July 1, 2011 Standard & Poor's, upgraded its rating of the County's General Obligation debt from AA- to AA stating "this reflects our assessment of the county's strong economic fundamentals".



DEBT MANAGEMENT

Debt Management Policy Statement

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

"Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources."

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in April 2012, the debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if the following four criteria are met:
 1. Capital lease purchase is eligible under state law for such financing; and,
 2. Useful life of the purchase equals or exceeds the term of the debt; and,
 3. Total purchase exceeds \$100,000; and,
 4. Sufficient funds are available to service the capital lease debt.



DEBT MANAGEMENT

DEPARTMENTAL GOALS/OBJECTIVES

- Further enhancing the County's General Obligation Bond rating to promote financial integrity
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

These goals support our Principles of High Performance Financial Management

SERVICE LEVELS

	FY2011 Actual	FY2012 Budget	FY2013 Plan
Outcomes			
Debt Service	36,232,087	35,447,000	35,207,655
Debt Service per Capital	\$288	\$275	\$262
Maintain current rating with a goal to achieve the highest possible GO bond rating from all three rating agencies - Goal - AAA			
Standard & Poor	AA-	AA-	AA
Moody	Aa2	Aa2	Aa2
Fitch	AA	AA	AA



ANALYSIS OF OUTSTANDING DEBT

General Obligation Bonds

School Bond - VPSA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	240,400,098	14,099,830	226,300,268
2014	226,300,268	14,024,735	212,275,533
2015	212,275,533	13,934,044	198,341,489
2016	198,341,489	13,886,219	184,455,270
2017	184,455,270	13,982,122	170,473,148

Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	6,060,000	740,000	5,320,000
2014	5,320,000	735,000	4,585,000
2015	4,585,000	735,000	3,850,000
2016	3,850,000	550,000	3,300,000
2017	3,300,000	550,000	2,750,000

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	79,965,000	3,460,000	76,505,000
2014	76,505,000	3,500,000	73,005,000
2015	73,005,000	3,540,000	69,465,000
2016	69,465,000	3,580,000	65,885,000
2017	65,885,000	3,615,000	62,270,000

Other Debt

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	7,862,233	880,846	6,981,387
2014	6,981,387	908,562	6,072,826
2015	6,072,826	937,149	5,135,676
2016	5,135,676	966,636	4,169,040
2017	4,169,040	997,051	3,171,990

Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	3,661,484	466,149	3,195,335
2014	3,195,335	466,149	2,729,186
2015	2,729,186	466,149	2,263,037
2016	2,263,037	466,149	1,796,888
2017	1,796,888	466,149	1,330,739

Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	250,121,582	15,305,979	234,815,603
2014	234,815,603	15,225,884	219,589,719
2015	219,589,719	15,135,193	204,454,526
2016	204,454,526	14,902,368	189,552,158
2017	189,552,158	14,998,271	174,553,887

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	8,023,769	397,360	7,626,409
2014	7,626,409	409,370	7,217,039
2015	7,217,039	421,743	6,795,295
2016	6,795,295	434,491	6,360,805
2017	6,360,805	447,623	5,913,182



ANALYSIS OF OUTSTANDING DEBT

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	34,225,111	1,957,230	32,267,881
2014	32,267,881	1,981,850	30,286,031
2015	30,286,031	2,002,196	28,283,835
2016	28,283,835	1,498,288	26,785,547
2017	26,785,547	1,530,153	25,255,394

Total Utilities Debt

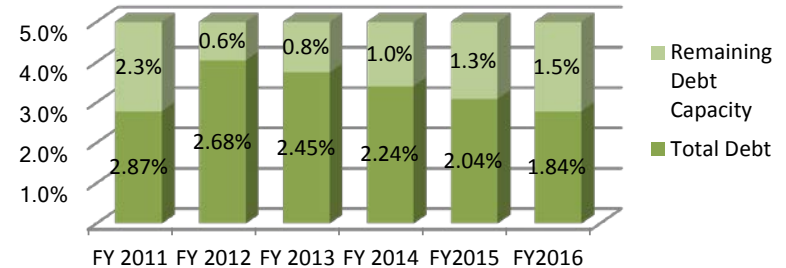
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	34,225,111	1,957,230	32,267,881
2014	32,267,881	1,981,850	30,286,031
2015	30,286,031	2,002,196	28,283,835
2016	28,283,835	1,498,288	26,785,547
2017	26,785,547	1,530,153	25,255,394

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2013	372,335,462	21,120,569	351,214,893
2014	351,214,893	21,117,104	330,097,789
2015	330,097,789	21,099,132	308,998,656
2016	308,998,656	20,415,147	288,583,510
2017	288,583,510	20,591,047	267,992,463

General Fund Debt Compared to Assessed Value of Property not to exceed 3.5%



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. As part of its efforts to improve the County's bond rating, the Board revised the financial policies reducing this ratio to 3.5% in FY11, with a goal to reach 3% by July 1, 2015. The approved current CIP was formulated to comply with the County's debt limitations.



GENERAL FUND BOND DEBT

General Government General Obligation Bonds, Refunding Series 2002

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

Parks & Recreation General Obligation Bonds, Series 2002

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



GENERAL FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2006 - 2037 Public Safety Building, Fire Stations

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
	<u>\$47,030,000</u>	<u>\$43,771,976</u>	<u>\$90,801,976</u>	

General Government Lease-Revenue Bonds, Series 2008 - 2033 England Run Library, Patawomeck Park, Courthouse Renovations, Public Safety Communications System, JDR Courthouse Design, Artificial Turf Fields

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
	<u>\$45,165,000</u>	<u>\$22,675,233</u>	<u>\$67,840,233</u>	



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
	<u>\$9,500,000</u>	<u>\$3,189,632</u>	<u>\$12,689,632</u>	



GENERAL FUND LEASE DEBT

Communication System

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$10,059,520
2012	845,764.90	269,390.06	1,115,155	9,213,755
2013	880,846.08	234,308.88	1,115,155	8,332,909
2014	908,561.54	206,593.42	1,115,155	7,424,348
2015	937,149.05	178,005.91	1,115,155	6,487,199
2016	966,636.06	148,518.90	1,115,155	5,520,562
2017	997,050.86	118,104.10	1,115,155	4,523,512
2018	1,028,422.66	86,732.30	1,115,155	3,495,089
2019	692,504.41	58,640.71	751,145	2,802,585
2020	714,293.76	36,851.36	751,145	2,088,291
2021	736,768.70	14,376.42	751,145	1,351,522
Total	<u>\$8,707,998</u>	<u>\$1,351,522</u>	<u>\$10,059,520</u>	



UTILITIES FUND BOND DEBT

Revenue Refunding Bonds, Series 1996

Fiscal Year	Principal	Interest	Total	Balance
2011		38,496	38,496	2,384,948
2012	565,000	81,088	646,088	1,738,860
2013	550,000	61,810	611,810	1,127,050
2014	545,000	35,815	580,815	546,235
2015	535,000	11,235	546,235	0
	<u>\$2,195,000</u>	<u>\$189,948</u>	<u>\$2,384,948</u>	

Virginia Resource Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
				13,870,426
2012	172,917	647,101	820,018	13,050,408
2013	355,096	331,768	686,864	12,363,544
2014	367,814	319,050	686,864	11,676,680
2015	380,987	305,877	686,864	10,989,816
2016	394,631	292,231	686,862	10,302,954
2017	408,766	278,098	686,864	9,616,090
2018	423,406	263,458	686,864	8,929,226
2019	438,570	248,293	686,863	8,242,363
2020	454,278	232,586	686,864	7,555,499
2021	470,547	216,316	686,863	6,868,636
2023	504,857	182,007	686,864	5,494,909
2024	522,938	163,926	686,864	4,808,045
2025	541,667	145,197	686,864	4,121,181
2026	561,066	125,797	686,863	3,434,318
2027	581,161	105,702	686,863	2,747,455
2028	601,976	84,888	686,864	2,060,591
2029	623,535	63,328	686,863	1,373,728
2030	645,868	40,996	686,864	686,864
2031	668,999	17,865	686,864	-
	<u>9,606,479</u>	<u>4,263,947</u>	<u>13,870,426</u>	



UTILITIES FUND BOND DEBT

Virginia Resources Authority - Aquia

Fiscal Year	Principal	Interest	Total	Balance
2012	519,813.00	282,940.00	802,753.00	\$23,161,549
2013	1,052,134.00	366,393.00	1,418,527.00	22,109,415
2014	1,069,036.00	349,491.00	1,418,527.00	21,040,379
2015	1,086,209.00	332,319.00	1,418,528.00	19,954,170
2016	1,103,657.00	314,870.00	1,418,527.00	18,850,513
2017	1,121,387.00	297,140.00	1,418,527.00	17,729,126
2018	1,139,401.00	279,127.00	1,418,528.00	16,589,725
2019	1,157,704.00	260,823.00	1,418,527.00	15,432,021
2020	1,176,302.00	242,226.00	1,418,528.00	14,255,719
2021	1,195,198.00	223,330.00	1,418,528.00	13,060,521
2022	1,214,398.00	204,130.00	1,418,528.00	11,846,123
2023	1,233,906.00	184,622.00	1,418,528.00	10,612,217
2024	1,253,727.00	164,801.00	1,418,528.00	9,358,490
2025	1,273,867.00	144,661.00	1,418,528.00	8,084,623
2026	1,294,330.00	124,197.00	1,418,527.00	6,790,293
2027	1,315,122.00	103,405.00	1,418,527.00	5,475,171
2028	1,336,248.00	82,279.00	1,418,527.00	4,138,923
2029	1,357,714.00	60,813.00	1,418,527.00	2,781,209
2030	1,379,524.00	39,003.00	1,418,527.00	1,401,685
2031	1,401,685.00	16,843.00	1,418,528.00	0
	<u>\$23,681,362</u>	<u>\$4,073,413</u>	<u>\$27,754,775</u>	

Virginia Resources Authority Rocky Pen Run Dam and Reservoir, Rocky Pen Run Water Treatment Facility, Various water distribution projects and infrastructure improvements.

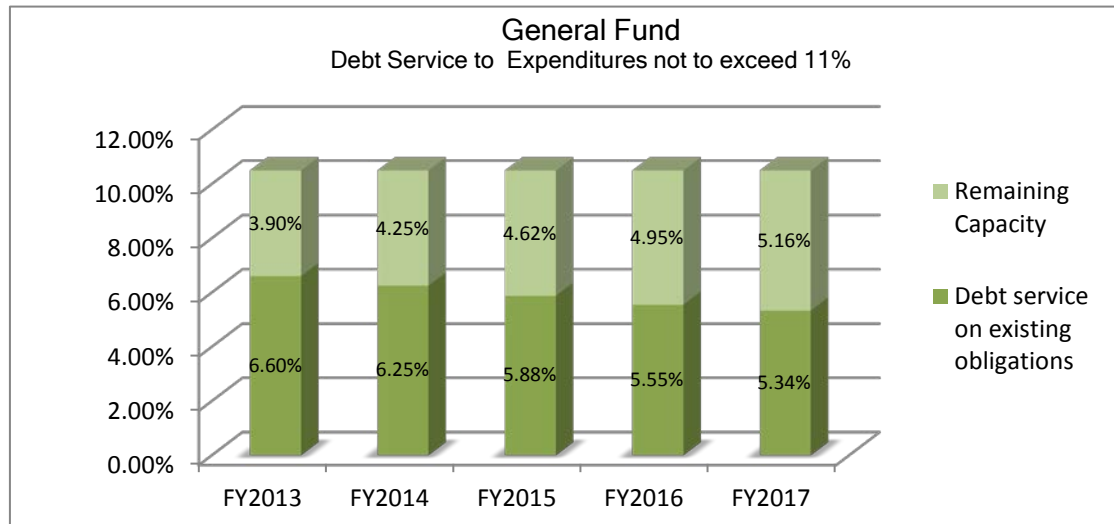
Fiscal Year	Principal	Interest	Total	Balance
2012		2,314,858	2,314,858	104,865,061
2013	810,000	2,606,713	3,416,713	102,550,203
2014	845,000	2,573,678	3,418,678	99,133,490
2015	885,000	2,531,846	3,416,846	95,714,812
2016	930,000	2,489,462	3,419,462	92,297,966
2017	975,000	2,444,772	3,419,772	88,878,504
2018	1,020,000	2,398,225	3,418,225	85,458,732
2019	1,070,000	2,349,243	3,419,243	82,040,507
2020	1,125,000	2,292,996	3,417,996	78,621,264
2021	1,180,000	2,239,181	3,419,181	75,203,268
2022	1,235,000	2,184,397	3,419,397	71,784,087
2023	1,295,000	2,121,416	3,416,416	68,364,690
2024	1,365,000	2,053,254	3,418,254	64,948,274
2025	1,435,000	1,981,503	3,416,503	61,530,020
2026	1,510,000	1,910,588	3,420,588	58,113,517
2027	1,580,000	1,840,706	3,420,706	54,692,929
2028	1,650,000	1,767,637	3,417,637	51,272,223
2029	1,730,000	1,685,975	3,415,975	47,854,586
2030	1,825,000	1,594,878	3,419,878	44,438,611
2031	1,920,000	1,498,912	3,418,912	41,018,733
2032	2,020,000	1,397,950	3,417,950	37,599,821
2033	2,125,000	1,294,935	3,419,935	34,181,871
2034	2,230,000	1,186,538	3,416,538	30,761,936
2035	2,350,000	1,069,175	3,419,175	27,345,398
2036	2,470,000	945,663	3,415,663	23,926,223
2037	2,600,000	815,744	3,415,744	20,510,560
2038	2,740,000	678,906	3,418,906	17,094,816
2039	2,885,000	534,766	3,419,766	13,675,910
2040	3,030,000	387,719	3,417,719	10,256,144
2041	3,180,000	237,863	3,417,863	6,838,425
2042	3,340,000	80,562	3,420,562	3,420,562
	<u>53,355,000</u>	<u>51,510,061</u>	<u>104,865,061</u>	



DEBT SERVICE REQUIREMENT

This schedule shows the debt service requirement for existing obligations for the General Fund and the Utilities Fund.

Fiscal Year	General Fund	Utilities Fund
2013	25,990,085	6,133,914
2014	25,600,373	6,102,919
2015	25,050,402	6,068,340
2016	24,587,281	5,522,102
2017	24,585,200	5,522,104



This graph illustrates the current and projected General Fund debt service compared to the current and projected General Government budgets (General Fund and Schools Fund) .

The Board's Principles of High Performance Financial Management states: "General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015." The Board is gradually working toward the goal in order to continue to meet the needs of the community.

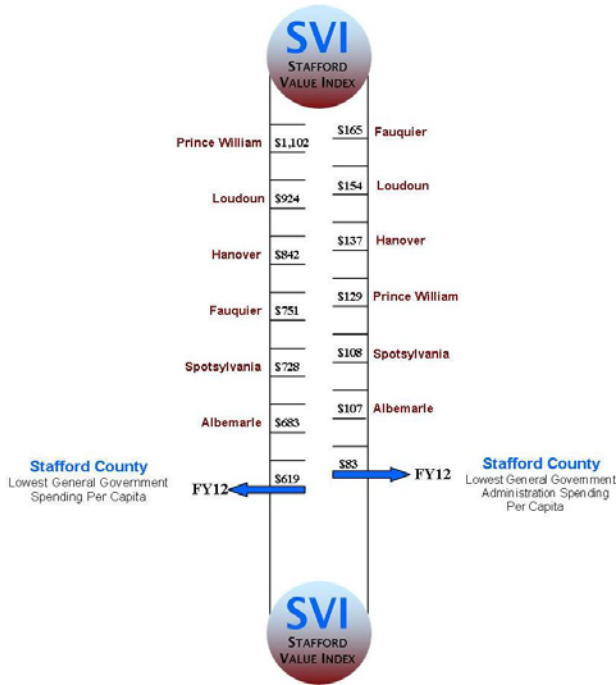
The approved current CIP was formulated to comply with the County's debt limitations.



STATISTICAL SECTION

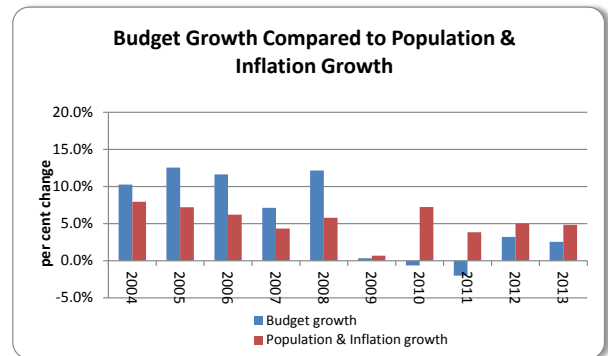
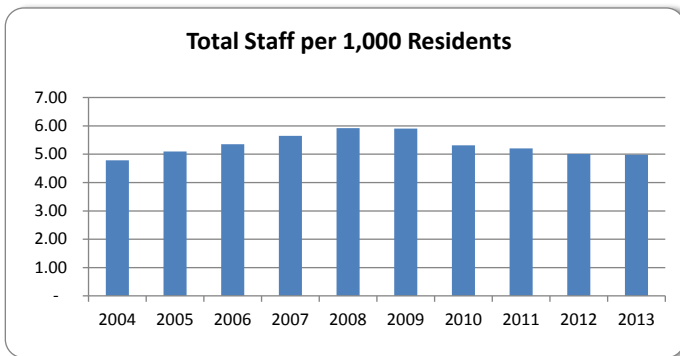
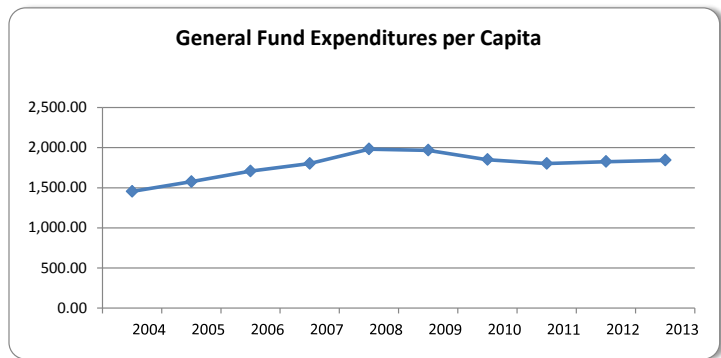
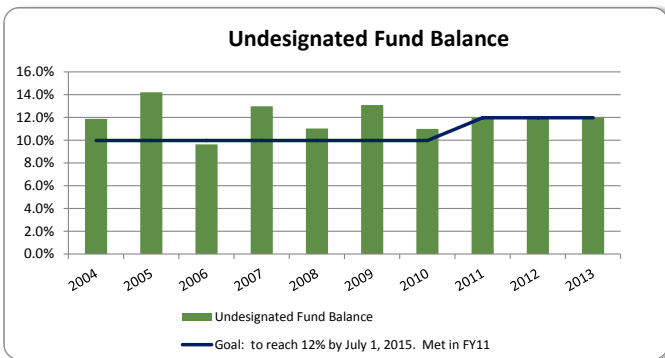
This purpose of this section is to give an overview of the County. Schedules and graphs are used to illustrate certain financial information, demographics, and selected activity levels.

Stafford County Financial Snapshot July 1, 2012

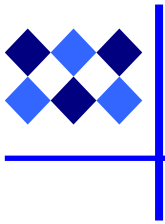


Bond Ratings		
Standard & Poor's	Moody's	Fitch
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA-	Aa3	AA-
A+	A1	A+
A	A2	A
A-	A3	A-
BBB+	Baa1	BBB+
BBB	Baa2	BBB
BBB-	Baa3	BBB-

Long-term Goal
 Current Rating



Note: Stafford Value Index will be updated when FY2013 information is available from peer localities.



DEMOGRAPHICS

Formed as an Independent County	May 1664
Present form of Government	Traditional Board of Supervisors - County Administrator (Seven Board Members by Election District)
Area	277 sq. miles/177,280 acres
Population (FY2013)	134,279
Registered Voters (February 2012)	78,194
At Place Employment (2011)	37,336
Median Age (2010 Census)	34.6
Median Household Income (2011 Estimate)	\$94,317
Unemployment Rate (January 2012)	4.9%
Taxable Sales (2011)	\$949,014,920
New Dwelling Units (2011)	445

Full-time County Employees (FTEs):

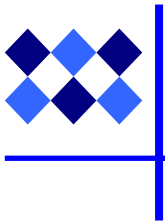
General Fund	325
Public Safety	338
Utilities	139
Total Regular FTEs	802

Education

Number of Elementary Schools	17
Number of Middle Schools	8
Number of High Schools	5
Membership-FY2012-2013 Year	26,928

Libraries

Number of Facilities	2
Patrons Registered	80,232
Total Circulation	3,979,271



DEMOGRAPHICS

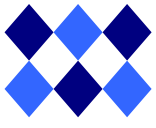
Parks and Recreation

County Parks	13 (1,432 acres)
Regional Parks.....	0
State and National Parks.....	2 (1,184 acres)
Athletic Fields.....	41
Playgrounds.....	9
Tennis Courts.....	7
Campground	1 (48 acres)
Public Golf Courses	3 (18 holes)
National Historic Attractions	10
Public Marinas	2
Public Boat Ramps.....	3
Public Fishing Lakes	2
Public Beach	2 (48 acres)
Public Swimming Pool.....	2 (1 year round facility)
Gymnastics Training Center.....	1
Senior Citizens Center	1
Recreation Centers	4

Water and Sewer Utility

Number of Water/Sewer Accounts	32,289
Water Plant Capacity	18.0 mgd
Average Water Consumption	9.1 mgd
Water Mains.....	603 miles
Sewer Mains	421 miles
Water Storage.....	16.7 million gallons
Reservoirs.....	2 lakes
Wastewater Plant Capacity	18.0 mgd
Average Wastewater Flow	8.1 mgd
Pumping Stations.....	89

*mgd=million gallons per day



SELECTED FISCAL INDICATORS

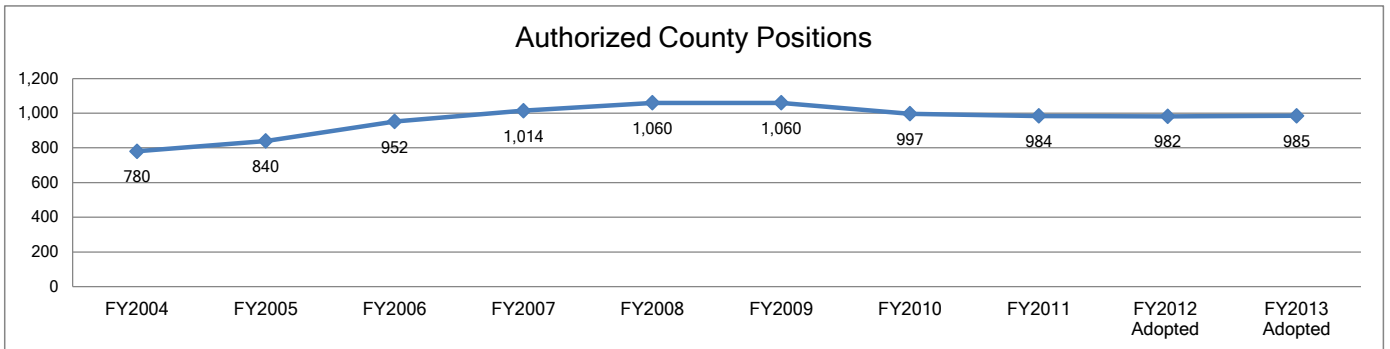
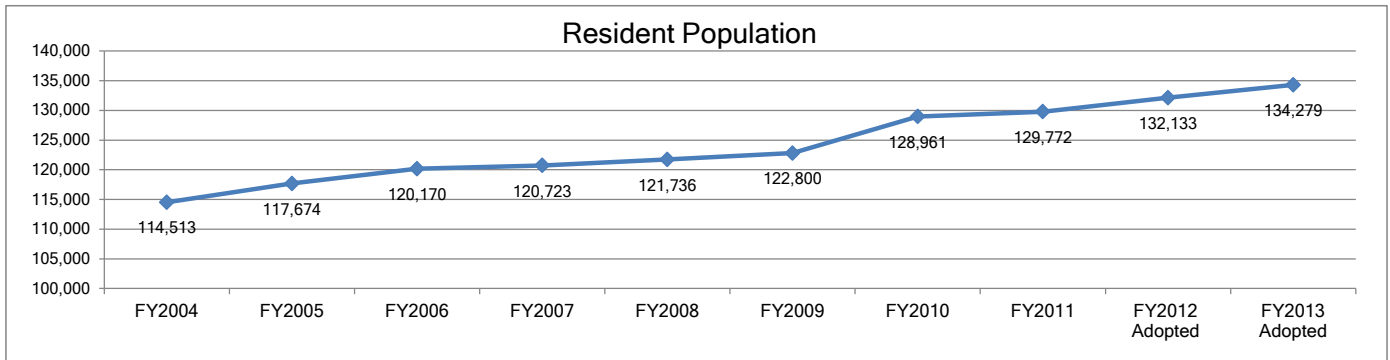
	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012 Adopted	FY2013 Adopted
Dollars (000)										
General Fund Revenues	\$162,400	\$181,608	\$199,124	\$215,148	\$232,348	\$237,902	\$238,872	\$247,028	\$241,174	\$247,292
Local School Funding	\$89,219	\$93,452	\$114,427	\$121,194	\$130,513	\$130,049	\$132,435	\$124,906	\$129,083	\$133,055
People										
Resident Population	114,513	117,674	120,170	120,723	121,736	122,800	128,961	129,772	132,133	134,279
Authorized County Positions ⁽¹⁾	780	840	952	1,014	1,060	1,060	997	984	982	985
School Positions ⁽²⁾	3,373	3,446	3,769	3,586	3,610	3,756	3,795	3,827	3,744	3,711
School Enrollment (ADM) ⁽³⁾	24,639	25,419	25,871	26,181	26,114	26,350	26,661	26,928	26,838	26,745
Assessed Value (000)										
Real Property ⁽⁴⁾	8,920,053	9,499,678	16,293,674	16,913,238	16,226,492	16,313,535	12,555,580	12,719,311	12,757,935	13,000,322
Tax Rates										
Real Property	1.14/.97	0.97	0.97/0.63	0.63/0.70	0.70/.84	0.84	0.84/1.10	1.10/1.08	1.08/1.07	1.07
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49/6.89	6.89	6.89	6.89	6.89
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20	2.20/2.76	2.76	2.76	2.76	2.76

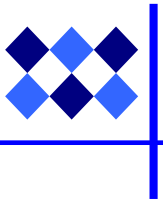
⁽¹⁾ Full-Time and Part-Time Positions

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

⁽³⁾ (ADM) Average Daily Membership

⁽⁴⁾ Calendar Year Value



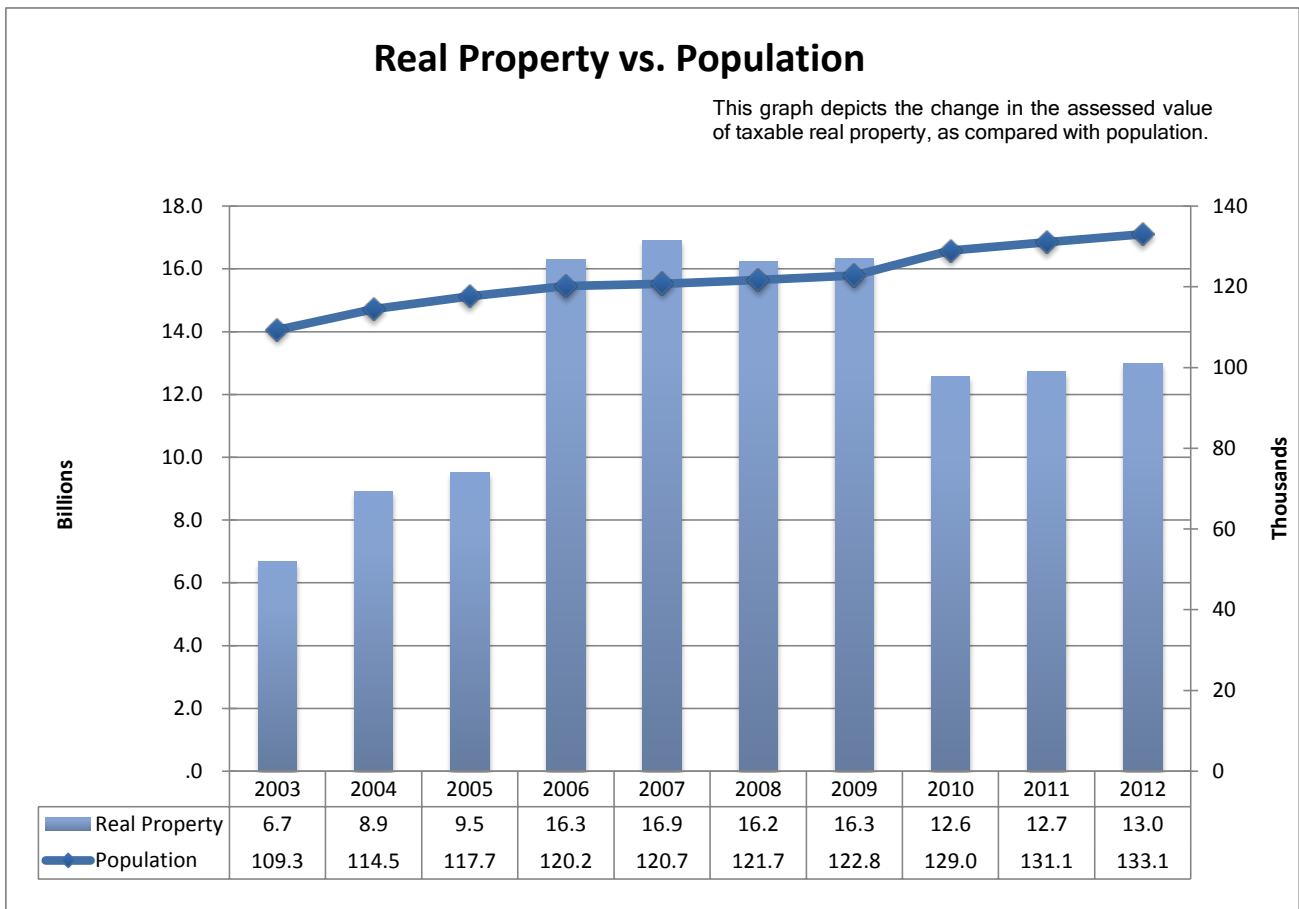


ASSESSED VALUE OF REAL PROPERTY

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 proposed budget reflects values of the most recent reassessment, completed January 1, 2012. 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).

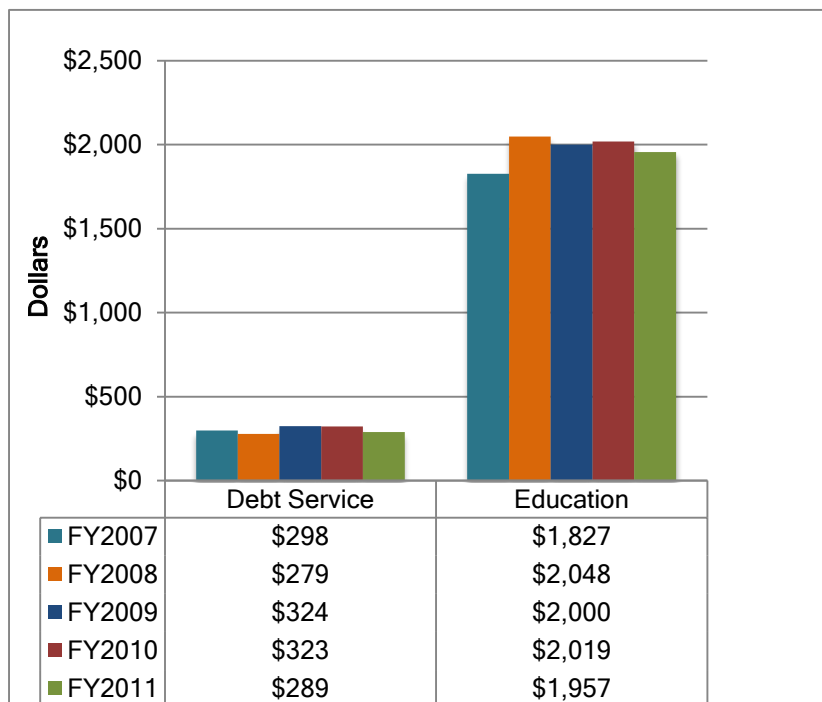
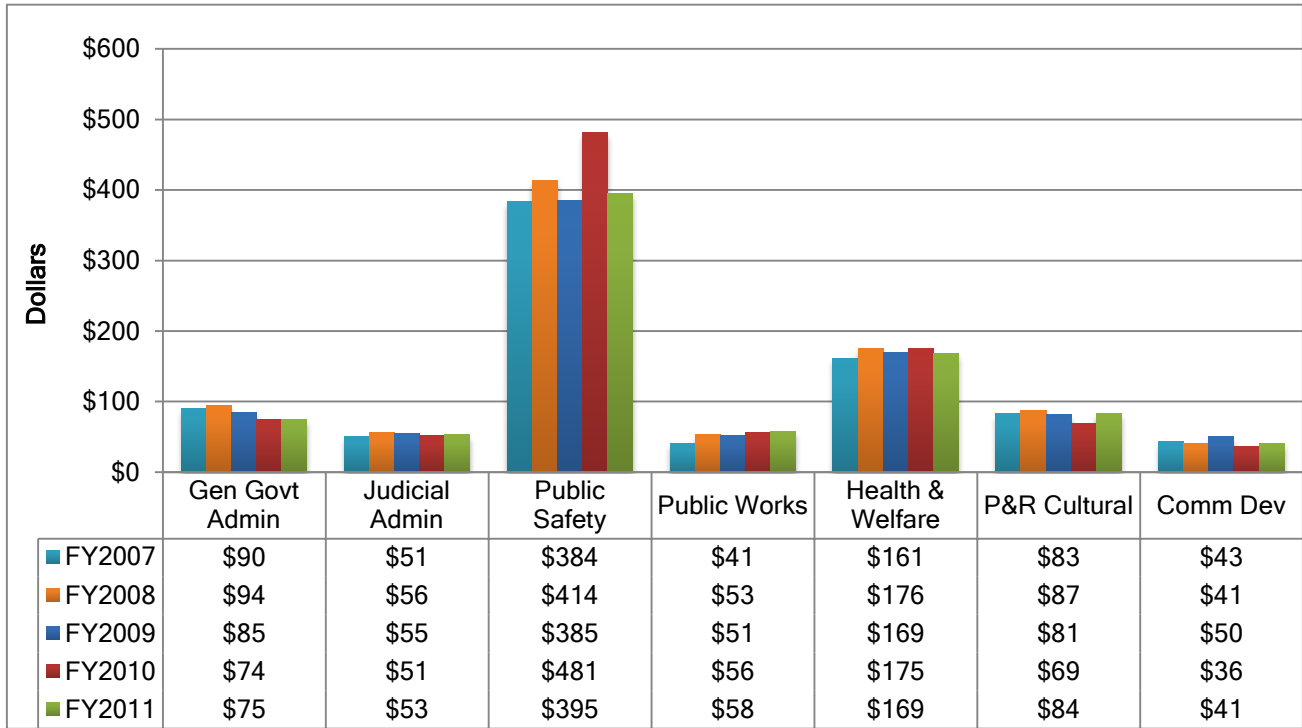
The 2012 reassessment reflects modest recovery in the real estate market, with values increasing 2.2% overall. The 2013 estimated assessed value assumes a conservative growth rate of 1.4%, consistent with recent history.





PER CAPITA EXPENDITURES

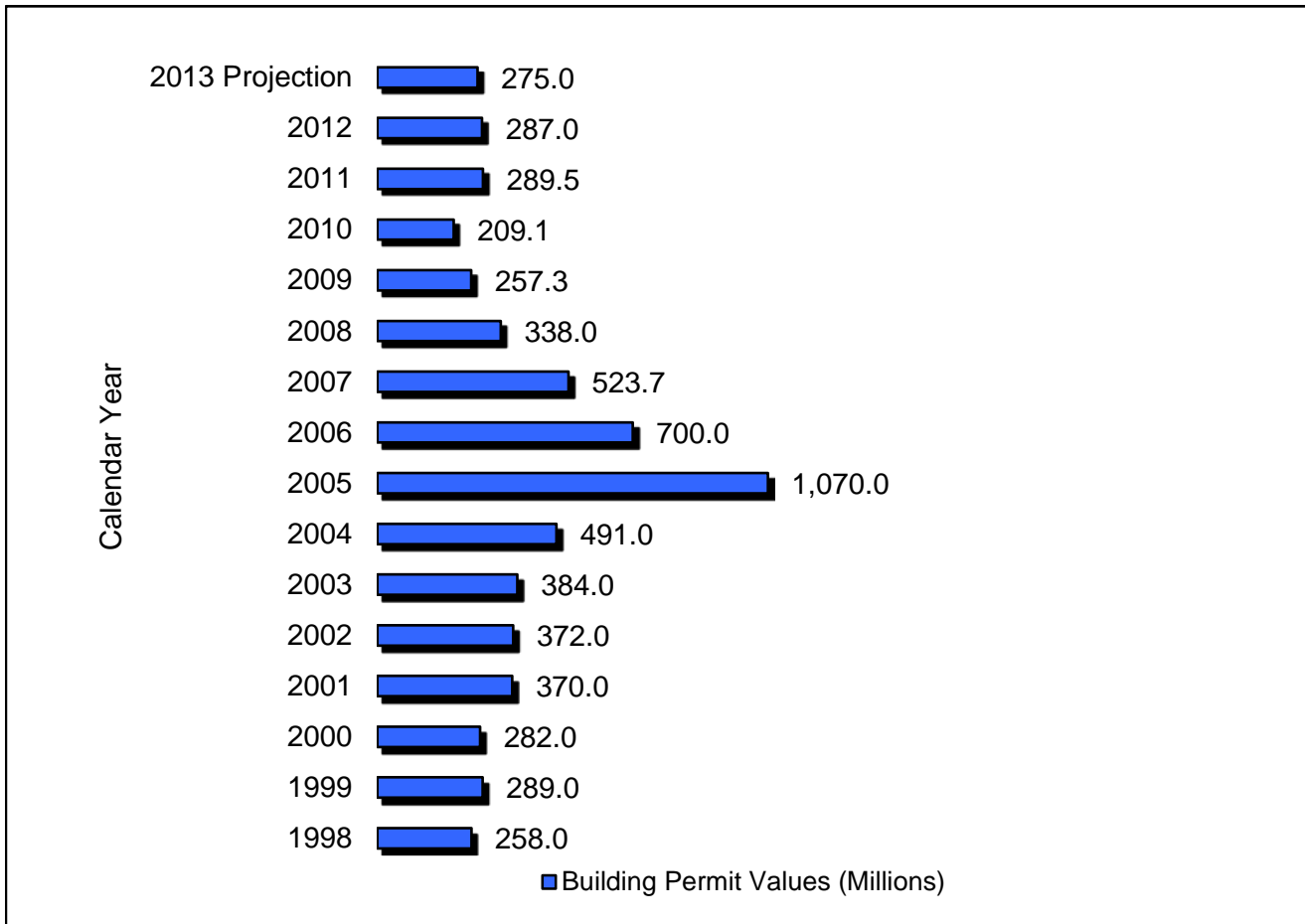
These graphs represents Stafford's per capita expenditures for general government, debt service and education for Fiscal Years 2007 through 2011, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.





BUILDING PERMIT VALUES

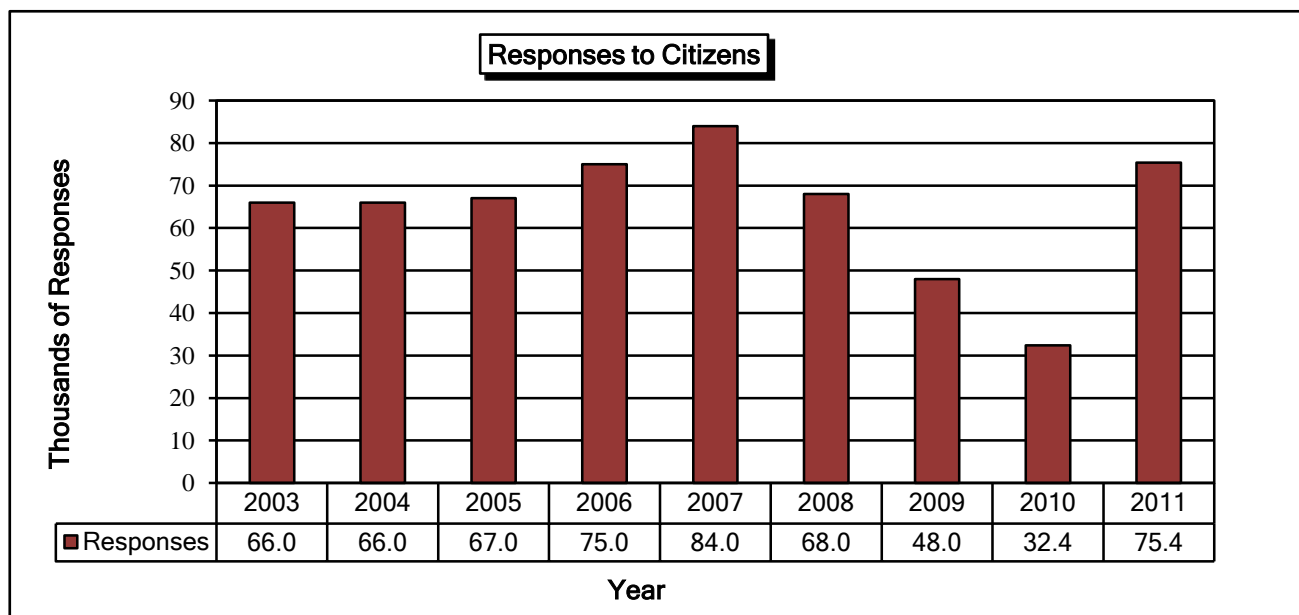
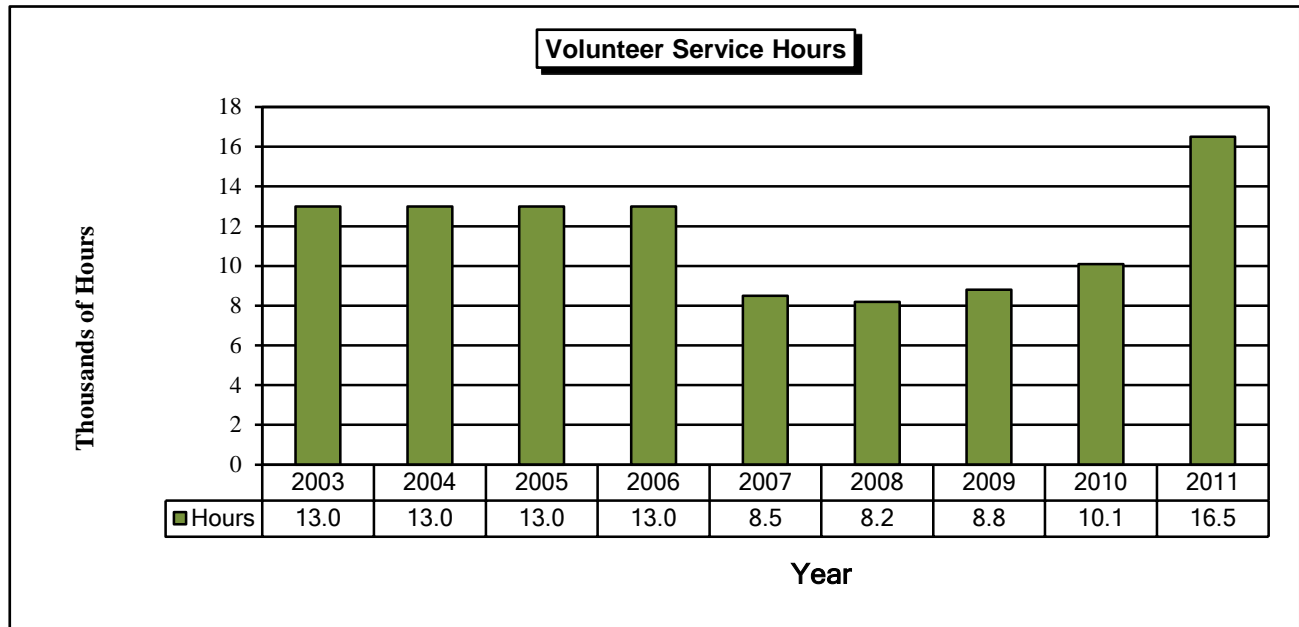
Building activity fluctuates with the economy. The value of building construction is estimated to be \$275,000,000 in 2013





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. The Office of Citizens Assistance and Volunteers has also taken the initial steps in creating the County's first 311 Call Center. With the help of Stafford County's Department of Utilities and shared, existing resources, the Call Center was initiated on February 1, 2012 and has been helping to alleviate call volume by approximately 40%, thus increasing Citizens Assistance call numbers overall.







ACRONYMS

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

CPI-U - Consumer Price Index - All urban Consumers

CPR - Cardiopulmonary Resuscitation

CRR - Collection Rate Real Estate

CSA - Community Services Act

CY - Calendar Year

DUI - Driving while Intoxicated

EBT - Electronic Benefits Transfer



ACRONYMS

EDU - Equivalent Dwelling Unit

EMS - Emergency Management Systems

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

FRA - Fredericksburg Regional Alliance

FRED - Fredericksburg Regional Transit

FT - Full-time

FTE - Full-time equivalent position, 2080 hours, including holidays

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles (uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles).

GASB - Governmental Accounting Standards Board.

GDC - General District Court

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.

GWRC - George Washington Regional Commission

HTE - County's Financial System

IDA - Industrial Development Authority

ISO - Insurance Services Office

J&DR - Juvenile & Domestic Relations Court

LEAD - Leading, Educating, and Developing (professional development for local government leaders and managers)



ACRONYMS

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

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

SEI - Senior Executive Institute

Sq. Ft. - Square Foot/Square Feet

TANF - Temporary Aid to Needy Families

TAPP - Treasurer's Automated Prepayment Plan

TRE - Tax Relief for the Elderly

UMW - University of Mary Washington

USDA-ARS - U. S. Department of Agriculture-Agriculture Research Service

UVA - University of Virginia



ACRONYMS

VACO - Virginia Association of Counties

VDOT - Virginia Department of Transportation

VEC - Virginia Employment Commission

VGFOA - Virginia Government Finance Officers Association.

VHDA - Virginia Housing Development Authority

VIEW - Virginia Initiative for Employment not Welfare program, that requires many recipients to find a job and work towards self-sufficiency.

VIP - Virginia Independence Program

VML - Virginia Municipal League

VPSA - Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cities and towns of the Commonwealth.

VRA - Virginia Resources Authority

VRE - Virginia Railway Express

VRS - Virginia Retirement System

WTP - Water Treatment Plant

WWTF - Wastewater Treatment Facility

WQIF - Water Quality Improvement Fund



GLOSSARY

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.

Audit - an inspection, correction, and verification of accounts, conducted by an independent qualified accountant

Appropriation - A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. The County Administrator is authorized to transfer budgeted amounts among departments within any Fund.

Appropriation Resolution - A legally binding document prepared by the Budget Office which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors.

Assessed Valuation - A valuation set upon real estate or other property by Stafford as a basis for levying taxes.

Asset - Resources owned or held by a government, which have monetary value.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during that fiscal year.

Balance Sheet - The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles.

Balanced Budget - A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Board of Supervisors - The Governing and Legislative Body of the County.

Bond Rating - A grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. (Also see Credit Rating)

Bonds - Interest-bearing certificates of public indebtedness used to finance Stafford's new government buildings, schools and the utility system.

Budget - A specific plan which identifies the program of operations for the fiscal year, states the expenditures required to meet the program and identifies the revenues necessary to finance it. The annual County budget is established by the Board of Supervisors.

Budget Amendment - A revision on the adopted budget that, when approved by the Board of Supervisors, replaces the original provision.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.



GLOSSARY

Budget Message - The opening section of the Budget that provides the Board of Supervisors and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Administrator.

Budgetary Basis - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes on the three forms: GAAP, cash, or modified accrual. The County utilizes the modified accrual basis for all fund types except enterprise and fiduciary. Those funds use accrual accounting.

Budgetary Comparisons - Statements or schedules presenting comparisons between appropriated budgetary amounts (as amended) and actual results of operations on the budgetary basis.

Capital Improvement Fund - An Account for financial resources to be used for the acquisition or construction of major capital facilities.

Capital Improvements Program (CIP) - The annual updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding and timing of work over a planning period. For financial planning and general management, the capital program is presented as a plan of work and proposed expenditures and is the basis for annual appropriation requests and bond issues.

Capital Lease - An agreement that conveys the right to use property, plant or equipment, usually for a stated period of time, that meets one or more of the accounting criteria for lease capitalization.

Capital 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.

Contingency Reserve - Percentage of a surplus that serves as a reserve to cover unexpected or unforeseen expenditures.

Credit Ratings - A credit rating is the opinion of the rating agencies regarding the general creditworthiness of the government in question. The rating is a function of risk factors to which the government is subject. A rating in of itself does not imply any form of a recommendation by the rating agency. It is simply an objective evaluation of the government and its ability to meet the obligations of the security as well as its ability to repay the debt. The credit rating process involves a legal, quantitative, and qualitative analysis.

Current Assets - Cash or other assets that can reasonably be expected to be converted into cash, sold or consumed in operation with in one year.

Current Liabilities - Obligations due and payable with in one year.

Debt - An obligation to pay something to another.

Debt 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

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.

Employee Benefits - Services and opportunities afforded employees because they work for Stafford County.

Encumbrance - A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

Expenditure - Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

Expense - FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.”

Fiduciary Fund - See Trust and Agency Fund

Fiscal Year - Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government’s fiscal year begins October 1 and ends September 30.

Fixed Assets - Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

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.



GLOSSARY

Fund Types - Seven categories into which all individual funds must be classified are as follows: General Operating Fund, Capital Project Fund, Enterprise Fund, Component Unit, Internal Service Fund, Special Revenue Fund, and Fiduciary Fund.

General Fund - This fund is the primary location of all financial activity associated with the ordinary operations of Stafford County. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service and the Capital Projects. It is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds - Bonds, which are backed by the full faith and credit of the issuing government.

Goal - A long-range desirable development attained by completing staged objectives within an overall strategy.

Governmental Fund Types - Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income.

Grant - A payment from one level of government to another or from a government to a private organization. Practically all Federal aid to state and local governments is in this form. Grants are usually made for specific purposes.

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.



GLOSSARY

OPEB - Post-employment benefits that an employee will begin to receive at the start of retirement such as life insurance premiums, healthcare premiums and deferred-compensation arrangements. This does not include pension benefits paid to the retired employee. The county provides only healthcare insurance benefits to retirees.

OASIS - A service program for foster care and adoptions.

Objective - Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

Operating Expenses - Includes the cost of contractual services, supplies, materials and equipment.

Operating Revenues - County revenues which have been received and set aside to finance current operating expenses.

Outcome Indicator - A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

Output Indicator - A unit of work accomplished, without reference to the resources required to do work

Pay-As-We-Go - Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

Performance Measures - Represents the statistical inputs, outputs or outcomes of County operating programs. Generally, performance measures are included on each program description page in the County budget.

Personal Property (PP) - A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held by manufacturers, wholesalers or retailers (inventory) are not included.

Principle - A comprehensive and fundamental law, doctrine or assumption; a rule or code of conduct.

Privatization - Using the private sector to meet community needs in the most cost-effective manner.

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.



GLOSSARY

Reserved Fund Balance - For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables).

Revenue - Revenue is an increase in assets or financial resources, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities and does not represent an increase in contributed capital.

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.

Self-Insurance Pool - A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Quality Levels - A descriptive section in the budget narratives, detailing past performance and changes in the quality and quantity of services provided by each department.

Special Revenue Funds - Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special Revenue Funds consist of the Transportation Fund and the School Funds. An example of a special revenue fund is the Transportation Fund.

Strategic Plans - A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time. The agency strategic plan establishes the future direction of and reflects the strategic or critical issues facing the whole organization.

Tax Base - The total market value of real property (land, buildings and related improvements), public service, corporation property and personal property (cars, boats, business tangible equipment) in Stafford.

Transfer - The movement of money from the General Fund to other funds or money within the General Fund.

Trust and Agency Fund - Trust and Agency Funds are used to account for assets held by a governmental unit acting as a trustee or agent for individuals, organizations, other governmental units, or other funds of the same government."

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.