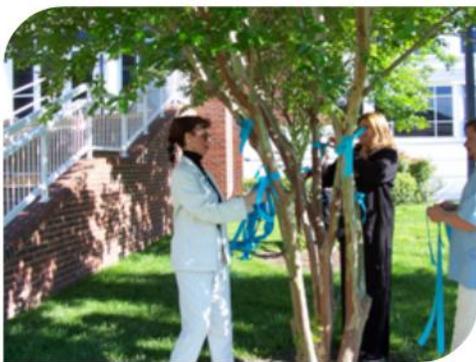




Stafford County Virginia Adopted Budget



Fiscal Year 2011
(July 1, 2010—June 30, 2011)



"We serve people with people."







TABLE OF CONTENTS

Executive Summary	1
Budget Message	1
How to Use This Document	8
Funds Information	10
Organizational Chart	11
Stafford County History	12
Stafford at a Glance	13
Accomplishments	15
Budget Calendar	18
Election Districts Boundaries Map	19
Stafford County Facilities Map	20
Emergency Services Map	21
Parks & Recreation Map	22
Stafford County School Facilities Map	23
Policy and Goals	25
Stafford County Staff Vision	26
County Planning Processes	27
Comprehensive Plan	29
Financial Policies and Guidelines	45
Budget Guidelines, Basis of Accounting, Budgeting	47
General Fund Revenues	55
Revenue Projection	56
General Fund Balance Analysis	58
General Fund Revenues	62
Revenue Analysis	63
General Fund Expenditures	75
General Fund Expenditures	76
Designated Revenue Comparison	77
General Fund Expenditures	78
Constitutional Officers Funding Graphs	87
Human Services Graph	95
Rappahannock Regional Jail Graph	96
Social Services Graph	97



TABLE OF CONTENTS

General Fund	99
Board of Supervisors	101
Capital Projects	105
Central Rappahannock Regional Library	107
Commissioner of the Revenue	113
Commonwealth's Attorney	119
Cooperative Extension	123
Corrections	131
County Administration	135
County Attorney	141
Courts	145
Debt Services	151
Economic Development/Legislative Affairs	153
Finance and Budget	157
Fire, Rescue & Emergency Services	163
Human Resources	169
Human Services, Office of	173
Information Technology	177
Non-Departmental	181
Other Transfers	183
Parks, Recreation & Community Facilities	185
Planning and Zoning	193
Public Works	199
Registrar and Electoral Board	205
School Operations	209
Sheriff	213
Social Services	219
Treasurer	223
Partner Agencies	227
Partner Agency Expenditures	228
School Fund	233
School Budget Highlights	238
School Operating Fund	239
State Fiscal Stabilization Fund	241
School Nutrition Service Fund	242
Construction Fund	243
Grant Fund	244
Workers Compensation Fund	245
Health Insurance Fund	246



TABLE OF CONTENTS

Transportation Fund	247
Regional & Community Agencies	250
Transportation Fund Projects	251
Revenues	252
Expenditures	253
Fuel Tax Graphs	254
Utilities Fund	257
Utilities Budget Summary	260
Revenues	264
Expenditures	265
Projected Available Cash Balance	266
Utilities Fund Appendix	267
Water Treatment Graphs	272
Wastewater Treatment Graphs	273
Other Funds	
<u>Asset Forfeiture Fund</u>	275
Revenues	278
Expenditures	279
<u>Fleet Services Fund</u>	281
Revenues	284
Expenditures	285
<u>General Capital Projects Fund</u>	287
Revenues/Expenditures	288
<u>Hidden Lake Special Revenue Fund</u>	291
Revenues/Expenditures	292
<u>Road Impact Fee</u>	293
Garrisonville Road Service District Fee Rev/Exp	294
<u>Tourism Fund</u>	295
Revenues	298
Expenditures	299
Tourism Partner Agencies	300
Five Year Model	303
General Fund	304
Utilities Fund	307
Transportation Fund	309



TABLE OF CONTENTS

Personnel	311
Position Summary	312
Department of Human Resources	321
Internal Committees	322
Board, Authorities, Commissions Committees	323
Capital Improvement Programs	327
Statistical Section	407
All Funds - Revenues	408
All Funds - Expenditures	410
All Funds - Summary	412
Demographics	415
Fiscal Indicators	417
Educational Cost Statistics	418
School Operating vs. Enrollment	419
Building Permit Values	420
Assessed Value of Real Property	421
Per Capita Expenditures	422
Citizen Assist. And Volunteer Services	423
Current Service Costs Property Taxes	424
Property Tax Rates	425
Debt Management	426
Glossary & Index	445
Acronyms	445
Glossary	449

BOARD OF SUPERVISORS

Mark Dudenhefer, Chairman
Garrisonville District

Paul V. Milde III, Vice Chairman
Aquia District

Harry E. Crisp II
George Washington District

Gary Snellings
Hartwood District

Susan Stimpson
Falmouth District

Cord A. Sterling
Rock Hill District

Robert "Bob" Woodson
Griffis-Widewater District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'H. R.', written in a cursive style.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan', written in a cursive style.

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, 2009.

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

Michael P. Neuhard
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

Susan M. Fitzgibbon
Utilities Financial Manager

Scott A. Mayausky
Commissioner of the Revenue

Laura M. Rudy
Treasurer



Board of Supervisors

Mark Dudenhefer

Chairman

Paul V. Milde, III

Vice Chairman

Harry E. Crisp, II

Gary F. Snellings

Cord A. Sterling

Susan B. Stimpson

Robert "Bob" Woodson



County Administrator

Anthony J. Romanello, ICMA-CM

July 1, 2010

Dear Ms. Stimpson and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Annual Financial Plan for Fiscal Year 2011. This budget, developed for information and planning purposes, represents revenues and expenditures for the year beginning July 1, 2010 and ending June 30, 2011.

This budget is based on three themes: focus on value, invest in priorities, and move forward. We developed this budget as the economy began its descent in the fall of 2007. At that time, the Board and staff began a process of cost, staff and program reductions. During the budget process and throughout the fiscal year, we constantly analyzed revenue and expenditure projections. With no crystal ball, we hoped the economy would turn late in 2008 and then in early 2009. It did not, and we realized that we could no longer do business the way we used to. As a result, last summer we decided to embrace the "new normal" and take a completely different approach to budgeting. We recognized that we could not wait for things to return to the way they used to be, and we had to look at a new way of doing business. So, we asked every agency to:

- Identify their core services;
- Identify vulnerabilities;
- Reconsider their mission, performance measures and way of doing business;
- Consider the impact of eliminating services; and
- Identify opportunities to partner with other departments and external partners.

The County's Leadership Team met to discuss budget priorities and established the following criteria to be used when making tough budget decisions.

*Does it protect the health and safety of our community?

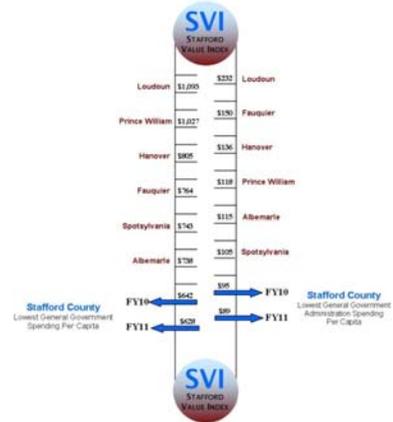
*Is it mandated by local, state or federal law?



- *Does it practice responsible financial stewardship?
- *Does it meet or exceed the expectations of the Board of Supervisors and citizens?
- *Is the County the most effective entity to meet the need?
- *Does it consider opportunities with external partners and agencies?
- *Does it make sense in the long term?

In addition to reviewing 2½ years of budget and staff reductions, we analyzed every area of expenditure against our peer localities. From this came the Stafford Value Index (SVI).

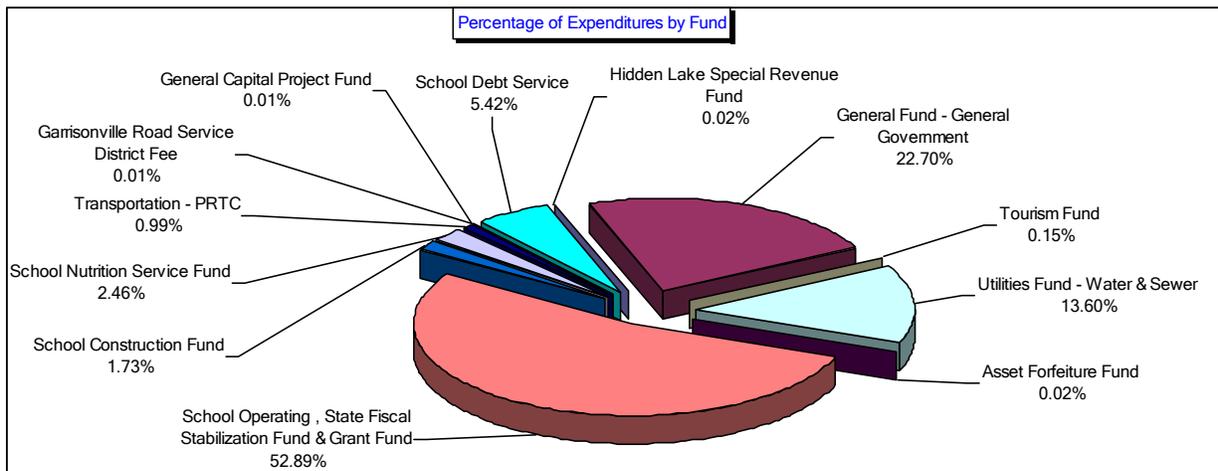
The SVI shows that Stafford County is the lowest among peers for per capita cost of General Government and General Government Administration. It illustrates that Stafford residents are receiving the best value in terms of general government services. The Fiscal Year 2011 Adopted budget makes us an even lower cost provider.



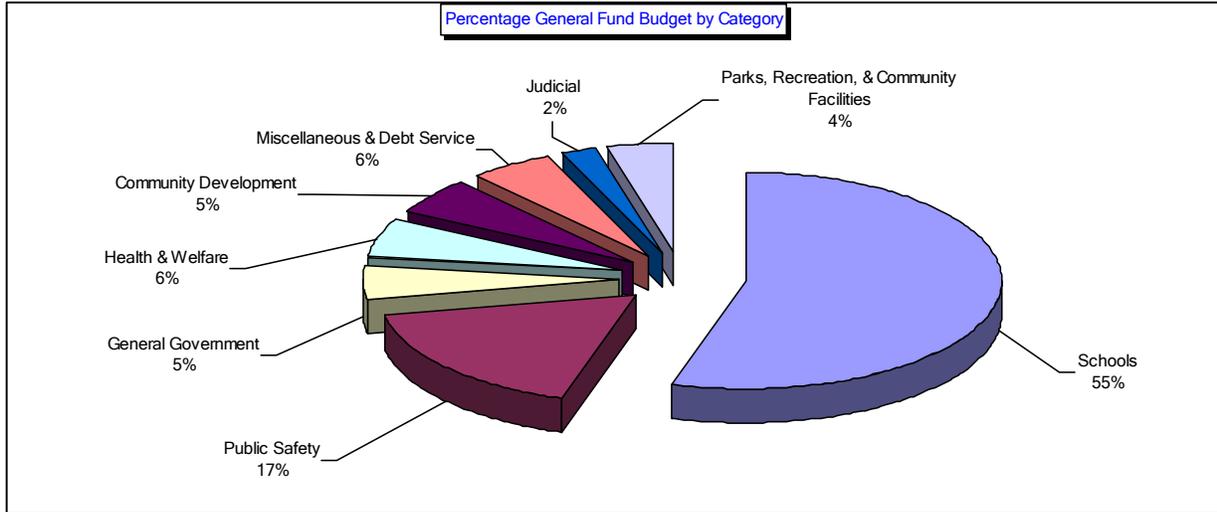
This work was done to prepare us to better respond to the Board’s direction on budget priorities. In January, the Board directed staff to develop a budget consistent with our financial policies and with a real estate rate that would keep the average homeowner’s real estate tax bill level. The adopted budget complies with all financial guidelines and, in fact, with a real estate tax of \$1.10, the average homeowner will pay a lower real estate tax in 2010.

THE FY11 ADOPTED BUDGET OVERVIEW

The FY11 adopted budget totals \$473,787,328 for all funds.



The FY11 General Fund Budget totals \$233,683,467.



The average homeowner's real estate bill is reduced.

The Board of Supervisors adopted a real estate rate of \$1.10 for calendar year 2010. At this rate, the average homeowner's tax bill will decrease by \$85.00. Residents are receiving an excellent value since the County is providing the same level of services, plus the addition of a second library.

There are no other tax rate changes in the budget.

Priorities and required increases are funded.

Public safety budgets remain level with FY2009. Human Services programs are maintained at current levels. The operations at the England Run library are funded, but the regional library system shares in the overall reductions that most County agencies experience. We have funded mandatory increases in property and casualty insurance. This budget renews the annual contribution to the Economic Development Authority.

Our financial standing is improved.

In September 2009, the Board passed a resolution affirming their commitment to work toward enhancing the County's bond rating. During a budget work session, Public Financial Management, Inc. (PFM), the County's financial advisor, made a presentation to the Board during which they identified best practices that would be viewed favorably by ratings agencies:

1. Consistently comply with all financial policies and build a long-term track record of compliance.
2. Grow overall reserve levels.
3. Increase undesignated general fund balance policy minimum to 12% from current 10%.
4. Reduce limitation on outstanding debt as a percentage of taxable assessed value to 3% from current 4.5%.

5. Reduce limitation on annual debt service as a percentage of the general governmental budget to 10% from current 12%.
6. Consistently adopt structurally balanced operating budgets.
7. Consistently demonstrate favorable budget to actual operating results.
8. Annually adopt a 5-year capital improvement plan.
9. Continue to implement budgeting techniques that provide for increased financial flexibility.
10. Increase cash funding of capital projects in the capital improvement plan with the aim of increasing the portion of cash capital that is funded on a recurring basis from the General Fund.
11. Implement multiyear financial forecasting and planning.

The County's excellent financial standing reflects that most of these policies are already being practiced. It is anticipated that the Board will approve revisions to its Principles of High Performance Financial Management that will address increased fund balance and reduced reliance on debt. The approved CIP was formulated using 3.5% debt-to-assessed value and 11% debt service-to-budget ratios, as the County begins its work toward lowering limits to the recommended levels.

This budget is a springboard to achieve the goal of enhancing the bond rating. It is structurally balanced and adheres to all financial policies, as directed by the Board.

The adopted budget adds \$466,000 to fund balance and we project that the FY11 ending fund balance will exceed the 10% policy level. The Board has approved a funding formula for the Revenue Stabilization Reserve, often referred to as a rainy day fund, and the Capital Projects Reserve. These funds were created by the Board last September. Additionally, a Stafford Opportunity Fund Reserve has been created to provide a tool for economic development. A capital improvement plan has been approved and the five-year financial forecast includes projected operating and debt service costs associated with the CIP.

The Board is committed to strong financial management as the rating agencies will pay particular attention to the manner in which we function in these challenging economic times.

Budget Reductions

The FY 2011 budget is \$4.8 million less than the current year. This marks two consecutive years of real dollar budget reductions. The last time the County had two years of real dollar reductions was in 1965.

With declining revenues and mandatory increases, we have made numerous reductions to minimize the impact on services to the public. The proposed budget cuts nine non-public safety positions, five of which are vacant. This means that in the last 2½ years, we have reduced the non-public safety workforce by 82 positions, or 15%.

County Employees

No salary increases of any kind are recommended and employees will see less in their take home paychecks due to increased health insurance costs. The increase was partially mitigated when a holiday in basic life insurance premiums freed up enough

resources to allow the Board to postpone implementation of the next phase of the employee health insurance cost-sharing strategy for one year.

I am proud of our employees who continue to step up to the plate, working longer hours to ensure we provide excellent service to our residents.

State Reductions

The Commonwealth of Virginia continues to struggle with reduced revenues. The final budget adopted by the General Assembly reduced local funding for constitutional officers and human services.

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. The current financial situation is grim at the local, state and federal level. While many economists agree that the “Great Recession” has ended, it is expected that recovery will be long and slow.

Real estate values continue to decline, with the 2010 assessments showing a reduction of 26% in residential values and 11% in commercial values. New construction is estimated at ½ of 1%.

Retail sales are stagnant, unlike many areas in our region and throughout the state, which have seen severe reductions.

DEBT AND CAPITAL PLANNING

This budget fully funds the County’s debt service obligations. In this budget, debt service is \$10.9M for the County and \$25.6M for School Debt. The County Debt Service is decreasing by \$1.3M as existing debt is retired. School debt is lower by \$3.6M, with \$1.2M due to declining outstanding debt and \$2.4M from refunding of VPSA bonds.

The funding for corrections recognizes a savings from the refinancing of debt. The savings are spread over two fiscal years and lower costs in FY11 by \$771,000.

The Capital Improvement Program (CIP) for FY2011-FY2014 is included in this document. The CIP outlines projects based on the County’s ability to afford debt service and operating costs. Affordability of debt-funded projects assumes lower debt limitations mentioned earlier. The CIP includes projections of operating revenues, savings, and expenditures associated with the projects.

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.

SCHOOL FUNDING

The FY11 School Operating Budget, including State Fiscal Stabilization Funds, equals \$237.3M. an increase of 1.6% over FY10. The budget is based on average daily membership of 26,757 students. The budget fully funds the School Board request for Instruction, in accordance with the Board of Supervisors' priority in this area. In recognition of the difficult economic climate, it represents a decrease in non-instructional areas of 2.73%, which is the same amount by which the County's non-public safety budgets were reduced.

State funding for education is expected to decrease from current year levels, although the Local Composite Index, the state's measure of a locality's ability to pay for education, is decreasing. This means that, according to the state, the County is less able to afford funding for schools. This should increase the percent of education costs to be borne by the state. For the next biennium, the Local Composite Index is .3362, compared to .3629 in the current year. Based on the state budget, the Required Local Effort, which is the level of funding required of the County, is \$48.2M. Acknowledging the difficult situation from declining state revenue, the adopted budget provides local funding at \$100.7M or nearly twice the required amount.

VULNERABILITIES

Despite the savings from efficiencies, all needs are not met with this budget. Most County CIP projects are deferred at least a year. The General Fund will not be able to contribute to the OPEB trust beyond the annual pay-go level. Most departments and partner agencies will see a reduction in their funding levels. Capital replacement and maintenance continue to be deferred. Staff development has been curtailed and even the smallest purchases are scrutinized. All of this was undertaken even while demand for services continues to increase.

This budget also does not add resources to our public safety agencies, who continue to do excellent work to keep our citizens safe and secure.

In fact, all of our employees continue to go above and beyond to meet citizens' needs. They work hard every day to make Stafford County the best local government in Virginia.

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.

In FY 2009, Stafford was one of only 19 of Virginia's 95 counties receiving the award. This award is for a one-year term only. Stafford County has received 20 consecutive

awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

SUMMARY

The premise for this budget is simple, but not easy. We have funded critical areas and maintained core services. We continue to push for improved efficiencies in the way we provide services. And we continue to make reductions in staff and costs. We recognize that we must embrace the “new normal” and not expect to just hold out until rosier times return. We must focus on value, invest in our priorities, and move forward. I believe this budget provides the framework for this endeavor.

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

Sincerely,

A handwritten signature in blue ink, appearing to read "Anthony J. Romanello". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Anthony J. Romanello, ICMA-CM
County Administrator



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

[Policy & Goals](#)

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

[General Fund Revenues](#)

This section provides analysis of the General Fund revenues in schedules that 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:

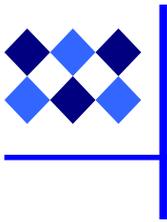
- *Personnel* - Cost related to compensating employees, including salaries, wages, and fringe benefit costs.
- *Operating* - Also known as operating and maintenance costs, these are expenses of day-to-day operations such as office supplies, maintenance of equipment, and contractual services.
- *Capital* - 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](#)

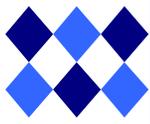
This section presents the Capital Improvements Program (CIP). The CIP is an annual updated plan of project expenditures for public facilities and infrastructure with estimated project and maintenance costs over the planning period. The capital improvement program is a blueprint for planning a community's 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](#)

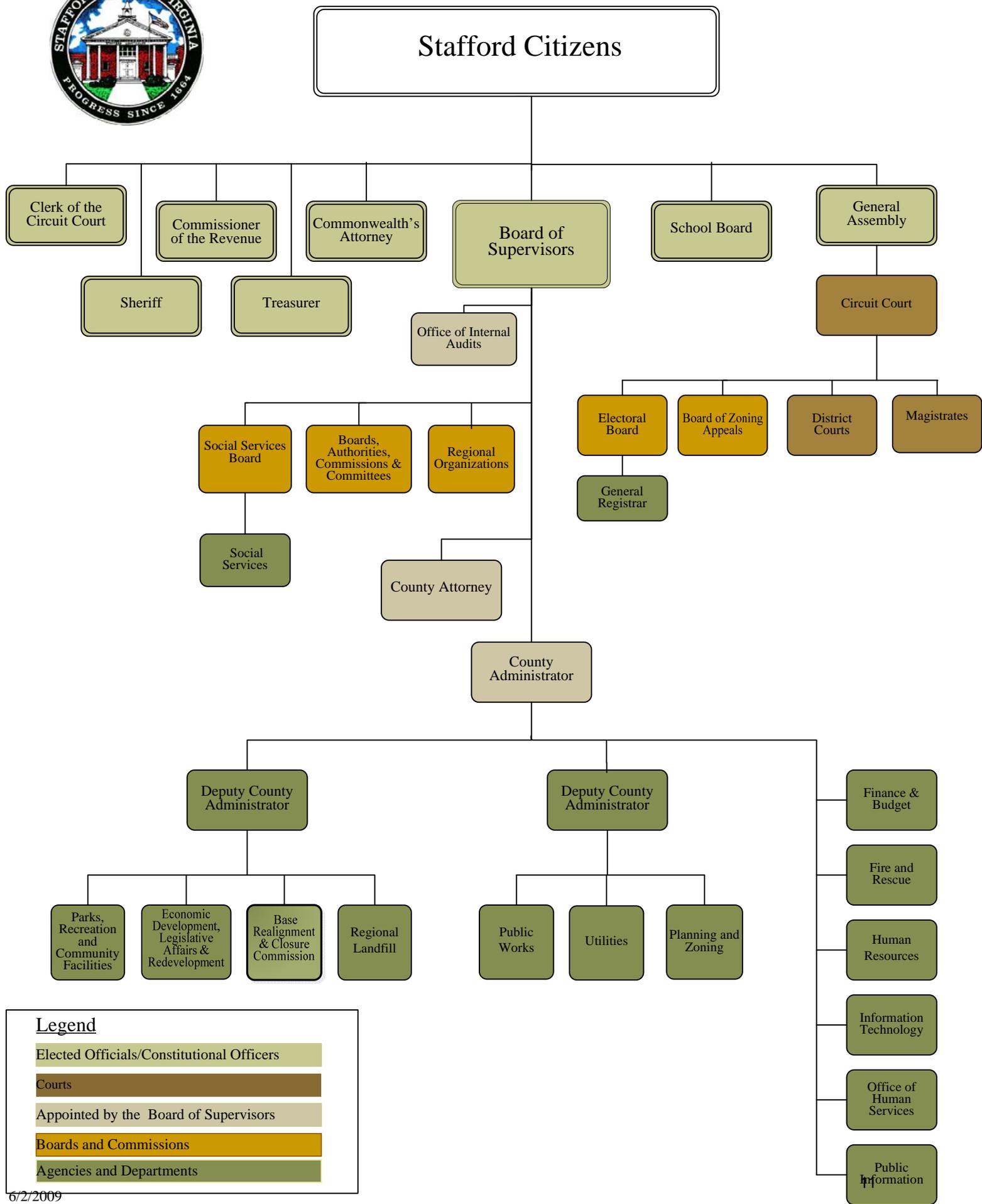
Provides a description of terms frequently used in budgeting.



FY2011 ADOPTED FUNDS INFORMATION

Name & Type	Amounts		Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Revenues	\$105,000	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
	Expenditures	\$105,000	
Fleet Services Fund Proprietary - Internal Service Fund	Revenues	\$3,922,034	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.
	Expenditures	\$3,922,034	
Garrisonville Road Service District Fee Non-major Governmental - Special Revenue Fund	Revenues	\$870,000	Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.
	Expenditures	\$870,000	
Capital Improvements Fund Major Governmental - Capital Project Fund	Revenues	\$230,475	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.
	Expenditures	\$230,475	
General Fund Major Governmental - General Operating Fund	Revenues	\$233,683,467	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.
	Expenditures	\$234,149,653	
Hidden Lake Dam Non-major Governmental - Special Revenue Fund	Revenues	\$72,701	Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
	Expenditures	\$72,701	
School Construction Fund Major Governmental - Component Unit	Revenues	\$8,173,465	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.
	Expenditures	\$8,173,465	
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	Revenues	\$12,764,256	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
	Expenditures	\$12,764,256	
School Health Services Fund Component Unit Proprietary - Internal Service Fund	Revenues	\$24,891,303	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.
	Expenditures	\$24,891,303	
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	Revenues	\$11,609,917	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
	Expenditures	\$11,609,917	
School Operating Component Unit Major Governmental	Revenues	\$222,931,208	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.
	Expenditures	\$222,931,208	
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	Revenues	\$879,033	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
	Expenditures	\$879,033	
State Fiscal Stabilization Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	Revenues	\$14,330,732	This fund accounts for the school operating fund state fiscal stabilization revenues.
	Expenditures	\$14,330,732	
Tourism Fund Non-major Governmental - Special Revenue Fund	Revenues	\$1,205,000	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
	Expenditures	\$1,205,000	
Transportation Fund Major Governmental - Special Revenue Fund	Revenues	\$4,675,948	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.
	Expenditures	\$4,675,948	
Utilities Fund Proprietary - Enterprise Fund	Revenues	\$64,308,933	The Water and Sewer Fund is the only Enterprise Fund. This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
	Expenditures	\$64,308,933	

COUNTY OF STAFFORD, VIRGINIA



Legend

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



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.



FY2011 STAFFORD COUNTY AT A GLANCE

Area Demographics



Formed as an Independent County	September 27, 1664
Area	277 sq. miles/177,280 acres
Resident Population	126,000
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator

Legislative Districts

Registered Voters (January 2010)	72,405
Garrisonville	Mark Dudenhefer, Chairman
Aquia	Paul V. Milde III, Vice Chairman
George Washington	Harry E. Crisp II
Hartwood	Gary F. Snellings
Rock Hill	Cord A. Sterling
Falmouth	Susan B. Stimpson
Griffis-Widewater	Robert "Bob" Woodson

Bond Ratings

Fitch	AA
Moody's	Aa2
S & P	AA-

Tax Profile

Adopted Real Property Tax Rate	1.10
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.

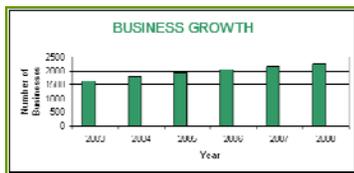
Assessed Taxable Value of Real Property \$12.5 billion

Employment/Business Profile

At Place Employment (March 2008) 35,290

Commercial Projects in Stafford

- 742,600 square feet of new commercial space
- 198,319 square feet under construction
- 2,617,059 square feet of site plans submitted
- 80 projects in the pipeline



Year	# of Businesses
2008	2242
2007	2132
2006	2061
2005	1948
2004	1793
2003	1640

Forbes.com

"Best Place to Get Ahead"

- Ranked 1st in Job Growth (localities above 30,000)**
- Ranked 5th in Wage Growth in the State of Virginia**
- Ranked 3rd in Business Growth in the State of Virginia**

Key Phone Numbers

Commissioner of the Revenue	658-4132
County Administrator's Office	658-8605
Health Department	659-3101
Landfill - Administrative Office	658-4590
Landfill - Eskimo Hill Road	658-4592/7119
Landfill - Belman Road Recycling Ctr.	374-5086
Parks, Recreation and Community Facilities	658-4871
Planning	658-8668
Public Works	658-8650
Registrar	658-4000
Treasurer	658-8700
Treasurer - DMV Select	658-8715
Utilities - Billing	658-8616
Utilities - Emergency	658-8695
Utilities - Emergency (After Hours)	658-4857

For additional information visit Stafford County's website at www.co.stafford.va.us



FY2011 STAFFORD COUNTY AT A GLANCE

County Budget

Total Budget (all funds)	\$473,787,328	Local School Transfer (includes debt service)	\$126,319,712
Total General Fund Budget (includes schools)	\$233,683,467	Total School Funds (expenditures and debt service)	\$295,435,516
County Budgeted Positions (includes public safety)		School Positions	3,793
full-time	817	School Enrollment (ADM)	26,757
part-time	164		

FY2011 - A Budget Three Years in the Making

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

November 2007	-\$5.4 million	January 2009	-\$0.8 million
February 2008	-\$0.6 million	January 2010	-\$1.2 million
October 2008	-\$3.6 million		

FY2011 Budget Highlights

The FY2011 Adopted Budget guiding principles:

- Maintain level real estate tax bill for average homeowner
- Follow the Principles of High Performance Financial Management
- Level School transfer and public safety budgets
- Fund required expenditure increases
- Maintain core services

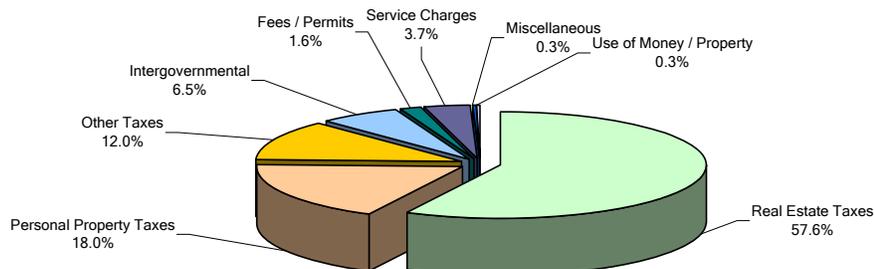
Budget Summary	in millions	FY 10 Adopted	FY 11 Adopted	\$ Change	% Change
Expenditures		\$238.5	\$233.7	(\$4.8)	-2.0%
Revenues		\$239.0	\$234.2	(\$4.8)	-2.0%
To Fund Balance		\$0.5	\$0.5	\$0.0	

Focus on Value

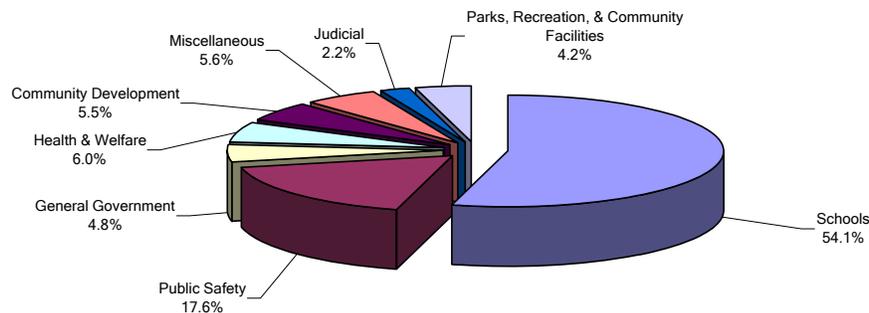
Invest in Priorities

Move Forward

General Fund Revenues



General Fund Expenditures





ACCOMPLISHMENTS



Courthouse Area

Redevelopment Master Plan. After more than 10,000 hours of work and 11 public meetings, the Redevelopment Master Plan was completed in 2009. The plan focuses on redeveloping four areas of Stafford County - Boswell's Corner, the Courthouse area, Falmouth and the area west of U.S. 17 - to make them more appealing to businesses and citizens.



Stafford Hospital Center. Stafford's first hospital opened in early 2009. The center is a full-service, acute-care hospital with 100 inpatient beds and room to grow. It offers emergency services, maternity care, a heart and vascular center, imaging services, rehabilitation and surgical services.



Public Day School Opens. In 2009, the Heather Empfield Public Day School and Transition Center opened. Its mission is to create a collaborative system of high quality and cost effective services for high-risk children and their families that is child-centered, family-focused, and community based. The school serves students with Autism and with intellectual and emotional disabilities.



England Run Library. The groundbreaking for the new library in south Stafford took place in the spring of 2009. The 30,000 square-foot facility will feature comfortable seating areas, flexible meeting spaces, self-checkout technology, a drive-thru book drop, youth room with wireless access, fireplace and a coffee station. The children's area will contain a nine-foot-tall acrylic structure shaped like a sun to that will serve as the center for the library's children's story hour program. The library is scheduled to open in 2010.



Stafford Citizens Academy. The first Stafford Citizens Academy was held in the summer of 2009. The course runs once a week for just over a month, and is open to any interested individual. Sessions are taught by staff and focus on various topics including the Board of Supervisors, the County budget, departmental roles and responsibilities, and public safety. The academy is scheduled to run twice a year.



ACCOMPLISHMENTS



Rocky Pen Run Reservoir. Progress continues on the County's third water reservoir. The intake for the reservoir on the Rappahannock River, foundation work on the dam, and the engineering and design for the England Run Water Tank and the Greenbank Road Waterline were completed in 2009. The reservoir will hold approximately 5.3 billion gallons of water. Construction is scheduled to be completed in 2012.



Parks and Recreation Bond Referendum. 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.



Opening of Station 14 and Courthouse Station 2. Two fire and rescue stations were opened in Stafford last year. Station 14 is located in a renovated farmhouse in north Stafford and is home to a paramedic engine. Station 2, the second County-built fire and rescue station, serves as headquarters for Volunteer Fire Company 2, Volunteer Rescue Company 1, and as a base for a career medic unit.



Acquisition of Crow's Nest - Phase 2. Officials from Stafford County, the Virginia Department of Conservation and Recreation, local residents and representatives from local, state and national conservation groups celebrated the acquisition of 1,100 acres of the Crow's Nest peninsula in eastern Stafford County. This second acquisition brings the total of acres protected at Crow's Nest to 2,870. The property is recognized as one of the most significant natural areas remaining on the East Coast.



Park Facilities Improvements. In response to the need for rapid improvement in the quality of the popular fields at Smith Lake Park, synthetic turf fields were constructed in 2008 and opened in the spring of 2009. The fields have permanent markings inlaid for full-size soccer, small-sided soccer, football, lacrosse, and field hockey to allow for maximizing the potential use of the fields. In addition, a new playground opened at Brooks Park last year. It was specially designed to encourage children to get involved in physical activities that helps improve their muscle tone and balance.



ACCOMPLISHMENTS



Stafford Campus of Germanna Community College. Governor Tim Kaine came to Stafford to celebrate the opening last fall of the first Stafford campus of Germanna Community College. The Germanna Center opening was made possible in part through a \$300,000 grant from Stafford's Economic Development Authority. The center served 643 students in its first semester.



Wayfinding Signage Approved. The Board of Supervisors approved the design for the wayfinding signage program last fall. The signs showcase a young George Washington at play. Once constructed, the signs will welcome people to Stafford, and will provide guidance around the county to various historically significant sites.



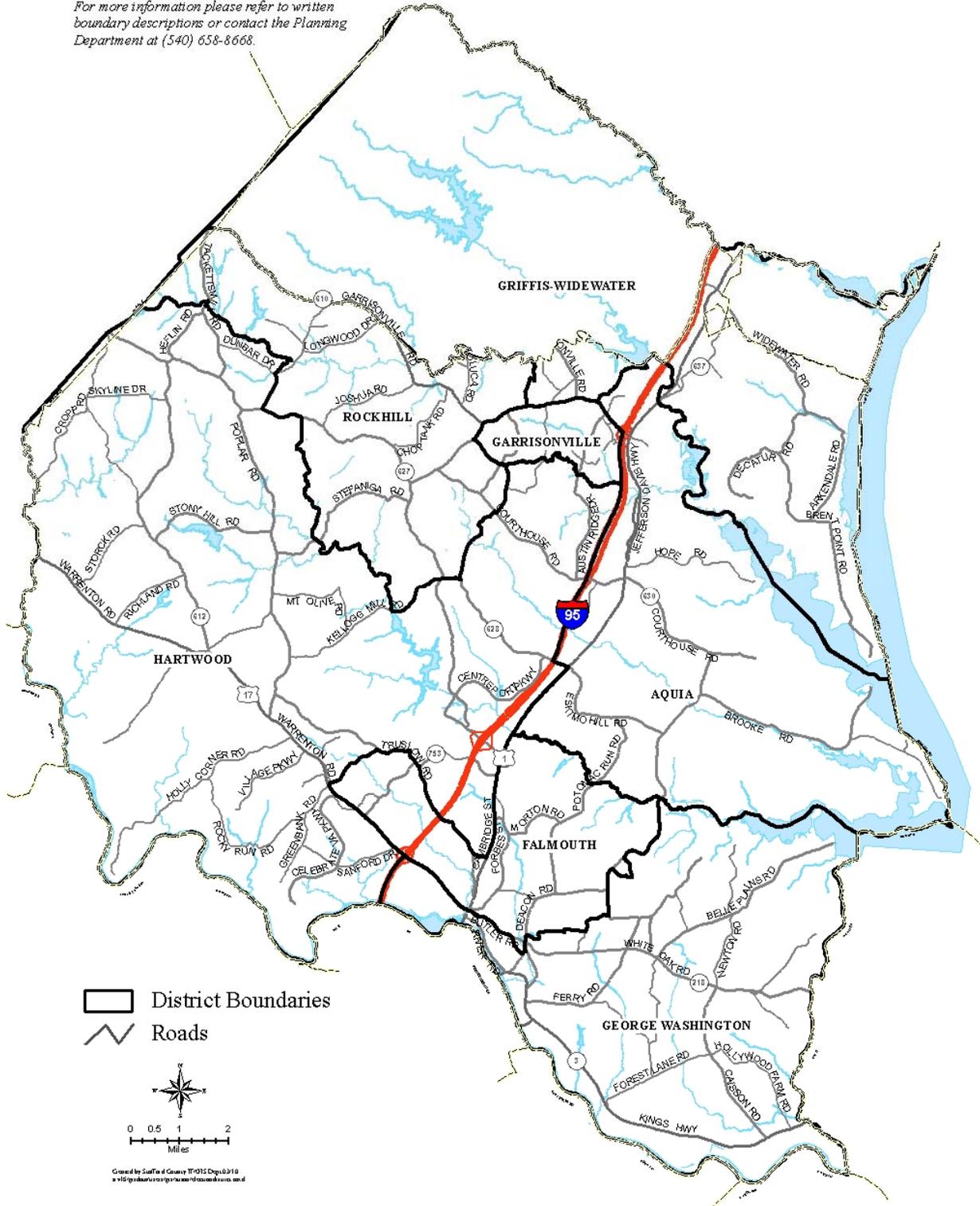
FISCAL YEAR 2011 BUDGET CALENDAR

October 20	Work Session <ul style="list-style-type: none">• Preliminary prior year balances• 1st quarter review of fiscal year• Preliminary budget overview to include: BOS/School Board Joint work session
November 17	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards Proposed CIP work session
December 1	Public Hearing and adoption of CIP
December 15	Audit Report
January 19	Work Session <ul style="list-style-type: none">• Final prior year balances• Mid-year review• Revenue trends for upcoming budget• Feedback from Board
March 2	County Administrator presents Proposed Budget
March 10	Finance, Audit and Budget Committee Meeting
March 16	Budget Work Session
March 23	Special Meeting - Authorize a Public Hearing
March 24	Finance, Audit and Budget Committee Meeting
March 31	Finance, Audit and Budget Committee Meeting
April 13	Budget Work Session & Public Hearing
April 15	Work Session with School Board
April 19	Finance, Audit and Budget Committee Meeting
April 20	Adopt Budget



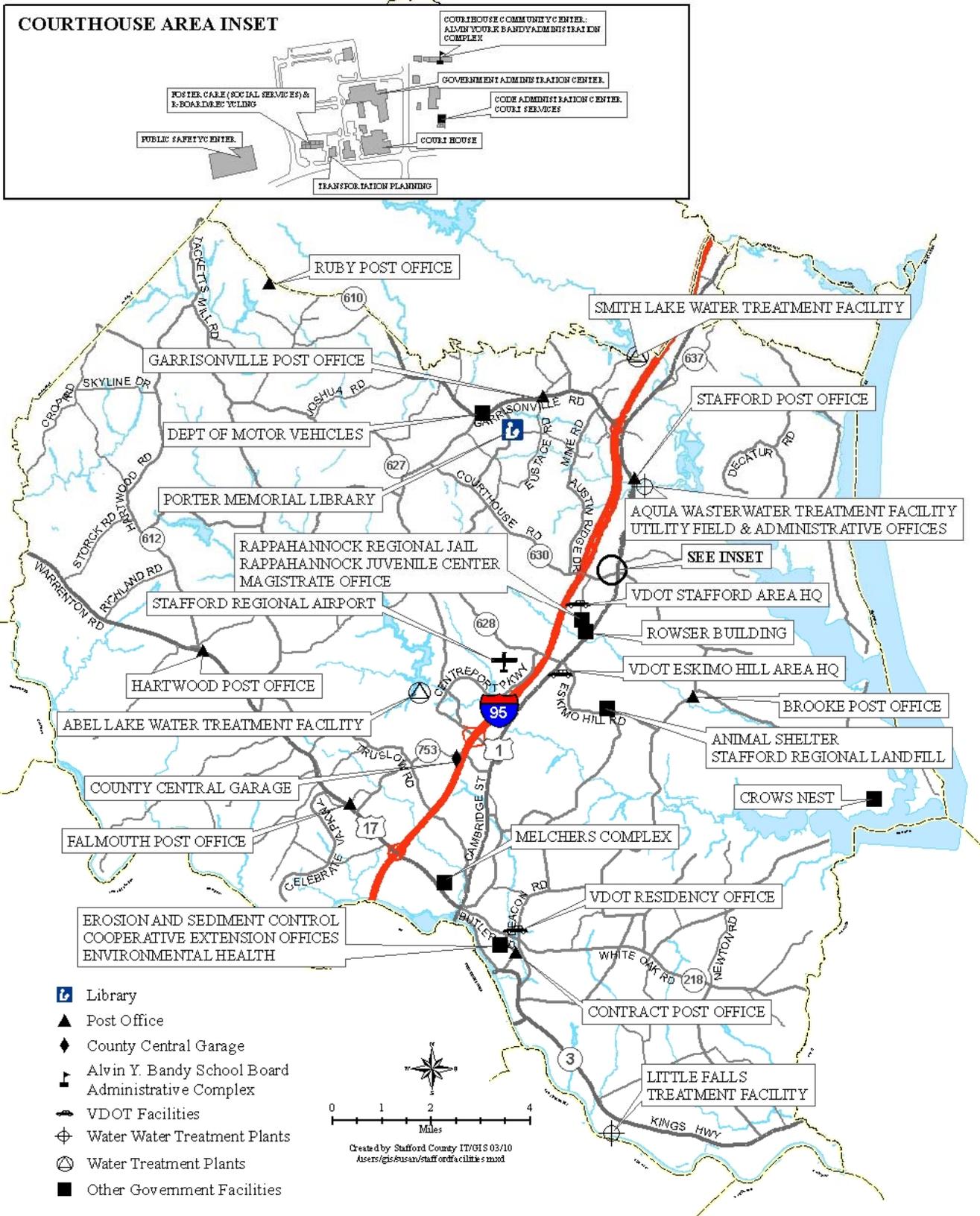
ELECTION DISTRICT BOUNDARIES

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



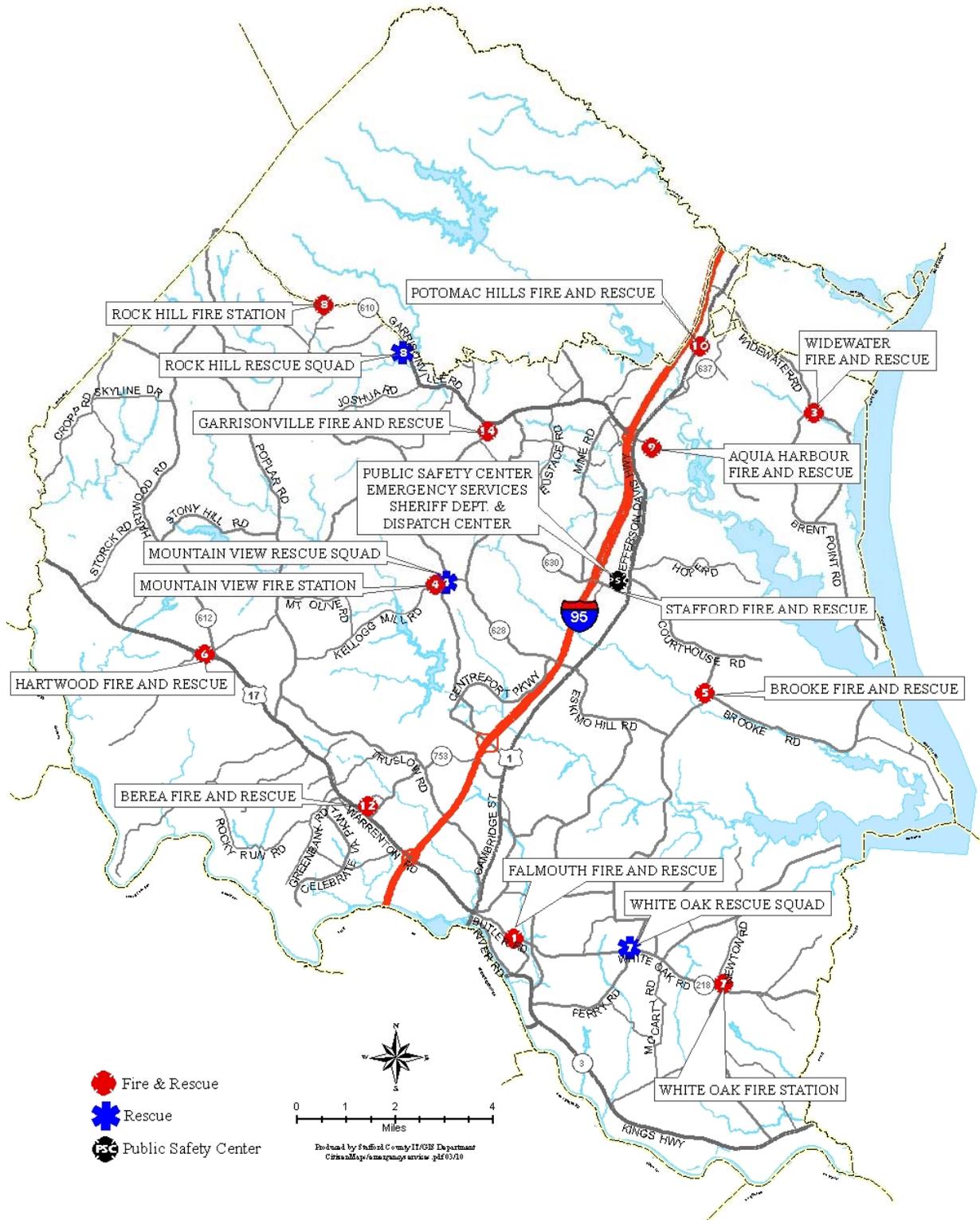


STAFFORD COUNTY FACILITIES



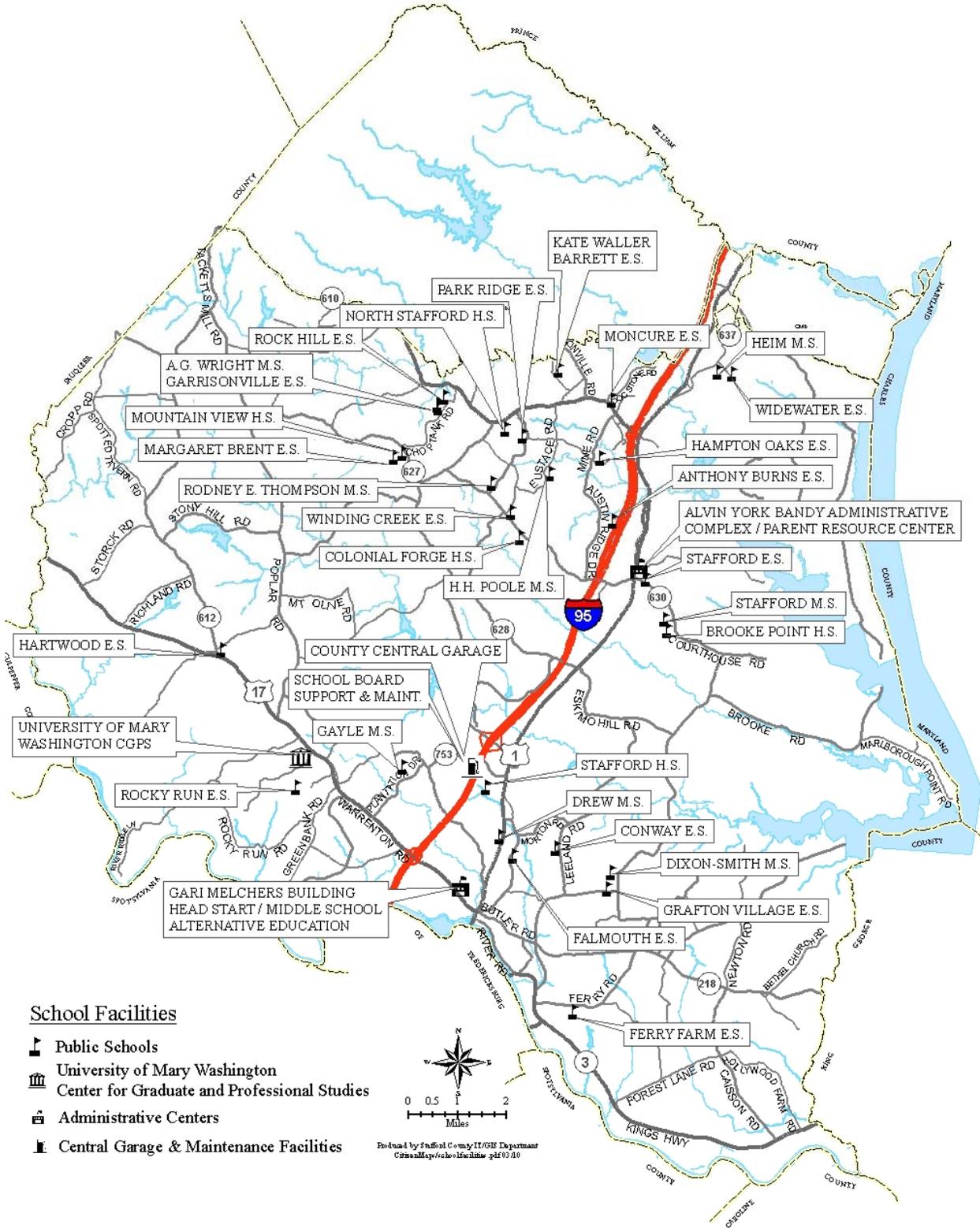


EMERGENCY SERVICES





STAFFORD COUNTY SCHOOL FACILITIES







POLICY AND GOALS

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

- 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

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

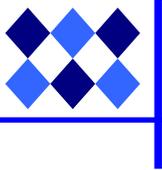
We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.

**Stafford County
Belongs To All Of Us**



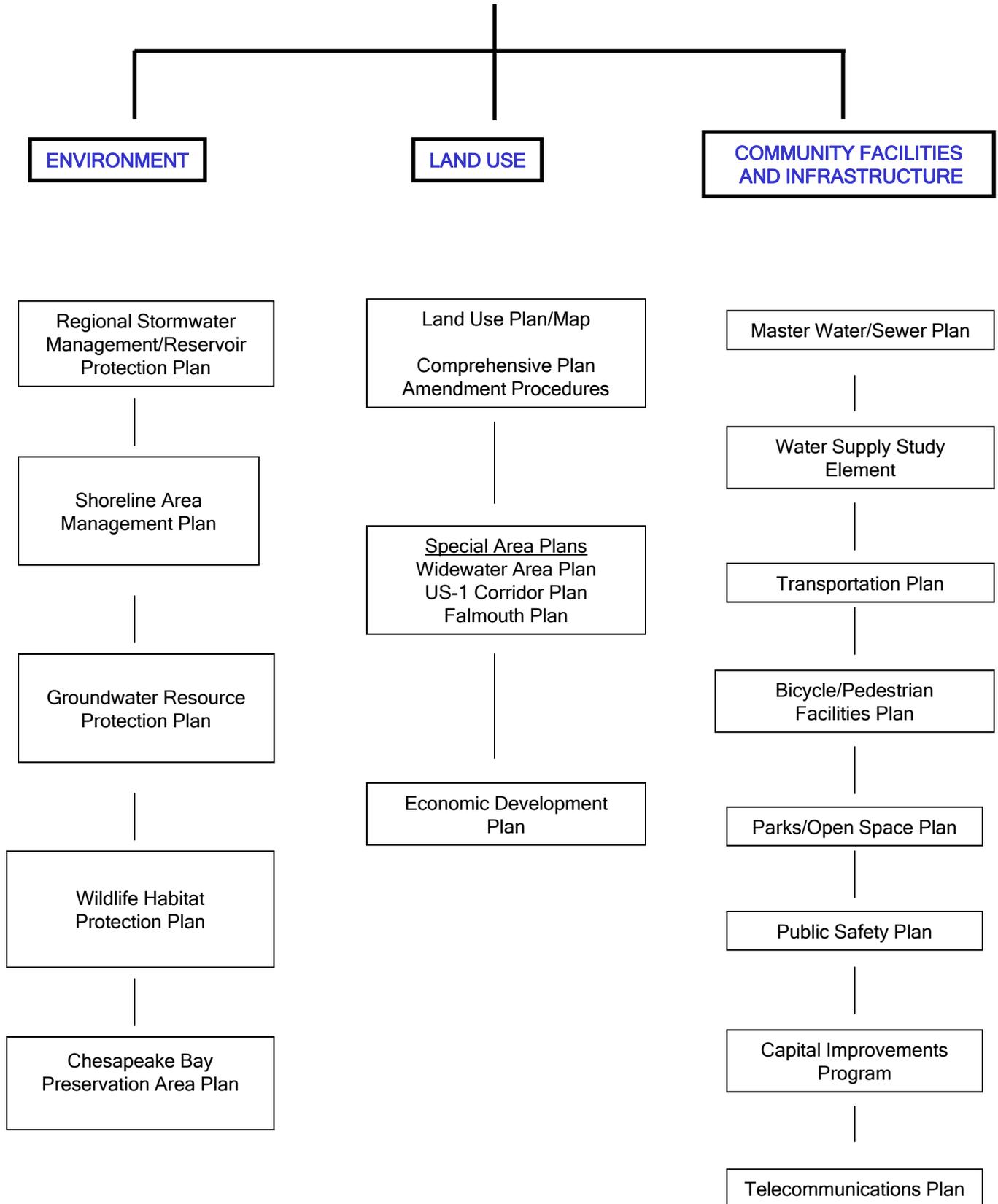


COUNTY PLANNING PROCESSES

	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	Five year plan that includes project listing by plan year	County Administrator submits plan for County approval by resolution with possible amendments.	Provides predictable funding level from year to year to allow adequate planning for debt service requirements & operating costs of new facilities & infrastructure improvements.
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 Project Plan	A long-range plan designed to improve stormwater run-off quality and quantity through use of regional ponds	Code Administration has developed a plan of Regional Ponds designed to serve multiple developments. This plan will reduce the use of on-site stormwater management facilities located at each department. Stafford County will maintain the ponds.	The construction of the ponds is funded through proffers and prorated payments made by each user. Construction or maintenance may be funded in total by a stormwater utility, if established by the Board of Supervisors.
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



COMPREHENSIVE PLAN





COMPREHENSIVE PLAN

INTRODUCTION

Established in 1664, Stafford County is one of the oldest counties in Virginia. Stafford County is located approximately 40 miles south of Washington, D.C., and sixty miles north of Richmond, Virginia. The County covers 277 square miles of generally level to rolling land, with elevations ranging from sea level to 425 feet. The County is bordered by Prince William County on the north, Fauquier County and Culpeper County on the west, Spotsylvania County and the City of Fredericksburg on the south, and the Potomac River and King George County on the east (see Figure 1.1). A majority of the County's land is vacant or forested.

The County's proximity to major industrial and commercial markets, combined with its high percentage of vacant or forested land, is attractive for residential, commercial, and industrial development. Since Stafford County is located within commuting distance of major employment centers to the north and south, the County continues to face increases in residential land use proposals from developers eager to meet the demand for housing. As a location central to major markets, the County also continues to plan for and encourage industrial and commercial land use proposals.

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

HISTORY OF STAFFORD COUNTY

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

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

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

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

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



COMPREHENSIVE PLAN

Stafford County has a rich history from pre-colonial days to the industrialization of the nineteenth century. The County has important associations with major events and people in our nation's history. This history is documented by the County's rich archaeological and architectural remains. Stafford County recognizes the importance of its early architecture and history and is working to preserve its historic resources.

PURPOSE/CONTEXT OF THE LAND USE PLAN

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

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

Although the Land Use Plan establishes development policies, which guide land use decisions, this Plan is not a development ordinance. The County's zoning, subdivision, erosion and sediment control, and stormwater management ordinances regulate land use and site development. This Plan, however, provides a foundation for reviewing proposed changes in the use of property and serves as the basis for amendments to the County's development-related ordinances.

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

LEGAL BASIS FOR THE COMPREHENSIVE PLAN

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

HISTORY OF COMPREHENSIVE PLANNING IN STAFFORD COUNTY

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

Comprehensive planning efforts continued into the early 1970's primarily through the assistance of the Rappahannock Area Development Commission (RADCO). In 1973, increases in staff permitted a greater focus on long-range planning issues. Further impetus to bolster comprehensive planning efforts resulted from growth pressures during the 1970's, as well as changes in planning legislation made by the 1975 Virginia General



COMPREHENSIVE PLAN

Assembly. The 1975 General Assembly amended the law to require local governments to adopt comprehensive plans by July 1, 1980. As a result of these combined factors, the Stafford County Board of Supervisors adopted a new comprehensive plan, the *Comprehensive Development Plan*, on April 17, 1975. This Plan was amended in June 1979, and July 1980; in February 1986, the Central Stafford U.S. Route 1 Corridor Development Plan was added.

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

environmental, land use, and historic inventories, which would be used as a foundation in determining appropriate land uses. The location of major transportation routes, existing public utilities, and existing public facilities was also considered. The intention was to identify areas for growth that limited impacts on environmental and historic resources and took advantage of

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

These efforts culminated in the adoption of a new County Land Use Plan as the first component of the County's Comprehensive Plan, in July 1988. This Land Use Plan provided a basis for the development of numerous Comprehensive

Plan components and planning documents. These plans identify the various needs for the County relative to parks, schools, utilities, public safety, and transportation, while also identifying a course for development of plans to protect sensitive

environmental resources. The Land Use Plan was now being used to determine the needs of the County in several important areas. Water and sewer lines were sized to accommodate land uses in the Plan, road improvements would be directly related to the Plan, as would the potential needs of the County for parks, schools, fire/rescue, libraries, and other services.

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

USING THE LAND USE PLAN

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



COMPREHENSIVE PLAN

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

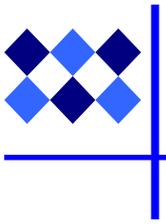
The Plan documents the existing opportunities and constraints in the County relative to the natural and man-made environment, including those public services presently available to County residents and businesses. The Plan then evaluates these resources and provides goals, objectives, and implementation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

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

understanding of the issues, goals, objectives, definitions, principles, and strategies described herein. Ultimately, final interpretation and implementation is the responsibility of the Board of Supervisors.

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

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



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Land Use

Goal 1:

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

Objectives and Strategies

A. Urban / Suburban Commercial

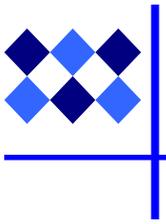
1. Plan sufficiently large, contiguous areas of land for well-designed, urban and suburban commercial development on arterial and/or major collector roads which are adequate to handle the traffic generated by potential uses.
2. Direct new Urban and Suburban Commercial development to locate within areas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

B. Rural Commercial

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

C. Office

1. Plan sufficiently large areas for well-designed office uses.
2. Direct new office development to locate within areas designated on the Land Use Plan map for such development.
3. Encourage development of low-rise office buildings where developing adjacent to existing low-rise residential uses.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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

D. Industrial

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

Goal 2:

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

Objectives and Strategies

1. Establish an information system database containing the basic physical and demographic characteristics generally required by businesses desiring to locate in the County.
2. Support proposals which streamline the federal, state, and local permitting and plan approval process for businesses.
3. Assist businesses in identifying opportunities for federal, state, and local financing of infrastructure development.
4. Develop an economic development plan which more definitively identifies target industries and, subsequently, recommends programs to enhance the County's position in attracting these businesses.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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

Goal 3:

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

Objectives and Strategies

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

Goal 4:

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

Objectives and Strategies

1. Direct new residential development to locate within areas designated on the Land Use Plan map for such development at the destiny proposed for the specific designation.
2. Provide for land use designations which promote suburban and urban residential densities.
3. Provide a transition of residential density between urban/suburban uses within the Urban Service Area and rural residential uses outside of the Urban Service Area.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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

Goal 5:

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

Objectives and Strategies

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



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

8. Establish design review guidelines for rural area development to ensure aesthetically pleasing and environmentally sensitive design.

Goal 6:

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

Objectives and Strategies

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

Environment

Goal 7:

Preserve and enhance the County's natural resources.

Objectives and Strategies

1. Direct more dense residential and intense commercial and industrial uses to locate and develop to minimize impact on sensitive environmental resources such as wetlands, floodplains, steep slopes, water supply reservoirs, groundwater, poor soils, streams and rivers, forested areas, and shorelines.
2. Protect the County's drinking water supply reservoirs from the negative effects of man-made environments (e.g., nonpoint source pollutants, sedimentation, pesticides, and fertilizers) through designation of a reservoir protection overlay district.
3. Implement a stormwater management program which encourages the use of best management practices for all land development and agricultural and silvicultural activities, and the implementation of regional facilities.
4. Implement a groundwater resource protection program which ensures that shallow and deep groundwater aquifers are not contaminated or adversely depleted.
5. Discourage development within the 100 year floodplain.
6. Encourage development designs which complement rather than disrupt the natural environment, including Low Impact Development designs.
7. Protect and preserve the scenic and water quality of rivers and streams through the implementation of a buffer zone adjacent to these features and the implementation of measures which will protect shorelines from erosion. Consider an additional 100' buffer from the edge of the RPA on major water bodies such as the Rappahannock and Potomac Rivers and the Chopowamsic, Aquia, Potomac and Accokeek Creeks.
8. Protect tidal wetlands and strategic nontidal wetlands that support aquatic species and vegetation.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

9. Protect the habitats of threatened and endangered species through establishment of habitat conservation overlay districts. Require habitat assessment and mitigation measures during the development process.
10. Implement the strategies in the Wildlife Habitat Protection Plan through ordinance regulations.
11. Preserve large stands of trees and existing vegetation during the development process.
12. Direct developments to protect slopes greater than 25 percent especially those adjacent to streams and rivers.
13. Direct developments to locate in areas where the underlying soil is suitable to support the proposed use.
14. Pursue implementation of regional stormwater management systems that control run-off from all land development projects in urban and suburban areas.
15. Pursue implementation of a stormwater management utility.
16. Continue the Septic Pump-out Program requiring the pump-out of certain private septic systems located within a Chesapeake Bay Preservation Area on a five year cycle.
17. Promote subdivision design that allows for contiguous open space that may function as migration corridors for flora and fauna. Require minimum open space ratios for the parent tract, and increase buffers along Resource Protections Areas which act as migration corridors.
18. Promote subdivision design that maximizes the benefit of open space to homeowners and the environment, by including provisions for usable open space.
19. Develop a rating scheme for known wetlands systems.
20. Continue implementation of the adopted Shoreline Area Management Plan.
21. Pursue a reevaluation of County floodplain maps.
22. Promote establishment of conservation easements in areas containing sensitive resources.
23. Require environmental conditions inventory and mitigation plan for new development.
24. Adopt a Green Infrastructure Plan which integrates natural, cultural, heritage, environmental, protected, passive and active resources into one related system which ensures quality of life throughout the County. Green Infrastructure would include rivers, stream corridors, floodplains and wetlands, lakes, reservoirs, steep slopes, protected forests and vegetative landscapes, wildlife habitats, heritage resources, scenic corridors, parks, greenways, trails and recreational facilities.

Goal 8:

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

Objectives and Strategies

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



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Goal 9

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

Objectives and Strategies

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

Community Facilities

Goal 10:

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

Objectives and Strategies

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



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

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

Goal 11:

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

Objectives and Strategies

1. Ensure that every residential development provides for the parks and recreational needs of their immediate community. Include design standards based on development size.
2. Coordinate the establishment of district, community, and regional parks and recreational facilities.
3. Establish parks and recreational facilities with deference to the physical environment.
4. Ensure that sensitive environmental resource areas are preserved in their natural state to provide passive recreational opportunities.
5. Ensure that appropriate access is provided to all parks and recreational facilities based on their projected design and use.
6. Locate district and community parks and recreational facilities to be easily accessible to major population centers.
7. Implement measures that ensure that parks and recreational facilities are constructed in a phased manner as development occurs.
8. Ensure that district, community, and neighborhood parks are developed with adequate recreational facilities, including multipurpose sports fields, community pools, etc., and equipment to meet the needs of children and adults in the community.
9. Establish specialty parks which provide opportunities for specific activities which reflect the needs and character of the immediate community.
10. Construct, when feasible, stormwater management facilities, especially regional facilities, so that they are also available for recreational use by the community.
11. Establish a strong maintenance program which ensures upkeep of all parks and recreational facilities relying primarily on community support.
12. Establish a financial management program which identifies available fiscal resources and programs funds to priority parks and recreational projects.
13. Seek federal and state funds for parks and recreation projects.
14. Develop public boat access to major water bodies within the County.
15. Provide a network of bicycle and pedestrian paths to facilitate safe and enjoyable cycling and walking experiences for the purpose of both transportation and recreation, in accordance with the Bicycle/Pedestrian Facilities Plan, dated April, 1996.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

Public Infrastructure

Goal 12:

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

Objectives and Strategies

A. Overall

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

B. Water

1. Provide adequate water supply and treatment to development projects within the Urban Service Area or an identified water pressure zone to meet the present and future need of the County.
2. Ensure adequate water volumes and pressures are achieved to ensure proper fire flows for residential and commercial uses.
3. Provide public water service, when it is determined to be financially feasible, to those residences where well-water is unavailable or is subject to contamination.
4. Protect the County's drinking water supply reservoirs from the negative effects of development, including nonpoint source pollution, sedimentation, and chemicals (pesticides and fertilizers) by designating a reservoir protection overlay zone.
5. Own and operate all water utility systems constructed in the County (excluding private wells for individual homes or businesses).
6. Require development projects which are inconsistent with the Land Use Plan to determine and mitigate their impact on the identified public utility system through utilization of appropriate engineering calculations.
7. Develop a program to ensure that all county residents have access to a safe and clean water supply.

C. Sewer

1. Provide adequate wastewater treatment for land development projects within the Urban Service Area to meet the present and future needs of the County.
2. Preclude the use of public pumping stations unless they are identified in the adopted Master Sewer and Water Plan.
3. Preclude development designs which require the use of a low pressure sewer system for individual residential units.
4. Preclude the use of temporary pump stations for residential development.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

5. Own and operate all sewer utilities constructed in the County (excluding private septic systems for individual homes or businesses).
6. Preclude non-municipal point discharges.
7. Consider a recycling program for wastewater from sewage treatment facilities.

Goal 13:

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

Objectives and Strategies

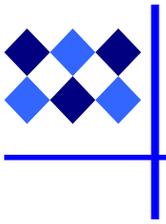
1. Establish a microwave network that supports the telecommunication needs of emergency services, the sheriff, and local businesses.
2. Eliminate dead zones in the County's telecommunication network. Support the establishment of telecommuting centers in the County and the region.
3. Encourage the co-location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

Goal 14:

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

Objectives and Strategies

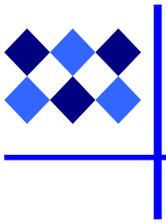
1. Achieve a balanced transportation network that implements the County's Land Use Plan and allows roadways within the County to achieve a target level of service that promotes efficient and safe operation in order to promote economic development and provide for the well-being of County residents.
2. Implement the goals of the adopted County Transportation Plan and Bicycle and Pedestrian Facilities Plan component.
3. Develop and maintain a transportation system network plan to meet the land use and development goals of the County, which focuses on utilizing existing transportation facilities supplemented with strategically placed new facilities.
4. Provide transportation facilities that promote economic development within the County by establishing transportation facilities that operate efficiently and safely.
5. Design and construct transportation facilities that are compatible with environmental, air quality, energy conservation, and cultural and historic resources and initiatives.
6. Promote alternative modes of transportation to more effectively address traffic demands on the transportation network.



COMPREHENSIVE PLAN GOALS AND OBJECTIVES

7. Support establishment and expansion of regional transportation programs and facilities, including commuter rail, rideshare and paratransit services, bus service (including feeder bus service to central commuting locations), the planned regional general aviation airport, and community and regional pedestrian and bicycle facilities. Consider expansion of the Fredericksburg Regional Transit bus service to urban areas such as along Garrisonville Road, and commuter rail facilities.
8. Plan future transportation facilities that are implemented from a physical, fiscal, and political standpoint and that are physically and aesthetically compatible with the character of the County.
9. Design transportation facilities such that communities are not divided or otherwise adversely impacted, including design to minimize cut-through traffic and mitigating noise impacts from major transportation facilities.
10. Pursue development of transportation access plans for major collector and arterial roadways.
11. Adopt Highway Corridor Overlay zoning districts along all arterial roadways.
12. Study pedestrian safety issues along major collector and arterial roadways.





PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

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

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

DEBT LIMITATIONS

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

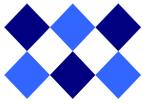
CAPITAL IMPROVEMENT PROGRAM (CIP) AND BONDED DEBT SERVICE AFFORDABILITY GUIDELINES

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

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

UNDESIGNATED FUND BALANCE

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



PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

3. The amount in excess of the minimum undesignated fund balance will be reserved for future capital projects divided equally between the Schools and General Government in order to reduce the County's reliance on debt.

General Fund Budget Guidelines

- Stafford will prepare and approve an annual budget. The County will annually adopt and execute a budget for such funds as may be required by law or by sound financial practices and generally accepted accounting principles. The budget shall control the levy of taxes and the expenditure of money for all County purposes during the ensuing fiscal year. The County budget shall be balanced within all available operating revenues, including fund balance, and adopted by the Board of Supervisors.
- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.
- Stafford County does not intend to issue tax or revenue anticipation notes to fund operations. The County intends to manage cash to prevent borrowing to meet cash flow needs.
- The school's share of the general government revenues will be 100% of meals tax revenues and an appropriate amount to ensure a globally competitive school system. The school operating transfer will be the difference between the school's share of general government revenues and school-related bonded and lease debt service.
- An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects.
- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

Budget & Finance Committee

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

Budget Reviews

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

Tax Trigger Provision

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

Periodic Policy Review

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



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, revenues, borrowing and must be approved by the governing body prior to the beginning of the fiscal year.

The provision of funds in the budget does not create an obligation on the part of the Board to appropriate those sums during the year. Appropriations by official action of the Board of Supervisors are necessary before budgeted funds are available for expenditure. No amount may be budgeted unless the Board of Supervisors possesses legal authority to expend the funds, whether or not the appropriation is actually made. Thus, the Board of Supervisors may not adopt a budget that creates a deficit. The County budget must be balanced within all available operating revenues, including fund balance. 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 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 1 percent or more in the total real property tax levied, notice must be given at least 30 days before the date of the hearing by the publication of a notice in at least one newspaper of general circulation **and** a prominent public location at which notices are regularly posted in the County Administration building and shall follow below format:
 - Notice shall be at least the size of 1/8 page of a standard size or tabloid size newspaper;
 - Headline in the advertisement shall be in a type no smaller than 18-point; shall read "NOTICE OF PROPOSED REAL PROPERTY TAX INCREASE"; and



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

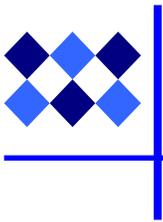
Budgets are adopted on a basis consistent with GAAP. Annual operating budgets are adopted for all funds. The basis of budgeting is the same as the basis of accounting used by the County, except that depreciation expenses are not budgeted.



FUND STRUCTURE

County Funds	Type of Fund	Fund Description
General Fund	Governmental - General Operating Fund of the County	This fund is used to account for all financial resources except those required to be accounted for in another fund.
Capital Projects Fund	Governmental - Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities.
Utilities Fund	Proprietary - Enterprise Fund	This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
School Operating Fund	Governmental - Component Unit	This fund accounts for the operations of the County's public school system.
School Nutrition Service Fund	Governmental - Component Unit	This fund accounts for the revenues and expenditures associated with the provisions of food services within the County school system.
School Construction Fund	Governmental - Component Unit	This fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools.
School Grant Fund	Governmental - Component Unit	This fund accounts for the revenues and expenditures associated with outside grant funding.
School Workers' Compensation Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
School Health Services Fund	Governmental - Component Unit	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
E-911 Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the tax charged to each phone line for all E-911 systems and Personnel.
Asset Forfeiture Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the drug seizure monies and is used by the Commonwealth's Attorney and Sheriff Department to purchase office equipment.
Transportation Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the state motor fuels tax to be used for a variety of County transportation projects.
Tourism Fund	Governmental - Special Revenue Fund	This fund is used to account for the receipt and disbursement of the 5% occupancy tax to be used for tourism promotion in the County.





GENERAL FUND REVENUES

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

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

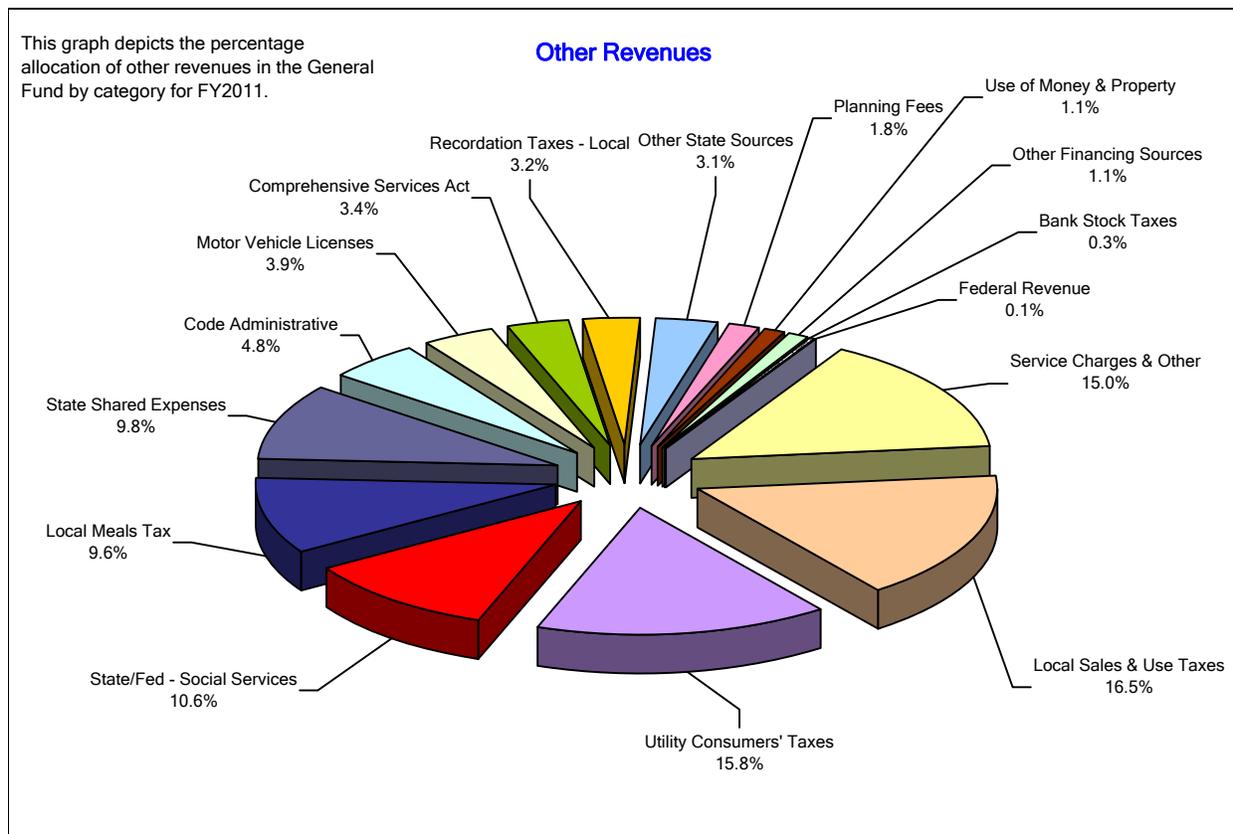
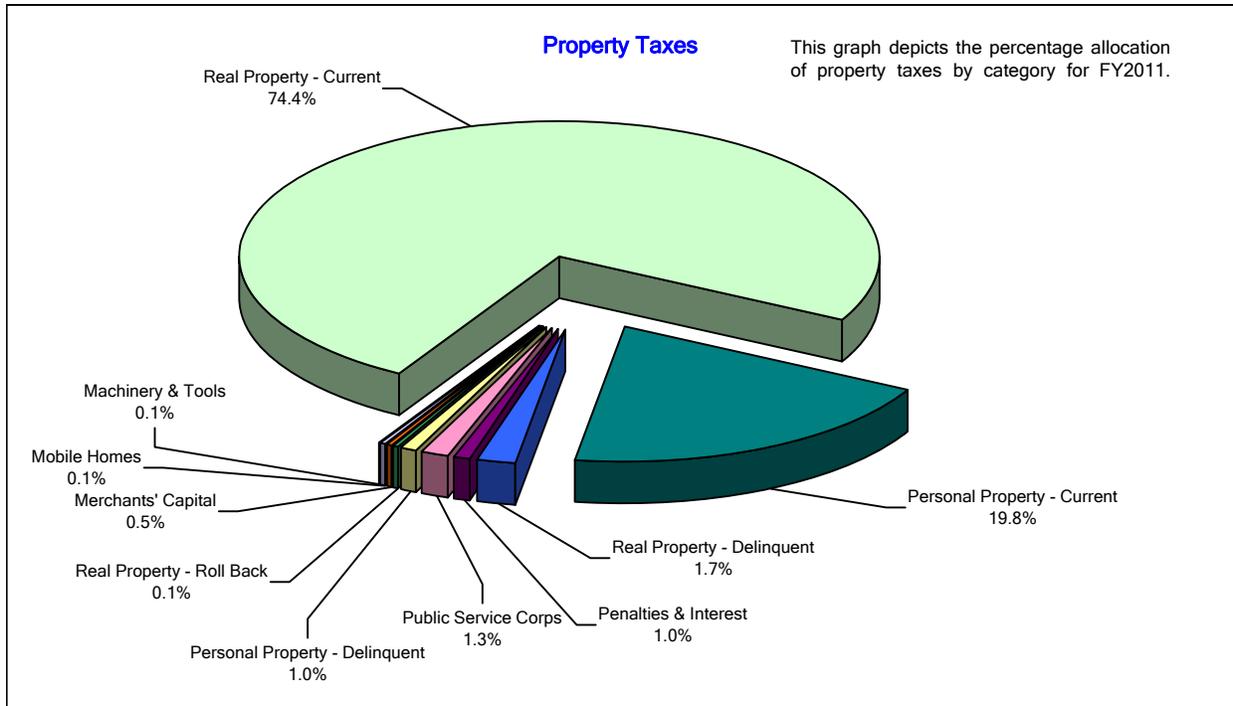


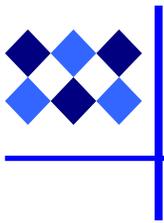
REVENUE PROJECTION

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 to '11	
Property Taxes					
Real Property - Current	\$130,476,154	\$133,688,650	\$131,841,300	(\$1,847,350)	-1.4%
Personal Property - Current	33,170,680	34,711,437	35,063,461	352,024	1.0%
Real Property - Delinquent	4,436,373	3,100,000	3,100,000	0	0.0%
Penalties & Interest	1,836,507	1,600,000	1,836,000	236,000	14.8%
Public Service Corps	2,227,589	2,100,000	2,227,600	127,600	6.1%
Personal Property - Delinquent	2,997,147	1,700,000	1,700,000	0	0.0%
Real Property - Roll Back	55,122	100,000	80,000	(20,000)	-20.0%
Merchants' Capital	839,726	472,000	833,000	361,000	76.5%
Mobile Homes	168,648	150,100	169,000	18,900	12.6%
Machinery & Tools	238,985	217,000	219,000	2,000	0.9%
Total Property Taxes	\$176,446,931	\$177,839,187	\$177,069,361	(\$769,826)	-0.4%
Other Revenue					
Service Charges & Other	\$9,212,086	\$9,235,425	\$8,571,893	(\$663,532)	-7.2%
Local Sales & Use Taxes	10,288,383	9,855,000	9,394,000	(461,000)	-4.7%
Utility Consumers' Taxes	6,564,255	6,493,400	9,046,113	2,552,713	39.3%
State/Fed - Social Services	5,876,356	5,874,441	6,029,619	155,178	2.6%
Local Meals Tax	5,203,051	5,350,000	5,500,000	150,000	2.8%
State Shared Expenses	5,239,690	5,729,638	5,580,808	(148,830)	-2.6%
Code Administrative	2,650,887	2,684,000	2,758,106	74,106	2.8%
Motor Vehicle Licenses	2,239,127	2,310,000	2,239,000	(71,000)	-3.1%
Comprehensive Services Act	2,149,964	1,914,778	1,919,063	4,285	0.2%
Recordation Taxes - Local	1,825,410	2,000,000	1,825,410	(174,590)	-8.7%
Other State Sources	1,543,128	1,652,159	1,772,720	120,561	7.3%
Planning Fees	1,549,490	1,783,100	1,017,230	(765,870)	-43.0%
Use of Money & Property	830,348	1,149,977	614,675	(535,302)	-46.5%
Other Financing Sources	4,662,705	4,625,182	609,470	(4,015,712)	-86.8%
Bank Stock Taxes	172,035	200,000	172,000	(28,000)	-14.0%
Federal Revenue	1,448,557	289,376	30,185	(259,191)	-89.6%
Total Other Revenue	\$61,455,472	\$61,146,476	\$57,080,292	(\$4,066,184)	-6.6%
Total Revenues	\$237,902,403	\$238,985,663	\$234,149,653	(\$4,836,010)	-2.0%



REVENUE PROJECTION





FUND BALANCE ANALYSIS

This schedule indicates the allocation of the general fund balance at June 30, 2008 and 2009, with a projection for 2010 and the budgeted estimate for the end of Fiscal Year 2011. 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 source of local funding to match state/federal grants
- 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 August, 2008, calls for an undesignated general fund balance "that is not less than 10% of annual general fund revenues."

In FY 2007, there was a discrepancy between transfers in and out for the Component Unit-School Board. Working with our external auditors, the issue was resolved, resulting in a \$6.2 million restatement of General Fund beginning fund balance for our FY 2009 statements. For FY 2007 and FY 2008, the General Fund unreserved, undesignated fund balance was reported at 8.2% and 8.2% of general revenues, respectively. In retrospect, unreserved, undesignated fund balance for FY 2007 and FY 2008 would have met policy guidelines at 11.1% and 11.0% respectively.¹ The fund balance schedule that follows has been adjusted to reflect the restated fund balances.

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 FY 2011 County Budgets, established a third reserve, the Stafford Opportunity Fund Reserve, and defined the procedures for funding the three reserves once the minimum fund balance requirement is met:

- | | |
|--------------------------------------|----------------------------------|
| 1. Revenue Stabilization Reserve | ½ of 1% of General Fund Revenues |
| 2. Capital Projects Reserve | \$1,500,000 |
| 3. Stafford Opportunity Fund Reserve | \$ 500,000 |

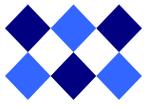
(with any remaining monies available after the three reserves are fully funded going to the Capital Projects Reserve);

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."²

¹ Stafford County Comprehensive Annual Financial Report, Fiscal Year 2009, p. iv

² GFOA: http://www.gfoa.org/downloads/AppropriateLevelUnrestrictedFundBalanceGeneralFund_BestPractice.pdf



FUND BALANCE ANALYSIS

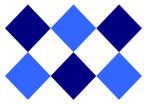
As the Board works toward its goal of improving the County's bond rating, it is expected that the minimum fund balance requirement will be reassessed and a plan will be developed to increase it. The current required undesignated fund balance is maintained in the adopted FY 2011 budget. Revenues exceed expenditures by \$466,000 as a hedge against further revenue reductions and to begin the work of increasing the fund balance.

In compliance with Government Accounting Standards Board's Statement Number 54 (GASB 54), the County will be making a change to the way it reports its fund balances beginning in FY 2011. 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 2008, 2009, and 2010. The FY 2011 fund balance projection is shown using the new categories.

Also to comply with GASB 54, the County will report activities of the E-911 operations in the General Fund beginning in FY 2011. These activities have been previously reported in a separate fund. Combining the funds will increase general fund revenues (and expenditures) by \$2,853,483, leading to an increase to the undesignated revenue target of \$285,348. That change is reflected in the fund balance schedule that follows.



FUND BALANCE ANALYSIS

	FY2008 Actual	FY2009 Actual	FY2010 Estimated ⁽²⁾	FY2011 Adopted
Fund balance, beginning of year	\$30,956,350 ⁽¹⁾	\$27,904,391 ⁽¹⁾	\$35,278,479	\$26,007,897
Revenues	223,331,957	233,170,235	232,082,333	230,762,414
E-911 fund (moved to General Fund in FY11)	0	0	0	2,853,483
Used to calculated 10% undesignated fund balance target	223,331,957	233,170,235	232,082,333	233,615,897
Other Financing Sources	9,016,467	4,732,168	1,133,750	533,756
Total revenues & other financing sources	232,348,424	237,902,403	233,216,083	234,149,653
Local School Operating transfer	(100,817,432)	(99,474,959)	(102,736,533)	(100,693,774)
Debt Service - General Gov't & Schools	(35,558,643)	(20,727,893)	(41,446,029)	(36,505,881)
Expenditures	(99,024,308)	(110,325,463)	(98,304,103)	(96,483,812)
Total expenditures & transfer	(235,400,383)	(230,528,315)	(242,486,665)	(233,683,467)
Fund balance, end of year	\$27,904,391	\$35,278,479	\$26,007,897	\$26,474,083
Fund Balance Allocation:				
Reserved/Designated:				
Debt Service - reserved for arbitrage liability	\$1,187,718	\$300,000	\$300,000	N/A
Encumbrances	1,655,393	659,894	0	
Capital Improvements & Commitments	416,833	3,779,926	0	
Revenue Stabilization Reserve			1,160,412	
Capital Projects Reserve			1,339,252	
Stafford Opportunity Fund Reserve			0	
Sub-total	3,259,944	4,739,820	2,799,664	
Undesignated:	24,644,447	30,538,659	23,208,233	
Fund Balance Allocation (per GASB 54, effective FY11):				
Non-spendable	N/A			0
Restricted				300,000
Committed:				
Revenue Stabilization Reserve				1,160,412
Capital Projects Reserve				1,339,252
Stafford Opportunity Fund Reserve				0
Assigned				0
Unassigned				23,674,419
% of revenues	11.0%	13.1%	10.0%	10.1%
Variance above (below)	2,311,251	7,221,636	0	312,830
Fund balance, end of year	\$27,904,391	\$35,278,479	\$26,007,897	\$26,474,083

⁽¹⁾Fund balance restated

⁽²⁾Based on FY2010 Third Quarter Review

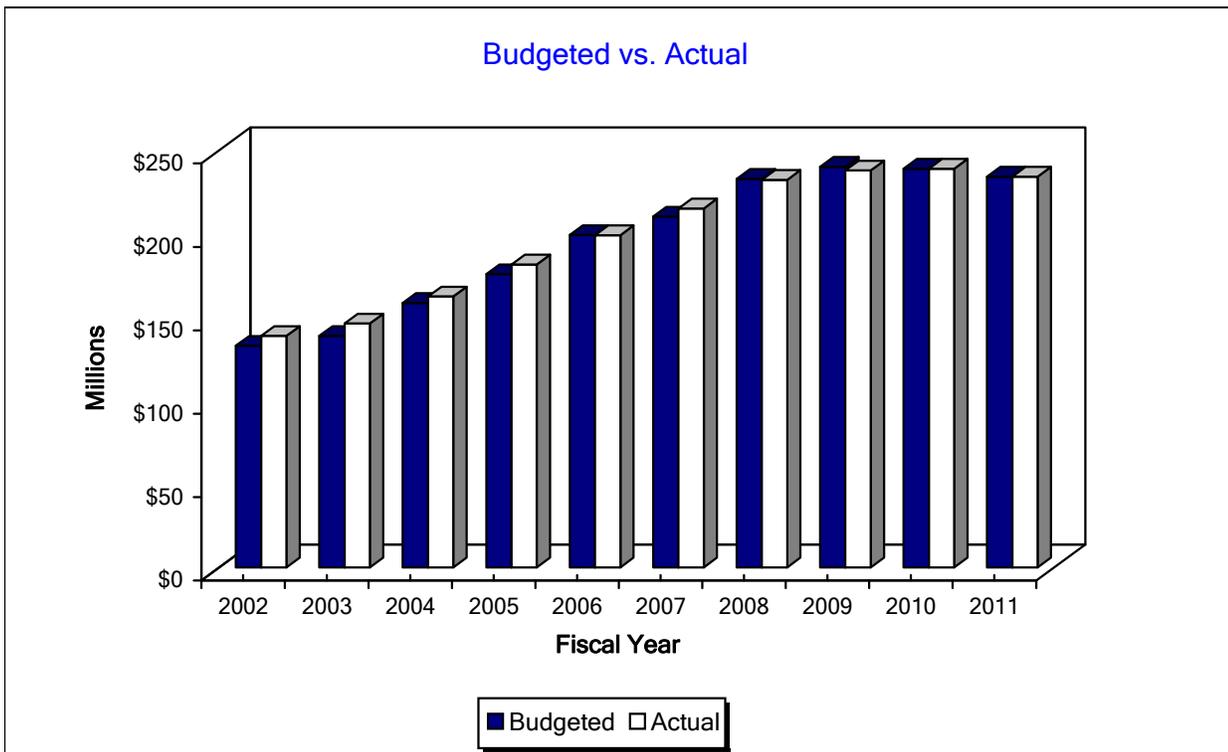


REVENUE ANALYSIS FY 2002 - FY2011

The chart below illustrates the historical change year over year, as well as the variances between budgeted revenues and actual revenues. The revenue projection variances have ranged from just under .03% to approximately 5.4%. The average increase in revenues for the ten-year period is 6.5%.

Fiscal Year	Budgeted Revenues	vs.	Actual Revenues	Prior Year % Change	Variance	
					Amount	%
2002	132,831,878		138,746,531	10.54%	5,914,653	4.45%
2003	138,736,673		146,170,243	5.35%	7,433,570	5.36%
2004	158,540,148		162,399,505	11.10%	3,859,357	2.43%
2005	175,726,600		181,608,351	11.83%	5,881,751	3.35%
2006	199,178,539		199,122,358	9.64%	(56,181)	-0.03%
2007	210,298,725		215,148,062	8.05%	4,849,337	2.31%
2008	232,879,330		232,348,424	7.99%	(530,906)	-0.23%
2009	240,068,894		237,902,403	2.39%	(2,166,491)	-0.90%
2010	238,985,663		<i>238,985,663</i> *	0.46%	0	0.00%
2011	234,149,653		<i>234,149,653</i> *	-2.02%	0	0.00%
Average				6.5%		1.7%

* Estimated

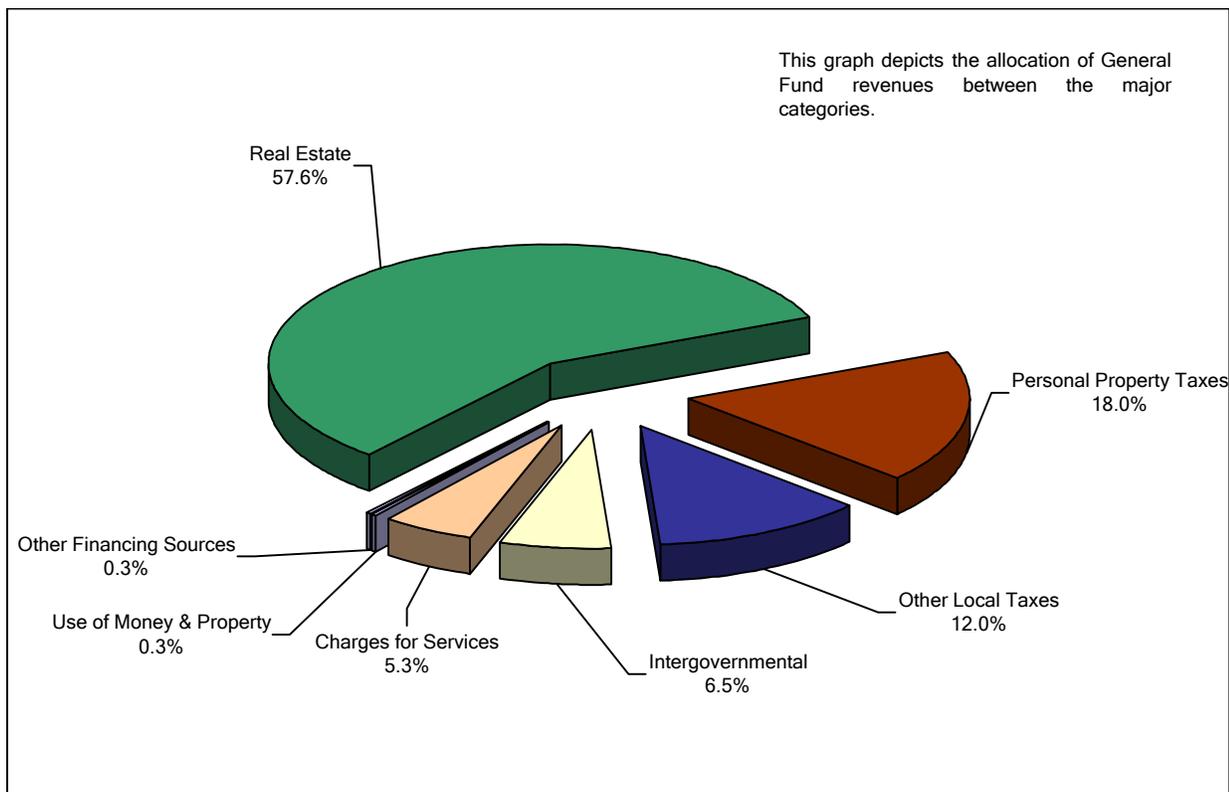


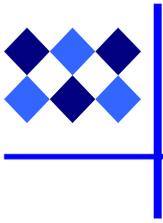


GENERAL FUND REVENUES

The greatest source of Stafford revenue consists of the real estate taxes (57.6%), personal property taxes (18.0%) and other taxes (12%). Local funding accounts for (93.5%) of the budget, while state and federal funding accounts for (6.5%).

Category	FY2010 Adopted	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	Budget as % of Total	
Real Estate	\$136,788,650	\$134,941,300	(\$1,847,350)	-1.4%	57.6%
Personal Property Taxes	41,050,537	42,128,061	1,077,524	2.6%	18.0%
Other Local Taxes	26,208,400	28,176,523	1,968,123	7.5%	12.0%
Intergovernmental	15,460,392	15,332,395	(127,997)	-0.8%	6.5%
Charges for Services	13,702,525	12,347,229	(1,355,296)	-9.9%	5.3%
Use of Money & Property	1,149,977	614,675	(535,302)	-46.5%	0.3%
Other Financing Sources	4,625,182	609,470	(4,015,712)	-86.8%	0.3%
Total	\$238,985,663	\$234,149,653	(\$4,836,010)	-2.0%	100.0%





GENERAL FUND REVENUE ANALYSIS

General Property Taxes	FY2009	FY2010	Adopted	FY2011	
	Actual	Adopted	Budget	'010 Adopted to '11 Adopted	Changes
Real Property - Current	\$ 130,476,155	\$ 133,688,650	\$ 131,841,300	\$ (1,847,350)	-1.4%
Personal Property - Current	33,170,680	34,711,437	35,063,461	352,024	1.1%
Real Property - Delinquent	4,436,373	3,100,000	3,100,000	-	0.0%
Public Service Corps	2,227,589	2,100,000	2,227,600	127,600	5.7%
Personal Property - Delinquent	2,997,147	1,700,000	1,700,000	-	0.0%
Penalties	1,145,261	1,000,000	1,145,000	145,000	12.7%
Merchants Capital	839,726	472,000	833,000	361,000	43.0%
Interest	691,246	600,000	691,000	91,000	13.2%
Roll Back	55,122	100,000	80,000	(20,000)	-36.3%
Mobile Homes	168,648	150,100	169,000	18,900	11.2%
Machinery & Tools	238,985	217,000	219,000	2,000	0.8%
Total	\$ 176,446,932	\$ 177,839,187	\$ 177,069,361	\$ (769,826)	-0.4%

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$134.9 million in FY 2011, approximately 56.3% of general fund revenues. Each penny on the tax rate yields slightly less than \$1.2 million in estimated collectible real estate tax revenues.

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

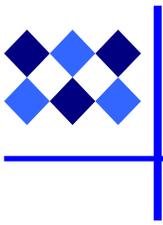
Calendar year 2010 is a reassessment year. Reflecting market conditions, the reassessment, completed January 1, 2010, resulted in a 23% reduction in the overall assessed value of real property in Stafford County. Residential property values declined by an average of 26%; commercial property values declined by an average of 11%. The Board adopted a tax rate of \$1.10, which is below the effective rate of \$1.12. At this rate, the average homeowner will pay \$85.00 less than in 2009.

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

The County has begun to see a slight increase in permitting activity, but the growth rate was less than 1% in 2009. While there is some evidence that the economy is improving, the adopted budget assumes that growth will remain well below that experienced in the earlier part of the century.

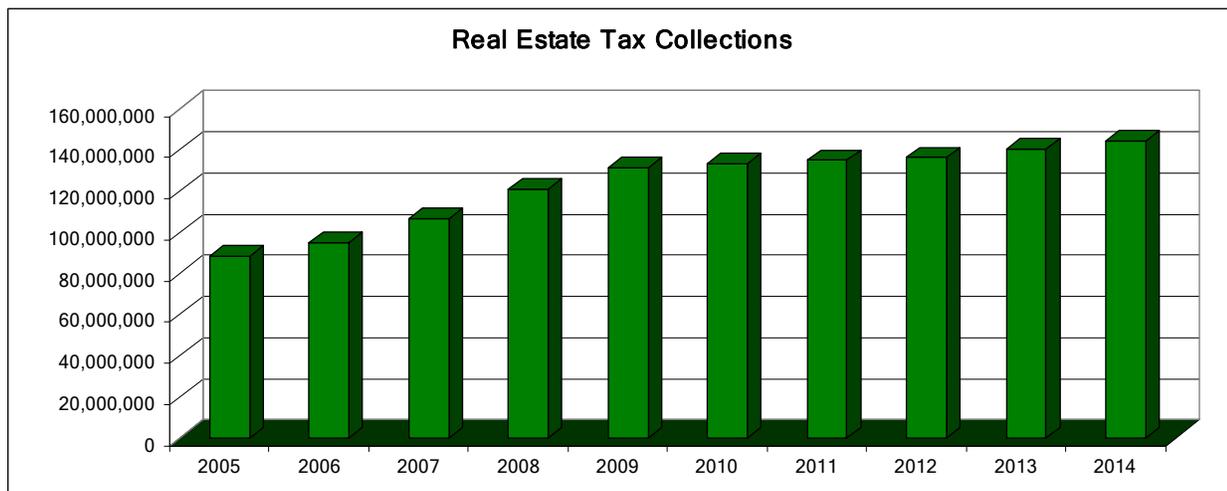
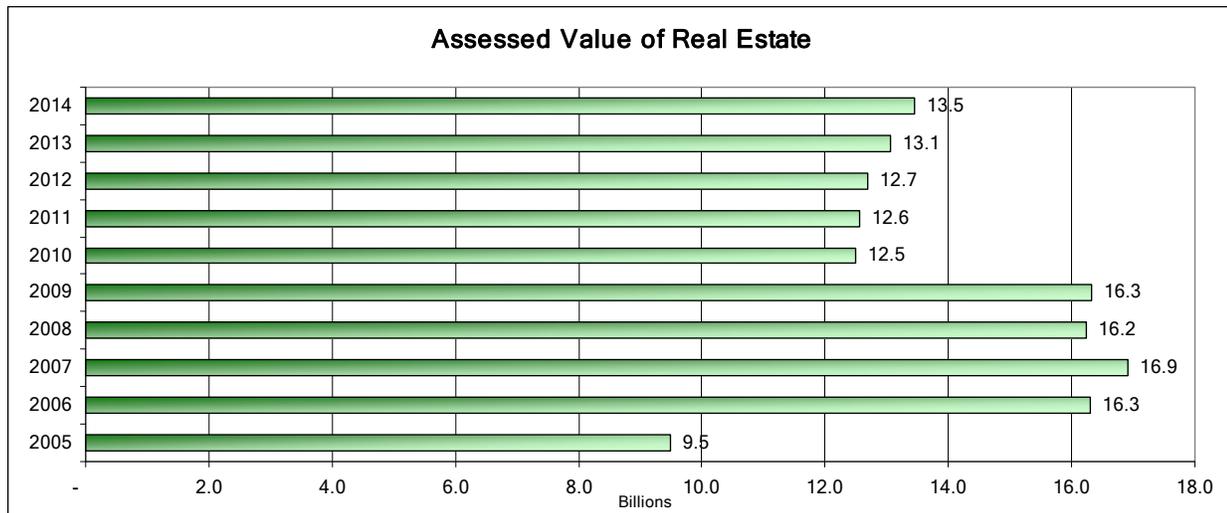
The FY 2011 real property revenue projection is based on the following assumptions:

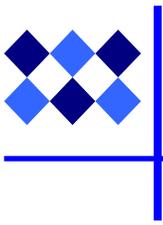
- ½ % growth in properties in the County over the next year
- Tax rate of \$1.10 for calendar year 2010
- Collection rate of 97%



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 0.5% in 2011, 1% in 2012 and 3% thereafter, and a real estate tax rate of \$1.10.





GENERAL FUND REVENUE ANALYSIS

Personal Property

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

Vehicles

The total value of the County's taxable fleet grew by one percent between January 2009 and January 2010. The automobile industry has been a significant victim of the recession, as consumers postponed the purchase of new vehicles. Autoobserver.com reports that automakers sold 10.4 million units in 2009, 21% below the total sold in 2008.¹ Autoobserver.com notes that sales have begun to improve since November, giving rise to some cautious optimism. The low new car sales activity has contributed to a drop in the supply of used cars over the last year. Typically, a customer will trade in his old car when buying a new one. Fewer trade-ins have meant that the supply of used cars has declined. Adding to the shortage is the Cash for Clunkers program, introduced in the summer of 2009 as part of the economic stimulus package. The National Automobile Dealers Association (NADA) reports that because of the low supply, used cars have held their values this year.

The personal property tax rate on vehicles is \$6.89 per \$100.00 of assessed value. The tax rate for personal property is based on assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as \$2.76 per \$100.00 of estimated fair market value.

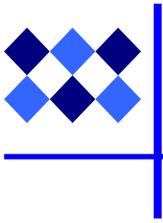
The rate for volunteer fire and rescue personal vehicles for tax year 2009 was changed to \$0.0001 per \$100.00 of assessed value. This rate was formerly \$0.0. In 2009, the County Attorney determined that \$0.0 was an inappropriate tax rate. A new rate was added for one vehicle owned and regularly used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

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 FY 1997, a special classification for motor carrier transportation property was added due to mandated legislation. This classification is for tangible personal property for motor vehicles and motor carrier transportation property owned or used by a motor carrier. Legislation mandates that this property be taxed at a rate no higher than the rate the locality taxes machinery and tools.

Aircraft

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 within the next two years. The Airport Authority has begun to see positive results from the strategy, with its hangars nearly full, and revenues increasing. The Authority reduced its subsidy request for FY 2010 and expects to be able to operate without financial assistance from the County beginning in FY 2011.

¹ Michele Krebs, *Auto Industry Close Bodes Well for 2010*, www.autoobserver.com, January 5, 2010



GENERAL FUND REVENUE ANALYSIS

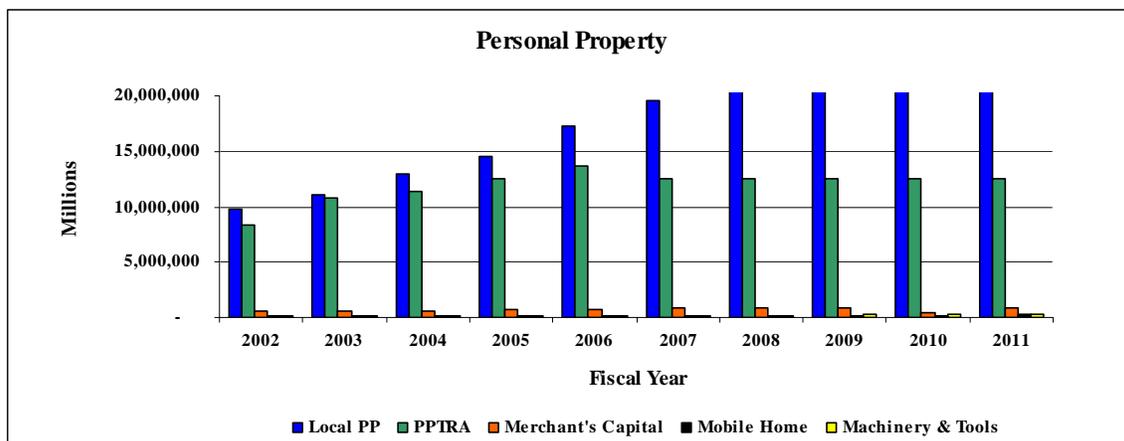
The following table lists the adopted personal property tax rates for 2010:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Boats or watercraft	\$5.49	\$2.20
Business Property as defined in VA Code §58.1-3506(26)	\$5.49	\$2.20
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment as defined in VA Code §58.1-3506(27)	\$5.49	\$2.20
Disable Veterans as defined in VA Code §46.2-100	\$0.0001	\$0.00
Motor Vehicles Specially Equipped for the Disabled	\$0.10	\$0.04
Personal Property Volunteer Fire & Rescue	\$0.0001	\$0.00
All Other	\$6.89	\$2.76
Motor Carrier Transportation	\$0.75	\$0.30
Machinery and Tools	\$0.75	\$0.30
Merchant's Capital	\$0.50	\$0.20
Mobile Homes	\$1.10	\$0.44
Aircraft	\$0.0001	\$0.00

Personal Property Tax Relief Act

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

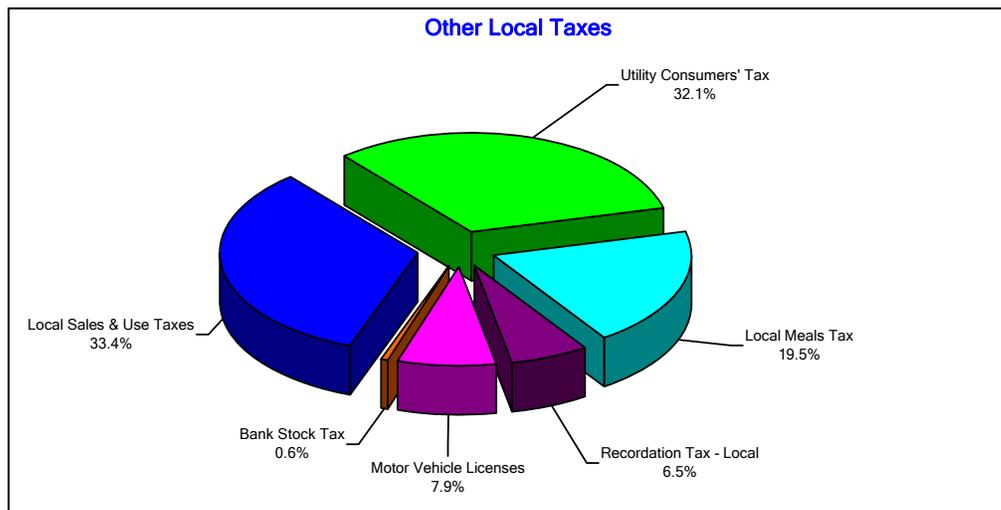
Legislation passed during the 2004 General Assembly substantially impacted the County's revenue as provided by the PPTRA. After FY 2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's CY 2004 collection. Stafford expects to receive that same amount - \$12.5 million - from the state annually.





GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY2009	FY2010	Adopted	FY2011	
	Actual	Adopted	Budget	'10 Adopted to '11 Adopted	Changes
Local Sales & Use Taxes	\$10,288,383	\$9,855,000	\$9,394,000	(\$461,000)	-4.7%
Utility Consumers' Tax	6,564,254	6,493,400	9,046,113	2,552,713	39.3%
Local Meals Tax	5,203,051	5,350,000	5,500,000	150,000	2.8%
Recordation Tax - Local	1,825,410	2,000,000	1,825,410	(174,590)	-8.7%
Motor Vehicle Licenses	2,239,127	2,310,000	2,239,000	(71,000)	-3.1%
Bank Stock Tax	172,035	200,000	172,000	(28,000)	-14.0%
Total	\$26,292,260	\$26,208,400	\$28,176,523	\$1,968,123	7.5%

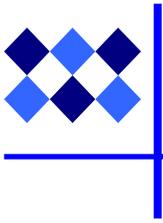


Local Sales & Use Tax

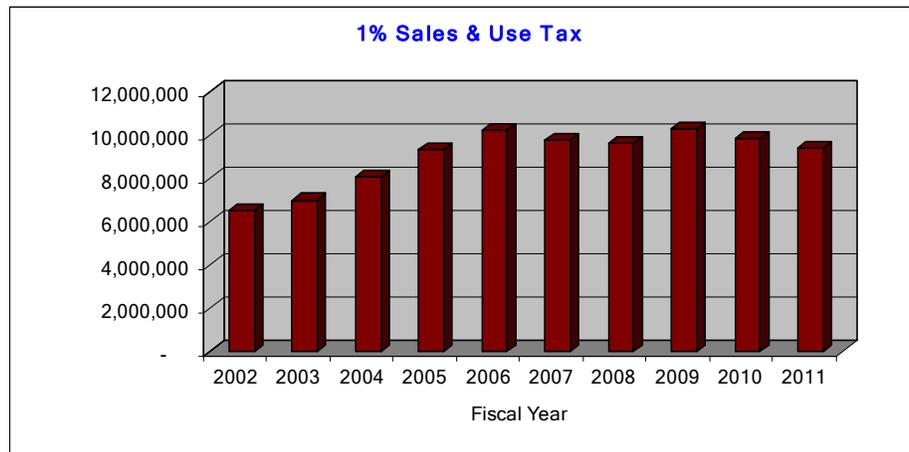
The State collects and distributes the Local Option 1% Sales and Use Tax in accordance with the Sections 58.1-605 and 58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County. These revenues are reported on a cash basis and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

The General Assembly has enacted significant revenue measures in regards to state sales taxes. The Tax Reform Compromise Act of 2004 increased revenues by reducing the state sales tax on food by 1.5% in three equal increments of 0.05% beginning in FY 2006 and increasing the sales and use tax on non-food items by 0.5%. One-half of the increase goes to the state's General Fund while the remaining one-half is dedicated to funding the Standards of Quality for education.

Retail sales have been adversely affected by the current economic recession. FY 2010 sales tax revenues for the first three quarters declined by 2% when compared to FY 2009. The FY 2011 budget assumes sales tax revenues will be 3% below FY 2009 receipts. The Local Sales and Use Tax estimate for FY 2011 is \$9.4 million.



GENERAL FUND REVENUE ANALYSIS



Utility Consumers' Tax

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

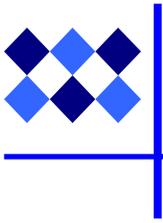
- Landline and wireless telephone service
- Local E911 tax on landline telephone service
- VA Relay Center assessment on landline telephone service
- The portion of local BPOL Tax on public service companies exceeding .05% currently billed to customers in some grandfather localities
- Local video programming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

The bill imposed new taxes and fees on:

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

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

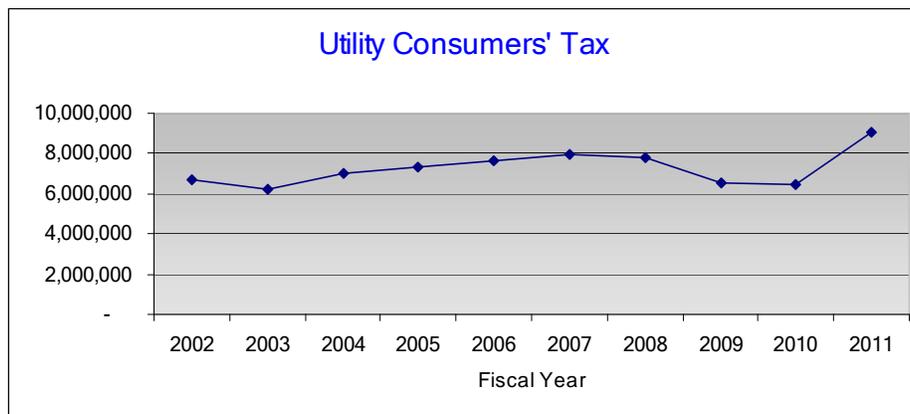
- local exchange (local telephone calls)



GENERAL FUND REVENUE ANALYSIS

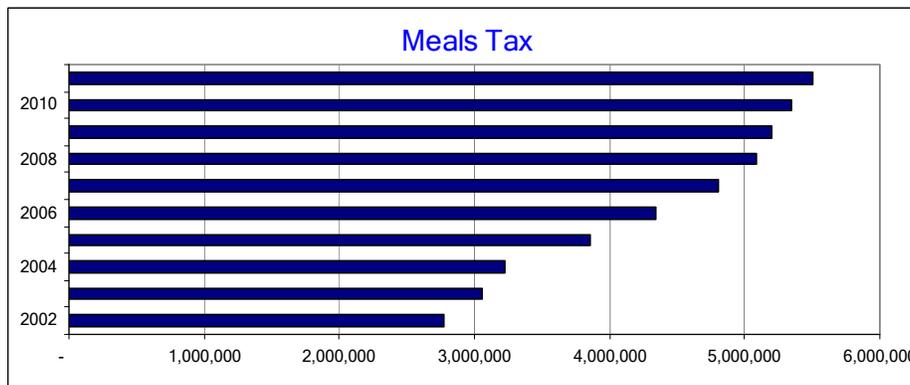
- inter-exchange (a new tax applied to long distance calls)
- wireless (a new tax)
- paging (a new tax)
- Cable and satellite television (the tax on satellite is a new tax)

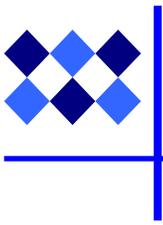
In FY 2009 and FY 2010, the state refunded some consumer utilities taxes that were collected in error from exempt organizations. To comply with GASB 54, E-911 activities will be presented in the General Fund beginning in FY 2011. The Utilities Consumers' taxes that were previously shown in the E-911 Fund are largely responsible for the increase shown for FY 2011.



Local Meals Tax

The Meals Tax is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The tax is not to exceed nine percent (9%), when added to the State general sales and use tax. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated to support the local share of school funding. Meals tax collections have shown modest growth, despite the recent difficult economic conditions. The FY 2011 forecast of \$5.5 million assumes that this trend will continue.

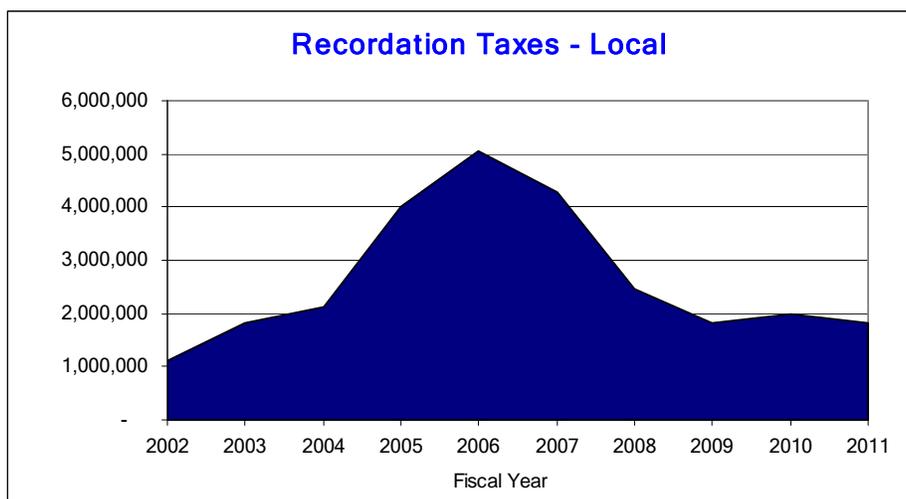




GENERAL FUND REVENUE ANALYSIS

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 FY 2000 through FY 2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues have declined since then, due to the slowdown of both the real estate market and the crisis in the financial sector. The FY 2011 estimate is \$1.8 million.

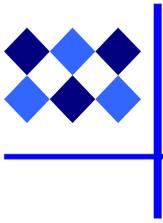


Motor Vehicle Licenses

A license tax is charged on every motor vehicle, trailer or semi-truck normally garaged, stored or parked in Stafford. The costs of the licenses vary and are based on the type and weight of the vehicle. The fee for the license varies according to the type of item being registered; licenses for most passenger vehicles are \$23.00. The FY 2011 Budget includes \$2.2 million for this fee.

Bank Stock Taxes

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



GENERAL FUND REVENUE ANALYSIS

Service Charges & Other	FY2009 Actual	FY2010 Adopted	Adopted Budget	FY2011 Changes	
				'10 Adopted to '11 Adopted	
Permits Fees & Licenses:					
Code Administration Fees	\$2,650,887	\$2,684,000	\$2,758,106	\$74,106	2.8%
Ambulance Fee	2,006,661	1,800,000	1,800,000	0	0.0%
Cablevision Franchise Fee	1,239,128	1,200,000	1,200,000	0	0.0%
Animal Licenses & Charges	134,054	108,850	66,110	(42,740)	-39.3%
Charges for Services:					
Miscellaneous Revenue	3,371,932	3,704,849	3,045,319	(659,530)	-17.8%
Planning & Zoning Fees	1,549,490	1,783,100	1,017,230	(765,870)	-43.0%
Fines & Forfeitures	690,101	728,000	732,000	4,000	0.5%
Gymnastics Fees	626,811	618,050	623,419	5,369	0.9%
Recreation Fees	398,960	459,615	482,045	22,430	4.9%
Aquatics Fees	427,668	421,061	424,500	3,439	0.8%
Excess Fees of Clerk	299,273	180,000	180,000	0	0.0%
Well & Septic Fees	17,500	15,000	18,500	3,500	23.3%
Use of Money & Property	830,349	1,149,977	614,675	(535,302)	-46.5%
Total	\$13,412,465	\$13,702,525	\$12,347,229	(\$1,355,296)	-9.9%

Permits & Licenses

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

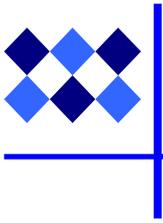
The majority of revenue in this category is related to development. Construction continues to be much lower than the County experienced in the recent past, but has begun to show some improvement in FY 2010. The Department of Public Works estimates revenues related to building activity to be \$2.7 million in FY 2011. 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.

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

Fees were set using the Centers for Medicare and Medicaid customary rates for our region. The "loaded mile" rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls. The fees are evaluated annually to maximize cost recovery and adhere to Medicare's national fee schedule. The Board approved an increase to the rates in May, 2008. The current approved rates are:



GENERAL FUND REVENUE ANALYSIS

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

The Adopted FY 2011 revenue budget estimates \$1.8 million of cost recovery revenue through ambulance transport fees.

Use of Money and Property

The Adopted FY 2011 General Fund Budget includes \$400,000 in General Fund interest income. The Treasurer is responsible for Stafford's investment program. Funds are invested in securities as outlined in the Virginia Public Deposits Acts and the Code of Virginia. Investment tools primarily consist of certificates of deposits, treasury bills and the Virginia State Treasurer's Investment Pool and repurchase agreements. Investment earnings are a function of interest rates and the amount available for investment purposes. Interest income estimates are based on the projected use of fund balance and historical analysis of cash flow. Interest rates are expected to remain low in FY 2011 as the economy slowly recovers.

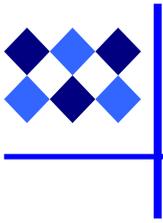
The County has several properties that generate rental income. The Health Department and Social Services Department pay rent for the office space they occupy in the Government Center. Several Parks & Recreation properties are available for rent to the public. Rental income for FY 2010 is estimated at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

Fines and Forfeitures

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

Parks and Recreation Fees

In FY 2011, revenues generated through gymnastic, aquatic and recreation programs, and admission fees are budgeted at \$1.5 million. When combined with revenues from rental of Parks' properties, the department generates revenue equal to approximately 30% of its total budget.



GENERAL FUND REVENUE ANALYSIS

<u>Intergovernmental</u>	<u>FY2009 Actual</u>	<u>FY2010 Adopted</u>	<u>Adopted Budget</u>	<u>FY2011 Changes</u>	
				<u>'10 Adopted to '11 Adopted</u>	
State - Shared Expenses					
Clerk of the Circuit Court	\$ 824,726	\$ 547,072	\$ 591,254	\$ 44,182	8.1%
Commissioner of the Revenue	295,460	291,738	237,440	(54,298)	-18.6%
Commonwealth's Attorney	1,003,202	1,024,001	902,697	(121,304)	-11.8%
Registrar	64,633	67,525	52,762	(14,763)	-21.9%
Sheriff	2,772,289	3,514,807	3,575,633	60,826	1.7%
Treasurer	279,381	284,495	221,022	(63,473)	-22.3%
State & Federal - Social Services	5,885,004	5,874,441	6,029,619	155,178	2.6%
State - Comprehensive Services Act	2,149,964	1,914,778	1,919,063	4,285	0.2%
State Categorical Aid:					
State Reimbursement	309,715	269,584	579,223	309,639	114.9%
State Fire Program Fund	251,575	251,575	238,997	(12,578)	-5.0%
Federal	1,448,556	289,376	30,185	(259,191)	-89.6%
Emergency Medical Service	101,559	98,000	94,000	(4,000)	-4.1%
Litter Control Grant	19,736	-	-	-	
State - Non Categorical Aid	860,545	1,033,000	860,500	(172,500)	-16.7%
Total	\$ 16,266,345	\$ 15,460,392	\$ 15,332,395	\$ (127,997)	-0.8%

State Shared Expenses

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

Revenues from the Commonwealth continue to decline. Compensation Board fund for constitutional officers has been reduced each year since FY09.

State & Federal - Social Services

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

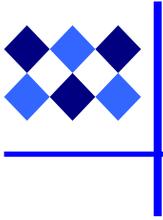
State Categorical Aid

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

State Non-Categorical Aid

These revenues are raised by the Commonwealth and shared with Stafford. Ratios, rate and distribution formulas are subject to change each year by the General Assembly. Mobile home titling taxes are 3% of the price of the sale. Each of these sources is outlined in the State Code. The FY 2011 forecast assumes that revenues are level with those actually collected in FY 2009.





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 FY02 through FY11 and the sources of funding used to support these expenditures.



GENERAL FUND EXPENDITURES

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	Changes '10 to '11	FY2011 Designated Revenue	Net Tax Support	% Tax Support
Local School Funding							
Operating Budget Transfer	\$99,474,959	\$102,736,533	\$100,693,774	(\$2,042,759)	-2.0%	\$0	\$100,693,774 100%
Debt	30,574,129	29,260,623	25,625,938	(3,634,685)	-12.4%	0	25,625,938 100%
Total School Funding	\$130,049,088	\$131,997,156	\$126,319,712	(\$5,677,444)	-4.3%	\$0	\$126,319,712 100%
General Expenditures							
Board of Supervisors	612,642	\$543,054	\$536,599	(\$6,455)	-1.2%	0	\$536,599 100%
Capital Projects	112,675	198,400	1,033,585	835,185	421.0%	0	1,033,585 100%
Central Rappahannock Regional Library	4,584,972	4,254,098	4,585,717	331,619	7.8%	74,000	4,511,717 98%
Commissioner of the Revenue	2,612,169	2,724,039	2,541,020	(183,019)	-6.7%	245,440	2,295,580 90%
Commonwealth's Attorney	2,784,583	2,800,725	2,789,759	(10,966)	-0.4%	1,031,136	1,758,623 63%
Cooperative Extension	203,165	196,426	183,633	(12,793)	-6.5%	0	183,633 100%
Corrections	7,015,137	8,225,515	7,269,624	(955,891)	-11.6%	340,000	6,929,624 95%
County Administration	1,091,313	1,061,761	982,380	(79,381)	-7.5%	237,583	744,797 76%
County Attorney	1,154,814	1,062,337	1,016,906	(45,431)	-4.3%	85,723	931,183 92%
Courts	2,384,310	2,372,046	2,307,859	(64,187)	-2.7%	826,768	1,481,091 64%
Debt Service County	9,846,235	12,185,406	10,879,943	(1,305,463)	-10.7%	0	10,879,943 100%
Economic Development/Legislative Affairs	1,327,825	1,005,410	836,945	(168,465)	-16.8%	0	836,945 100%
Finance and Budget	1,593,152	1,525,682	1,504,444	(21,238)	-1.4%	479,508	1,024,936 68%
Fire and Rescue	12,482,567	13,330,184	13,310,039	(20,145)	-0.2%	2,397,997	10,912,042 82%
Human Resources	617,230	647,057	564,731	(82,326)	-12.7%	170,034	394,697 70%
Human Services, Office of	4,397,390	4,227,358	4,226,063	(1,295)	0.0%	1,919,063	2,307,000 55%
Information Technology	2,024,226	2,091,526	2,050,354	(41,172)	-2.0%	206,839	1,843,515 90%
Non-Departmental	968,383	1,781,071	2,148,877	367,806	20.7%	381,063	1,767,814 82%
Other Transfers	154,833	0	0	0	0.0%	0	0 0%
Parks, Recreation and Community Facilities	9,081,483	9,597,958	9,749,728	151,770	1.6%	1,743,794	8,005,934 82%
Partner Agencies	1,860,399	1,686,815	1,671,377	(15,438)	-0.9%	96,117	1,575,260 94%
Planning and Zoning	2,613,696	2,504,751	2,408,729	(96,022)	-3.8%	1,017,230	1,391,499 58%
Public Works	4,035,714	3,951,843	3,887,681	(64,162)	-1.6%	2,735,106	1,152,575 30%
Registrar & Electoral Board	404,676	386,290	384,823	(1,467)	-0.4%	52,762	332,061 86%
Sheriff (1)	17,310,529	17,795,186	20,606,006	2,810,820	15.8%	7,320,594	13,285,412 64%
Social Services	7,320,667	8,409,342	8,008,604	(400,738)	-4.8%	6,069,619	1,938,985 24%
Solid Waste	29,427	0	0	0	0.0%	0	0 0%
Treasurer	1,855,015	1,924,227	1,878,329	(45,898)	-2.4%	757,533	1,120,796 60%
Total General Expenditures	\$100,479,227	\$106,488,507	\$107,363,755	\$875,248	0.8%	\$28,187,909	\$79,175,846 74%
Total all Expenditures	\$230,528,315	\$238,485,663	\$233,683,467	(\$4,802,196)	-2.0%	\$28,187,909	\$205,495,558 88%

(1) 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.



DESIGNATED REVENUE COMPARISON

CATEGORY	FY2010				FY2011				Designated Revenue Change '10 to '11	
	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support	Adopted Budget	Designated Revenue	Net Tax/Gen. Support	% Tax Support		
School Transfer:										
Operating Budget Transfer	\$102,736,533	\$0	\$102,736,533	100%	\$100,693,774	\$0	\$100,693,774	100%	\$0	0.0%
Debt	29,260,623	0	29,260,623	100%	25,625,938	0	25,625,938	100%	0	0.0%
Total School Transfer	\$131,997,156	\$0	\$131,997,156	100%	\$126,319,712	\$0	\$126,319,712	100%	\$0	0.0%
GENERAL EXP:										
Board of Supervisors	\$543,054	\$0	\$543,054	100%	\$536,599	\$0	\$536,599	100%	0	0.0%
Capital Projects	198,400	0	198,400	100%	1,033,585	0	1,033,585	100%	0	0.0%
Central Rappahannock Regional Library	4,254,098	0	4,254,098	100%	4,585,717	74,000	4,511,717	98%	74,000	0.0%
Commissioner of the Revenue	2,724,039	299,738	2,424,301	89%	2,541,020	245,440	2,295,580	90%	(54,298)	-18.1%
Commonwealth's Attorney	2,800,725	1,136,129	1,664,596	59%	2,789,759	1,031,136	1,758,623	63%	(104,993)	-9.2%
Cooperative Extension	196,426	0	196,426	100%	183,633	0	183,633	100%	0	0.0%
Corrections	8,225,515	340,000	7,885,515	96%	7,269,624	340,000	6,929,624	95%	0	0.0%
County Administration	1,061,761	174,472	887,289	84%	982,380	237,583	744,797	76%	63,111	36.2%
County Attorney	1,062,337	297,411	764,926	72%	1,016,906	85,723	931,183	92%	(211,688)	-71.2%
Courts	2,372,046	785,640	1,586,406	67%	2,307,859	826,768	1,481,091	64%	41,128	5.2%
Debt Service County	12,185,406	1,187,718	10,997,688	90%	10,879,943	0	10,879,943	100%	(1,187,718)	100.0%
Economic Development/Legislative Affairs	1,005,410	0	1,005,410	100%	836,945	0	836,945	100%	0	0.0%
Finance and Budget	1,525,682	460,504	1,065,178	70%	1,504,444	479,508	1,024,936	68%	19,004	4.1%
Fire and Rescue	13,330,184	2,436,575	10,893,609	82%	13,310,039	2,397,997	10,912,042	82%	(38,578)	-1.6%
Human Resources	647,057	140,187	506,870	78%	564,731	170,034	394,697	70%	29,847	21.3%
Human Services, Office of	4,227,358	1,914,778	2,312,580	55%	4,226,063	1,919,063	2,307,000	55%	4,285	0.2%
Information Technology	2,091,526	253,818	1,837,708	88%	2,050,354	206,839	1,843,515	90%	(46,979)	-18.5%
Non-Departmental	1,781,071	357,813	1,423,258	80%	2,148,877	381,063	1,767,814	82%	23,250	0.0%
Parks, Recreation and Community Facilities	9,597,958	1,822,353	7,775,605	81%	9,749,728	1,743,794	8,005,934	82%	(78,559)	-4.3%
Partner Agencies	1,686,815	96,888	1,589,927	94%	1,671,377	96,117	1,575,260	94%	(771)	-0.8%
Planning and Zoning	2,504,751	1,783,100	721,651	29%	2,408,729	1,017,230	1,391,499	58%	(765,870)	-43.0%
Public Works	3,951,843	2,684,000	1,267,843	32%	3,887,681	2,735,106	1,152,575	30%	51,106	1.9%
Registrar & Electoral Board	386,290	67,525	318,765	83%	384,823	52,762	332,061	86%	(14,763)	-21.9%
Sheriff	17,795,186	4,847,023	12,948,163	73%	20,606,006	7,320,594	13,285,412	64%	2,473,571	51.0%
Social Services	8,409,342	5,914,441	2,494,901	30%	8,008,604	6,069,619	1,938,985	24%	155,178	2.6%
Treasurer	1,924,227	781,439	1,142,788	59%	1,878,329	757,533	1,120,796	60%	(23,906)	-3.1%
Total General Exp	\$106,488,507	\$27,781,552	\$78,706,955	74%	\$107,363,755	\$28,187,909	\$79,175,846	74%	\$406,357	1.5%
TOTAL ALL EXP	\$238,485,663	\$27,781,552	\$210,704,111	88%	\$233,683,467	\$28,187,909	\$205,495,558	88%	\$406,357	1.5%

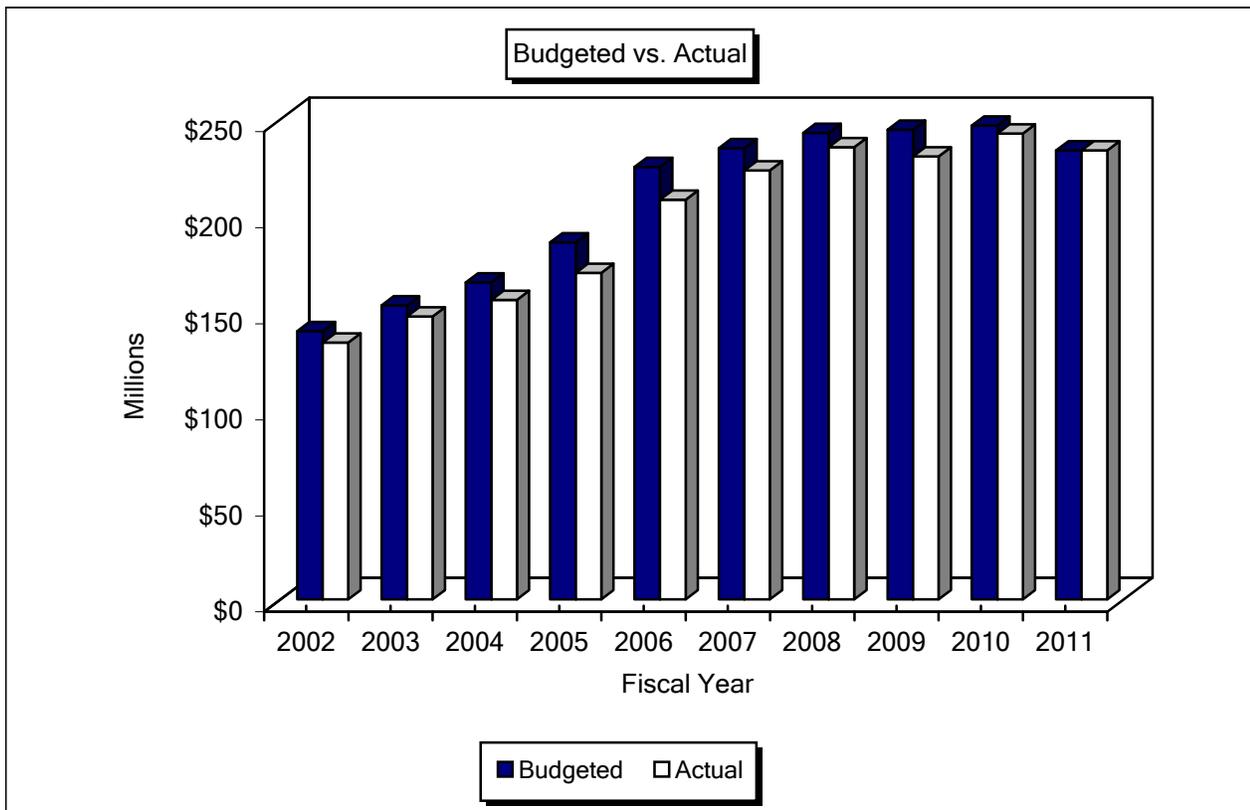
(1) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund Adopted Budget of \$2,835,483 has been combined with the Sheriff's Budget for FY2011.



EXPENDITURE ANALYSIS FY2002-FY2011

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 FY2002 through FY2009. The FY2010 actual represents the year-end projection. The FY2011 actual, which is still an estimate, is the adopted budget for FY2011. The expenditure increases have varied from approximately -2% to 23%. The average increase in expenditures for this ten-year period is calculated to be 7.5%.

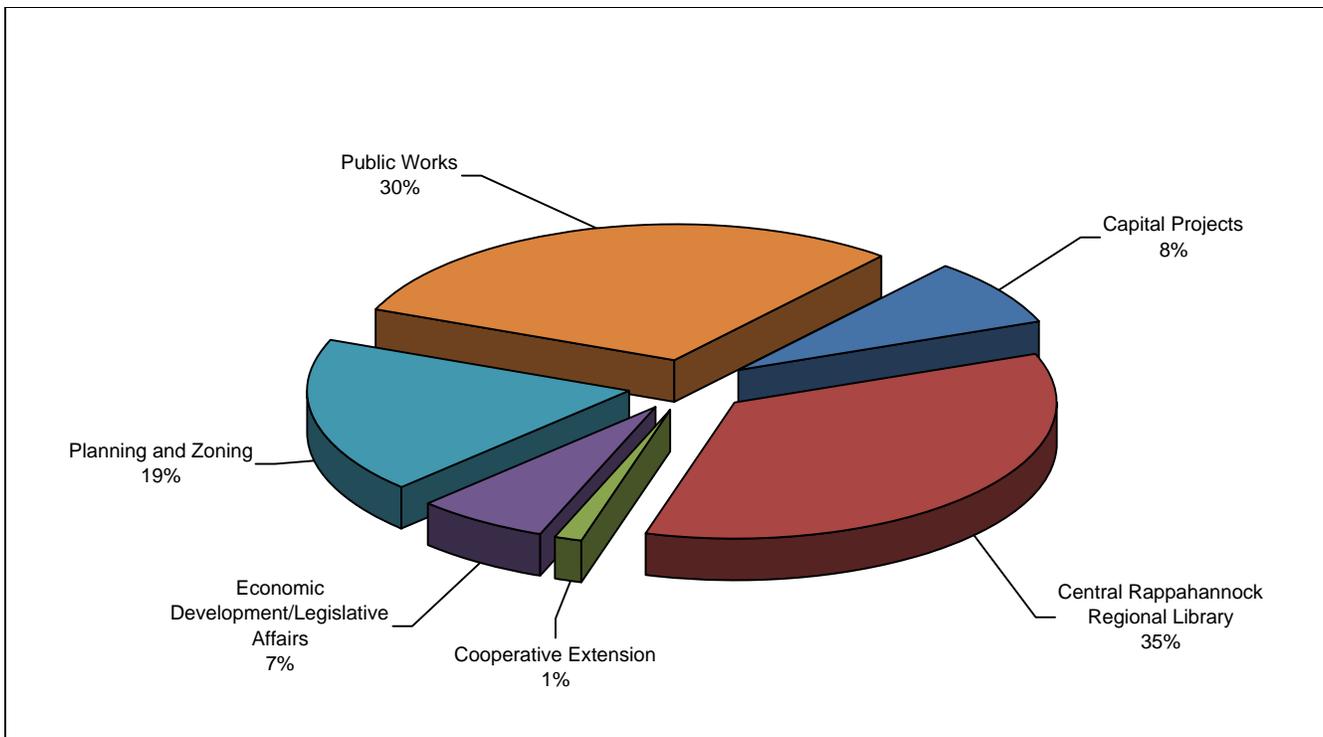
Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change	Variance	
					Amount	%
2002	139,664,404		133,713,789	12.69%	(5,950,615)	-4.26%
2003	153,009,017		147,308,390	10.17%	(5,700,627)	-3.73%
2004	164,977,592		155,894,789	5.83%	(9,082,803)	-5.51%
2005	185,836,018		169,979,062	9.03%	(15,856,956)	-8.53%
2006	225,129,454		208,082,240	22.42%	(17,047,214)	-7.57%
2007	234,888,020		223,297,385	7.31%	(11,590,635)	-4.93%
2008	242,872,406		235,400,383	5.42%	(7,472,023)	-3.08%
2009	244,465,642		230,528,315	-2.07%	(13,937,327)	-5.70%
2010	246,676,388		242,486,665	3.01%	(4,189,723)	-1.70%
2011	233,683,467		233,683,467	1.37%	0	0.00%
Average				7.5%		-4.50%

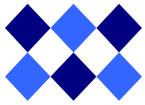




COMMUNITY DEVELOPMENT

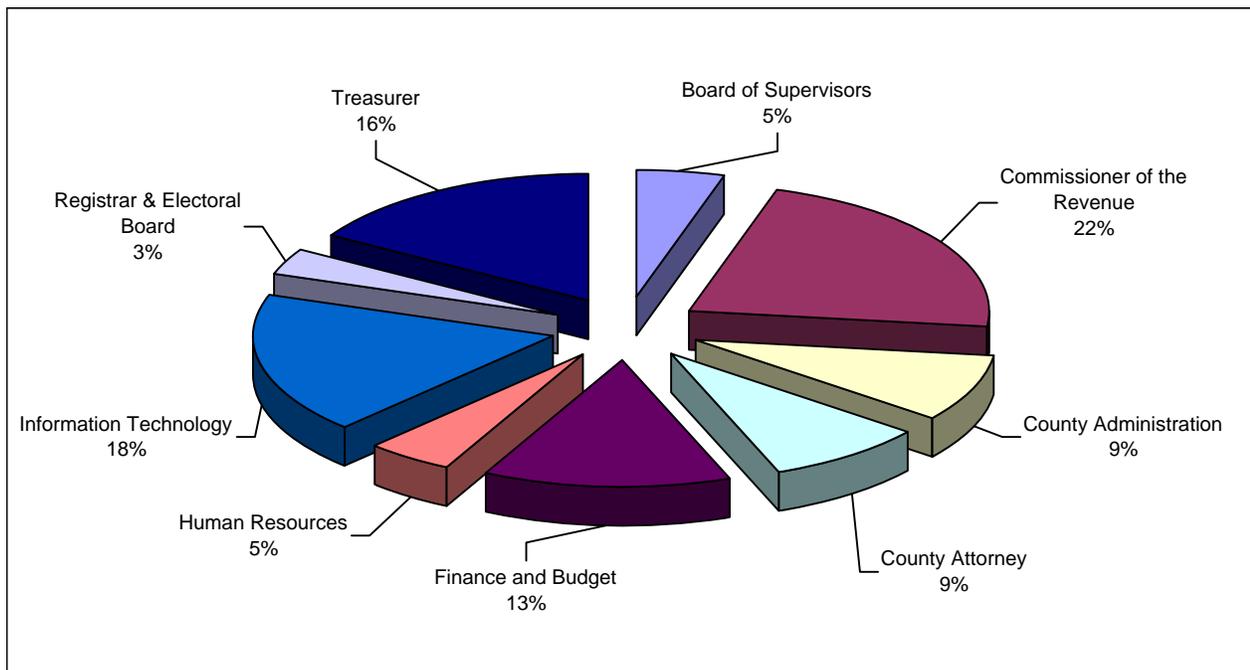
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Capital Projects	\$112,675	\$198,400	\$1,033,585	\$835,185	420.96%
Central Rappahannock Regional Library	4,584,972	4,254,098	4,585,717	331,619	7.80%
Cooperative Extension	203,165	196,426	183,633	(12,793)	-6.51%
Economic Development/Legislative Affairs	1,327,825	1,005,410	836,945	(168,465)	-16.76%
Planning and Zoning	2,613,696	2,504,751	2,408,729	(96,022)	-3.83%
Public Works	4,035,714	3,951,843	3,887,681	(64,162)	-1.62%
Total Expenditures	\$12,878,047	\$12,110,928	\$12,936,290	\$825,362	6.82%





GENERAL GOVERNMENT ADMINISTRATION

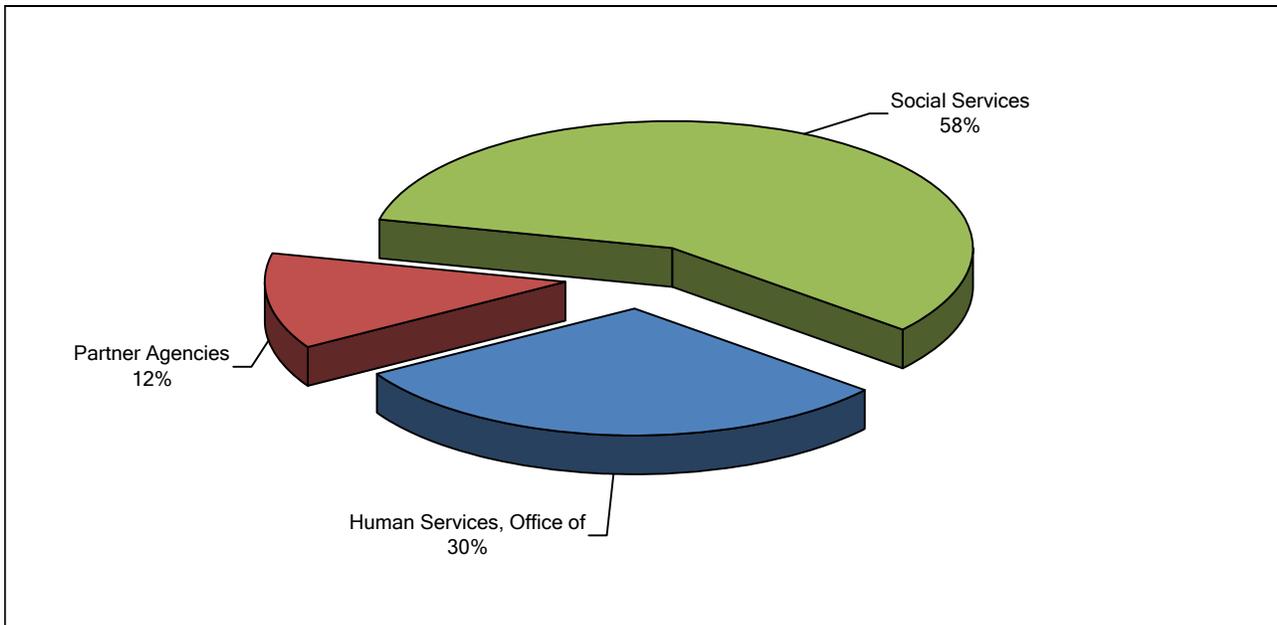
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Board of Supervisors	\$612,642	\$543,054	\$536,599	(\$6,455)	-1.19%
Commissioner of the Revenue	2,612,169	2,724,039	2,541,020	(183,019)	-6.72%
County Administration	1,091,313	1,061,761	982,380	(79,381)	-7.48%
County Attorney	1,154,814	1,062,337	1,016,906	(45,431)	-4.28%
Finance and Budget	1,593,152	1,525,682	1,504,444	(21,238)	-1.39%
Human Resources	617,230	647,057	564,731	(82,326)	-12.72%
Information Technology	2,024,226	2,091,526	2,050,354	(41,172)	-1.97%
Registrar & Electoral Board	404,676	386,290	384,823	(1,467)	-0.38%
Treasurer	1,855,015	1,924,227	1,878,329	(45,898)	-2.39%
Total Expenditures	\$11,965,237	\$11,965,973	\$11,459,586	(\$506,387)	-4.23%





HEALTH AND WELFARE

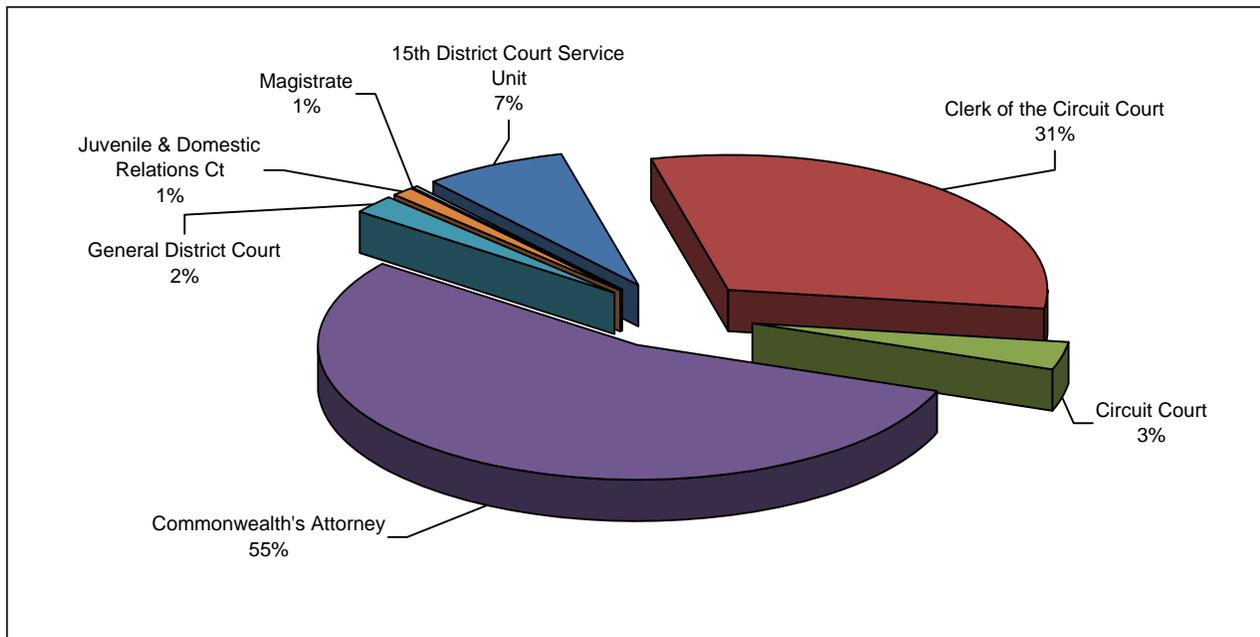
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Human Services, Office of	\$4,397,390	\$4,227,358	\$4,226,063	(\$1,295)	-0.03%
Partner Agencies	1,860,399	1,686,815	1,671,377	(15,438)	-0.92%
Social Services	7,320,667	8,409,342	8,008,604	(400,738)	-4.77%
Total Expenditures	\$13,578,456	\$14,323,515	\$13,906,044	(\$417,471)	-2.91%





JUDICIAL ADMINISTRATION

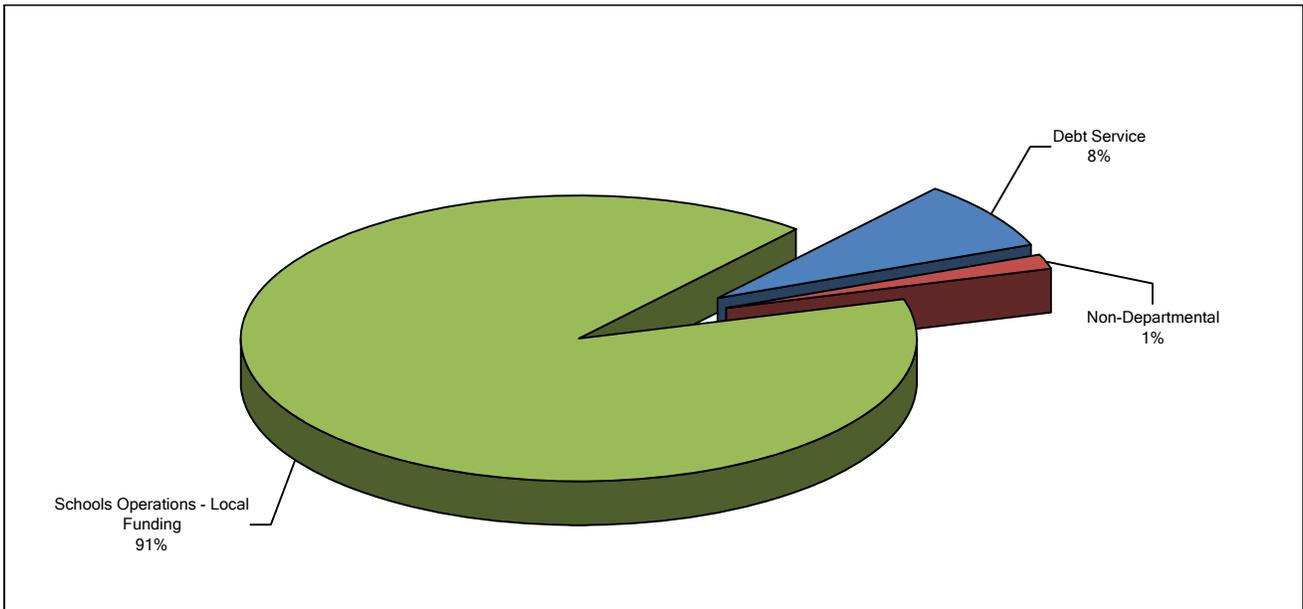
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
15th District Court Service Unit	\$300,514	\$360,207	\$363,175	\$2,968	0.82%
Clerk of the Circuit Court	1,722,447	1,662,479	1,596,738	(65,741)	-3.95%
Circuit Court	169,168	162,984	163,729	745	0.46%
Commonwealth's Attorney	2,784,583	2,800,725	2,789,759	(10,966)	-0.39%
General District Court	116,644	106,431	106,431	0	0.00%
Juvenile & Domestic Relations Ct	58,970	67,396	67,396	0	0.00%
Magistrate	16,567	12,549	10,390	(2,159)	-17.20%
Total Expenditures	\$5,168,893	\$5,172,771	\$5,097,618	(\$75,153)	-1.45%





MISCELLANEOUS

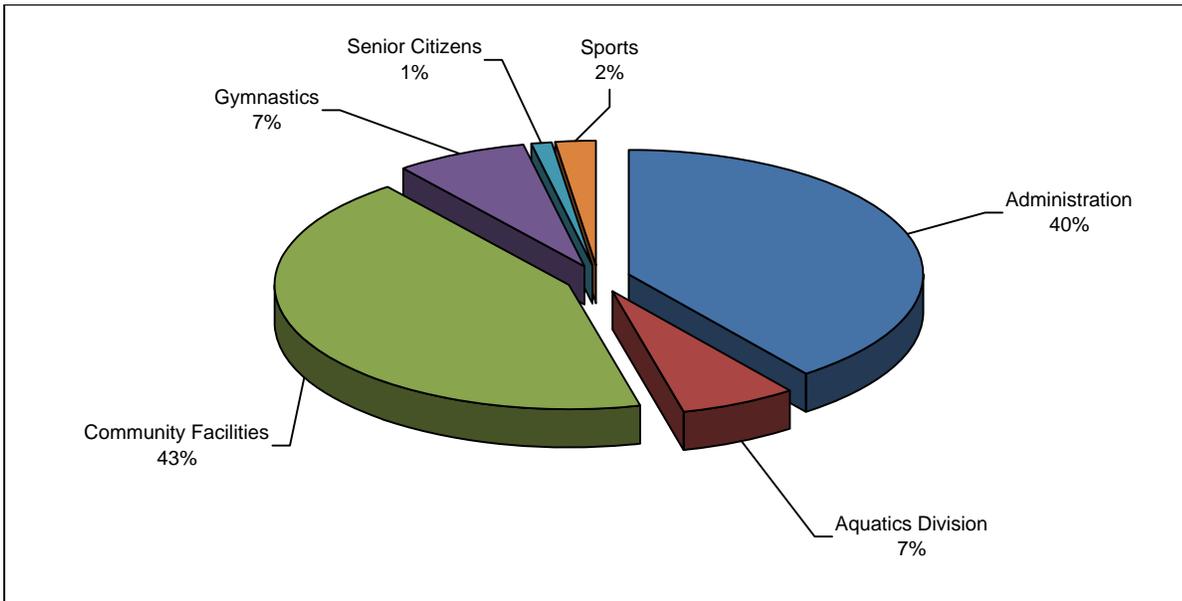
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Debt Service	\$9,846,235	\$12,185,406	\$10,879,943	(\$1,305,463)	-10.71%
Non-Departmental	968,383	1,781,071	2,148,877	367,806	20.65%
Other Transfers	154,833	0	0	0	0.00%
Schools Operations - Local Funding	130,049,088	131,997,156	126,319,712	(5,677,444)	-4.30%
Total Expenditures	\$141,018,539	\$145,963,633	\$139,348,532	(\$6,615,101)	-4.53%





PARKS, RECREATION AND COMMUNITY FACILITIES

	<u>FY2009 Actual</u>	<u>FY2010 Adopted Budget</u>	<u>Adopted Budget</u>	<u>FY2011 Changes '10 Adopted to '11 Adopted</u>	
Administration	\$4,168,730	\$4,144,323	\$3,875,798	(\$268,525)	-6.48%
Aquatics Division	391,209	489,635	625,730	136,095	27.80%
Community Facilities	3,801,210	4,149,034	4,224,405	75,371	1.82%
Gymnastics	507,613	576,580	695,789	119,209	20.68%
Senior Citizens	93,757	90,886	103,235	12,349	13.59%
Sports	118,964	147,500	224,771	77,271	52.39%
Total Expenditures	<u>\$9,081,483</u>	<u>\$9,597,958</u>	<u>\$9,749,728</u>	<u>\$151,770</u>	<u>1.58%</u>



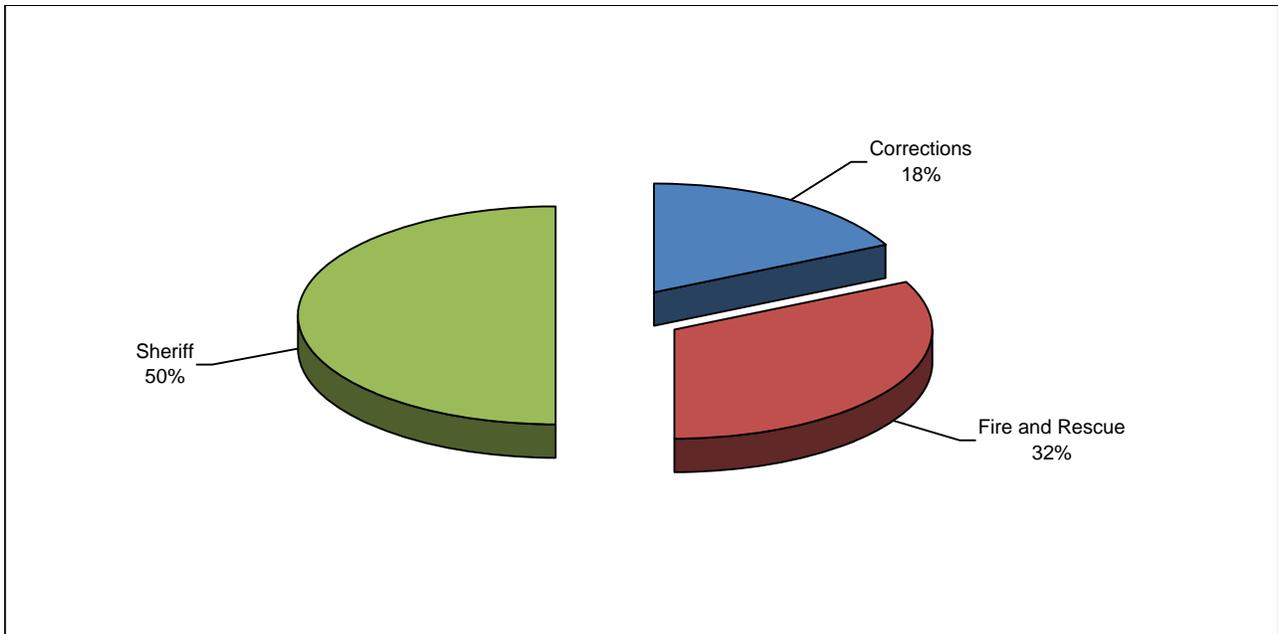


PUBLIC SAFETY

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Corrections	\$7,015,137	\$8,225,515	\$7,269,624	(\$955,891)	-11.62%
Fire and Rescue	12,482,567	13,330,184	13,310,039	(20,145)	-0.15%
Sheriff	17,310,529	17,795,186	20,606,006 (1)	2,810,820	15.80%
Solid Waste (2)	29,427	0	0	0	0.00%
Total Expenditures	\$36,837,660	\$39,350,885	\$41,185,669	\$1,834,784	4.66%

(1) 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.

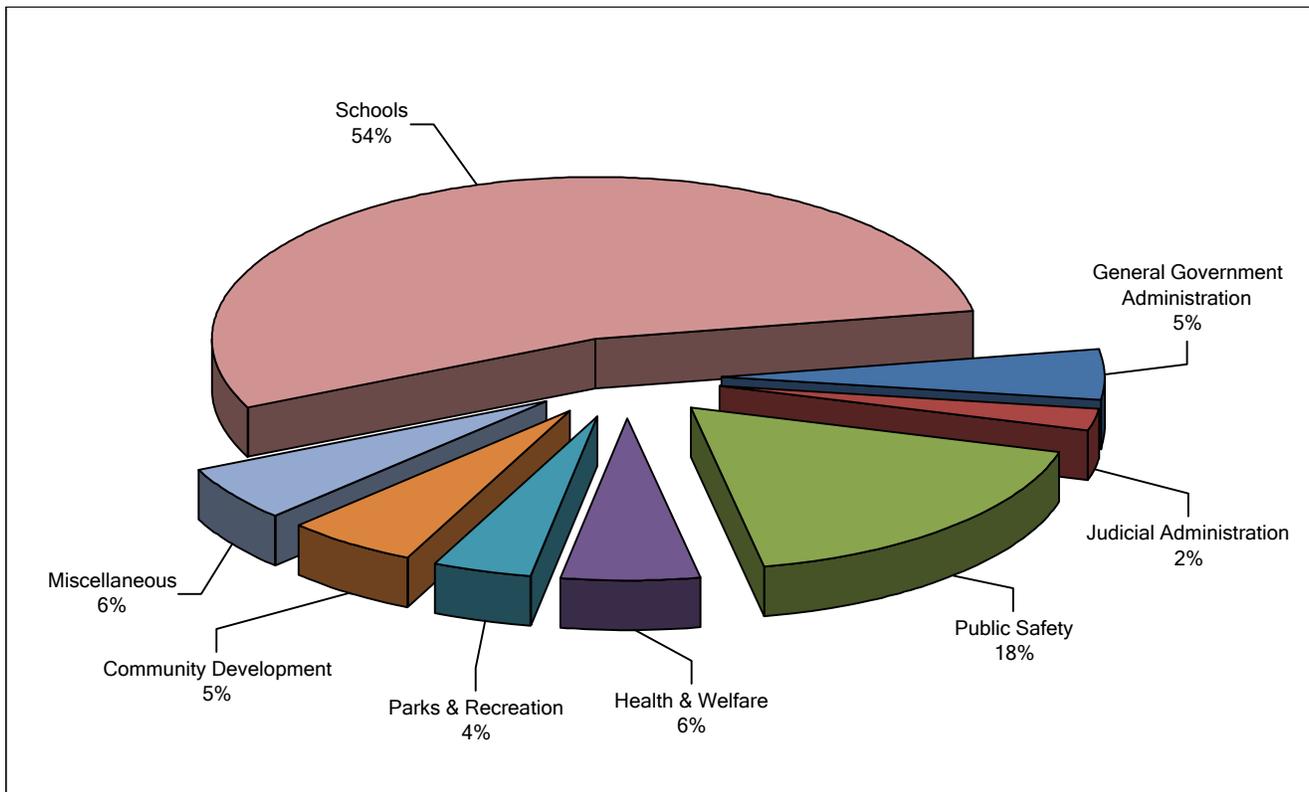
(2) Responsibility for Solid Waste has been transferred to the Regional Landfill.





GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA

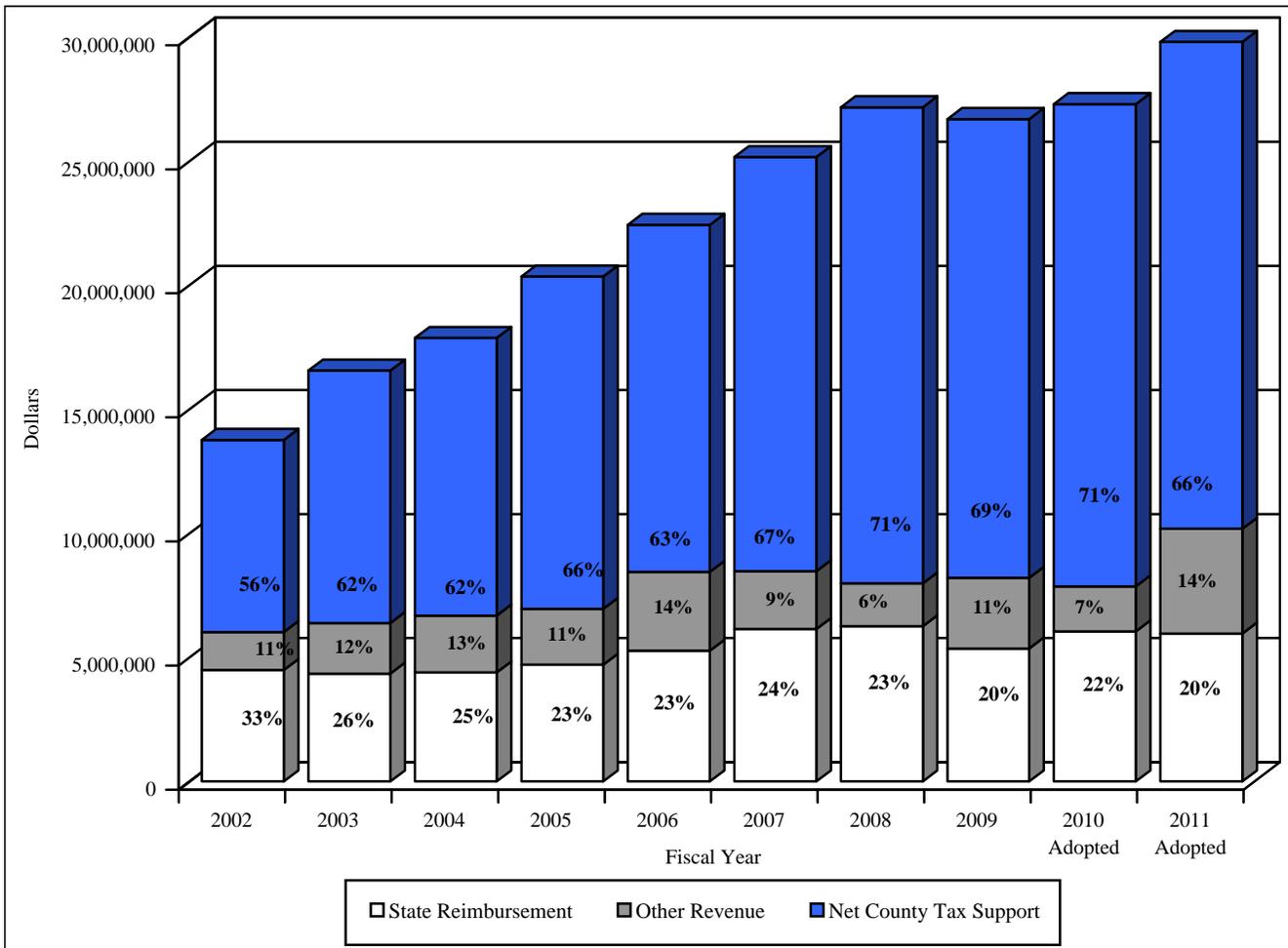
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
General Government Administration	\$11,965,237	\$11,965,973	\$11,459,586	(\$506,387)	-4.23%
Judicial Administration	5,168,893	5,172,771	5,097,618	(75,153)	-1.45%
Public Safety	36,837,660	39,350,885	41,185,669	1,834,784	4.66%
Health & Welfare	13,578,456	14,323,515	13,906,044	(417,471)	-2.91%
Parks & Recreation	9,081,483	9,597,958	9,749,728	151,770	1.58%
Community Development	12,878,047	12,110,928	12,936,290	825,362	6.82%
Miscellaneous	10,969,451	13,966,477	13,028,820	(937,657)	-6.71%
Schools	130,049,088	131,997,156	126,319,712	(5,677,444)	-4.30%
Total Expenditures	\$230,528,315	\$238,485,663	\$233,683,467	(\$4,802,196)	-2.01%





CONSTITUTIONAL OFFICERS FUNDING

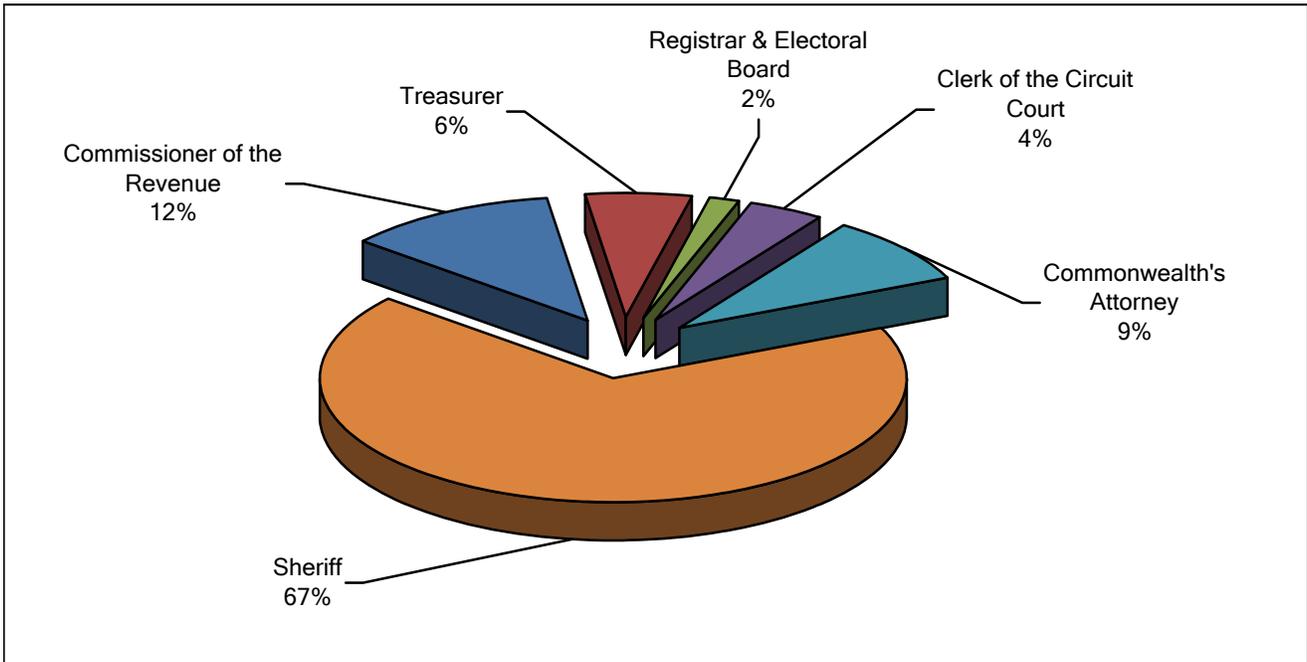
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2011 Adopted	29,796,675	5,959,347	20%	4,219,372	14%	19,617,956	66%
2010 Adopted	27,292,946	6,046,820	22%	1,812,106	7%	19,434,020	71%
2009	26,689,419	5,357,543	20%	2,849,039	11%	18,482,837	69%
2008	27,165,358	6,254,645	23%	1,726,837	6%	19,183,876	71%
2007	25,161,952	6,142,054	24%	2,332,455	9%	16,687,442	67%
2006	22,424,639	5,266,825	23%	3,177,790	14%	13,980,024	63%
2005	20,343,378	4,701,773	23%	2,253,481	11%	13,388,124	66%
2004	17,872,275	4,392,504	25%	2,293,451	13%	11,186,320	62%
2003	16,554,240	4,346,001	26%	2,038,849	12%	10,169,390	62%
2002	13,763,507	4,491,017	33%	1,534,504	11%	7,737,986	56%



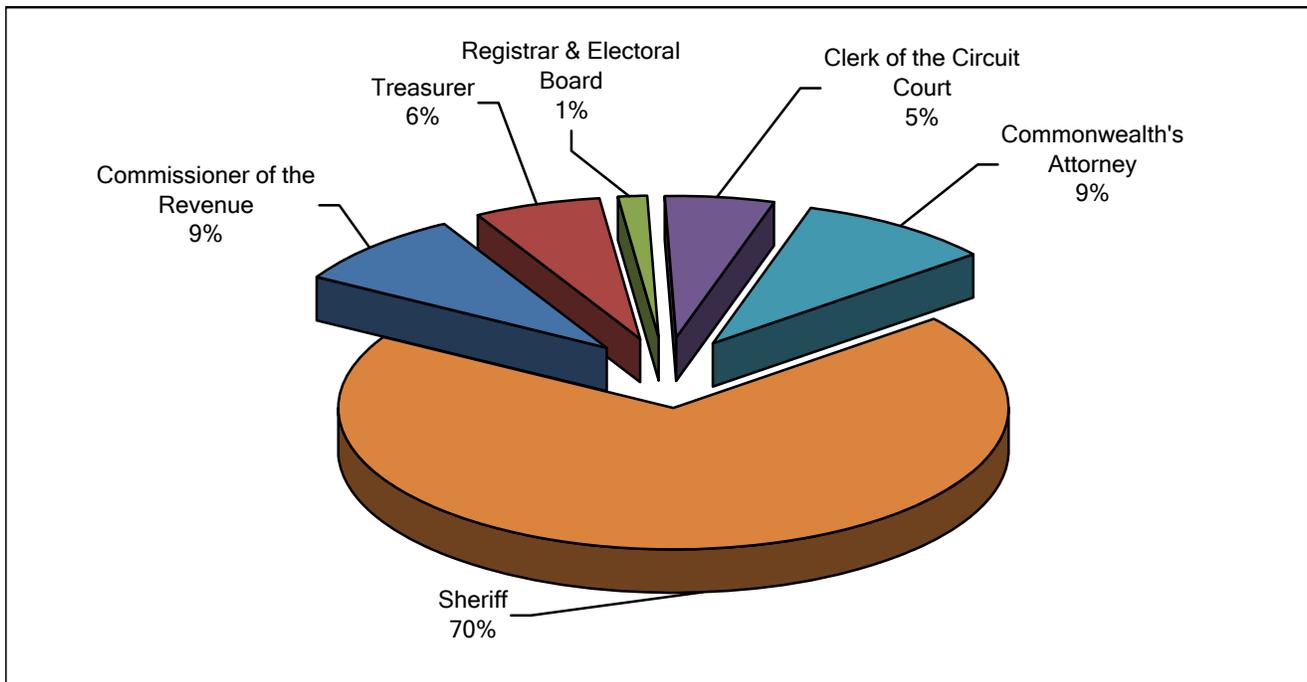


CONSTITUTIONAL OFFICERS GRAPHS

Constitutional Officers County Tax Support



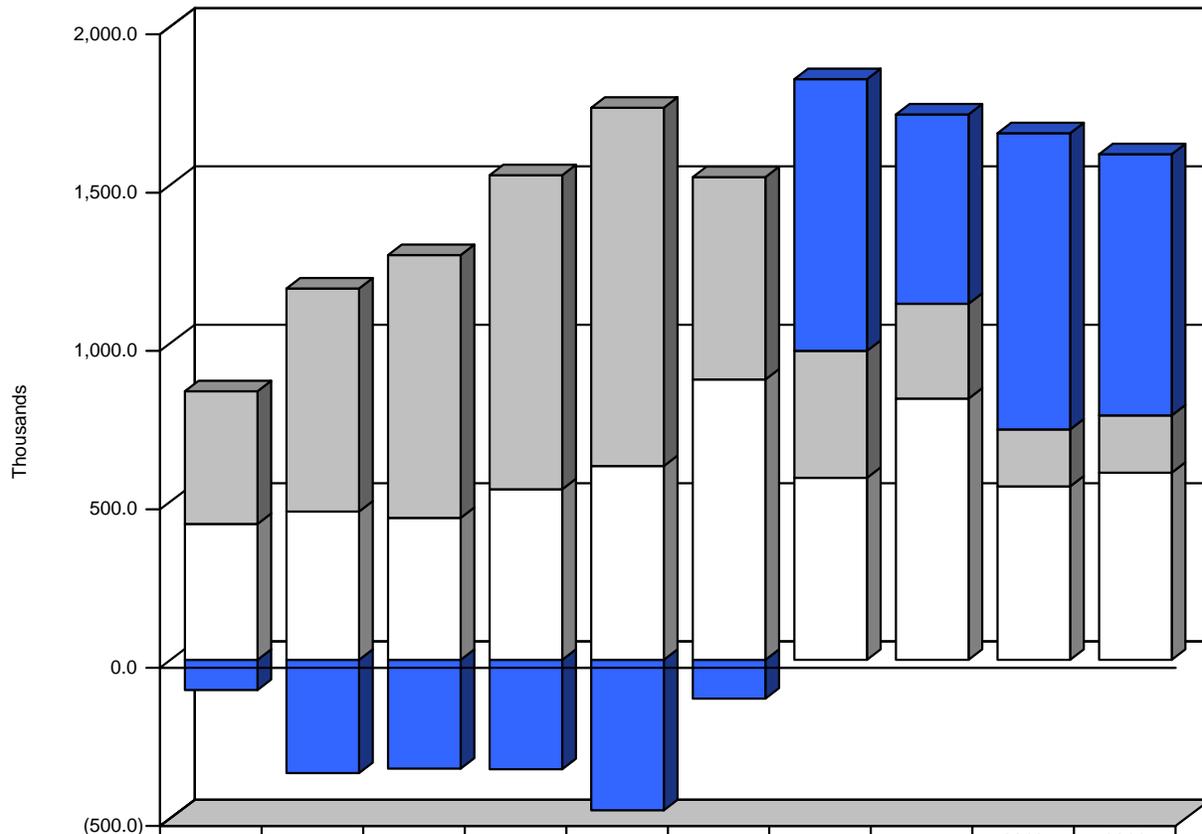
Constitutional Officers Expenditures





CLERK OF THE CIRCUIT COURT

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



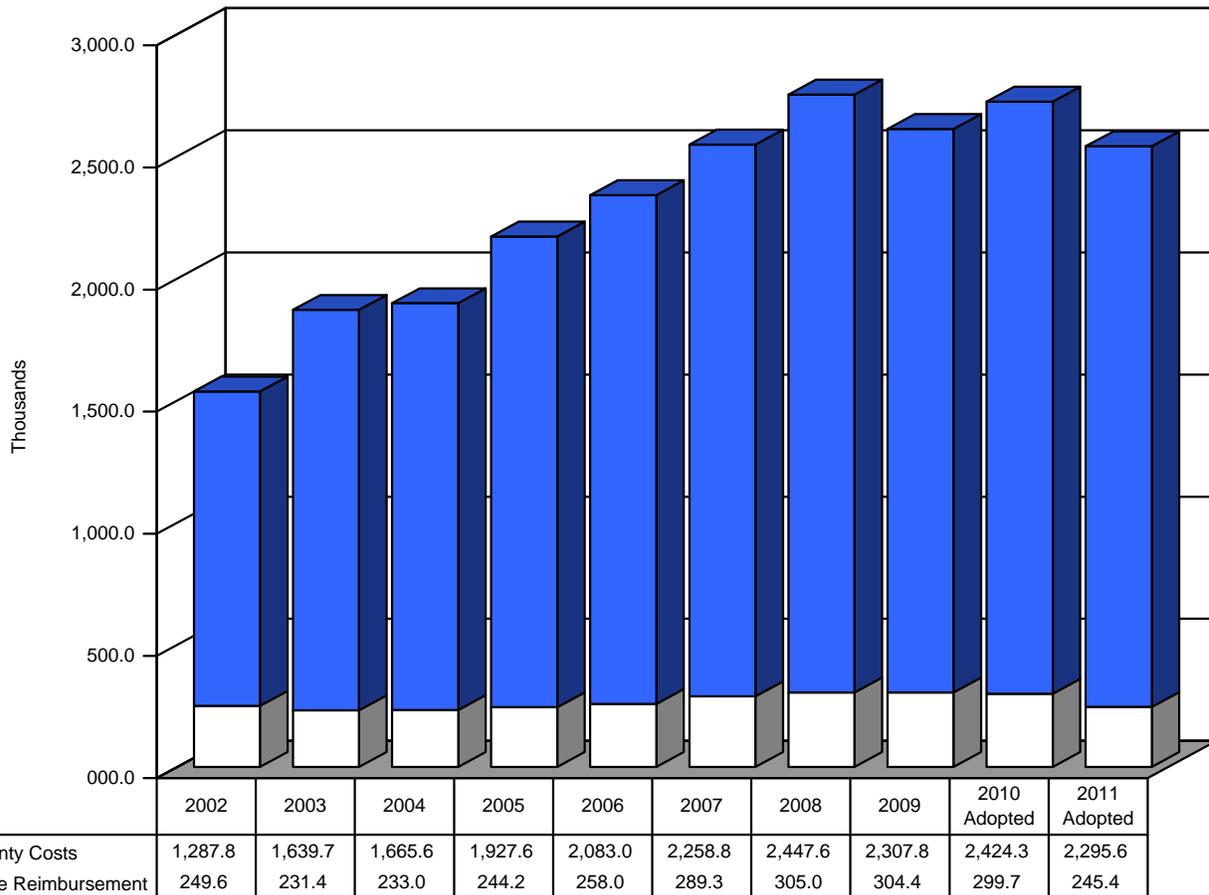
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	(95.6)	(358.0)	(343.2)	(345.8)	(474.9)	(122.8)	858.2	598.4	935.4	825.5
Other Revenue	419.3	704.4	829.8	991.6	1,131.6	639.4	400.7	299.3	180.0	180.0
State Reimbursement	428.9	468.5	448.0	538.9	612.0	885.0	574.6	824.7	547.1	591.3

	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	-13%	-44%	-37%	-29%	-37%	-9%	47%	35%	56%	52%
Other Revenue	56%	86%	89%	84%	89%	46%	22%	17%	11%	11%
State Reimbursement	57%	58%	48%	45%	48%	63%	31%	48%	33%	37%



COMMISSIONER OF THE REVENUE

In fiscal year 2011 the amount of County Tax Support has increased. The trend has been for state revenues to decrease.

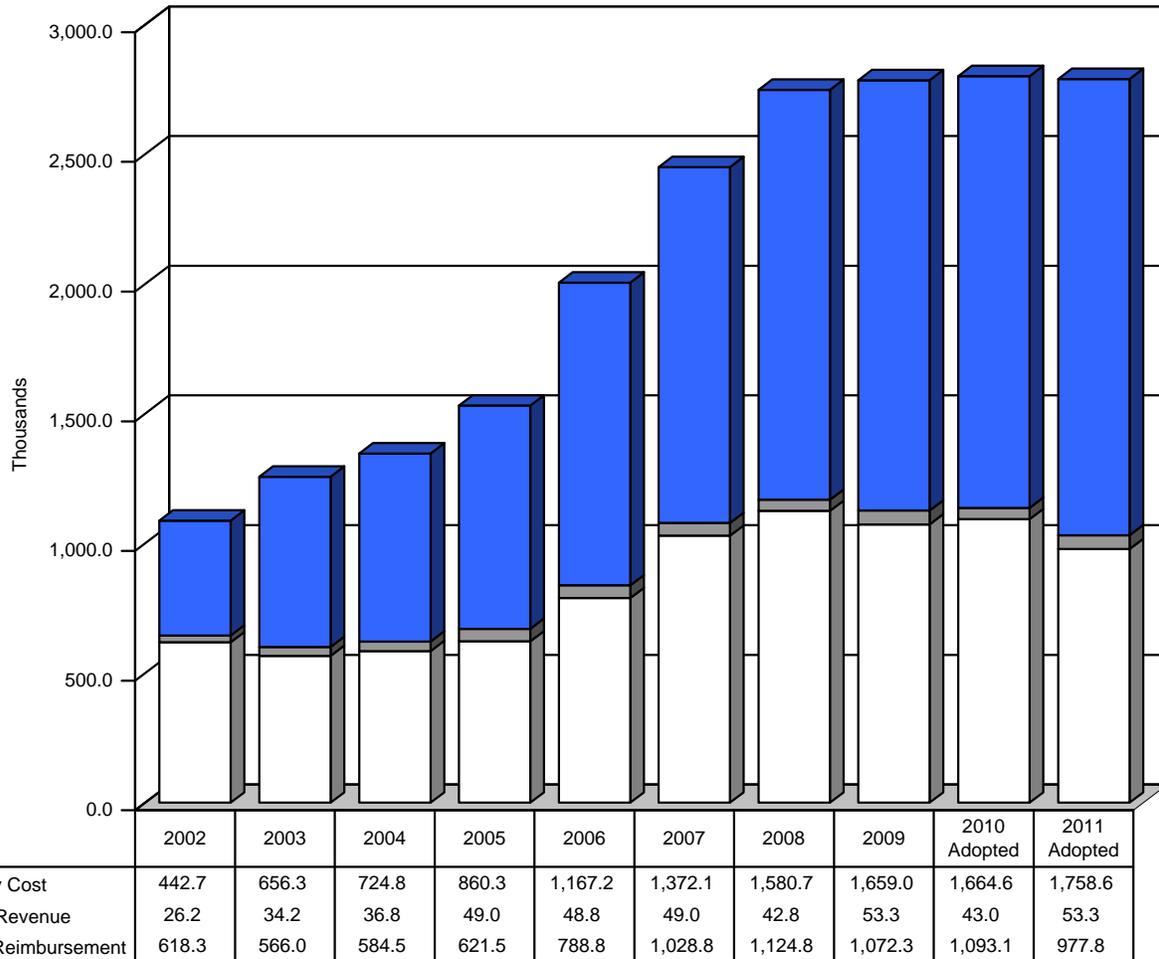


	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	84%	88%	88%	89%	89%	89%	89%	88%	89%	90%
State Reimbursement	16%	12%	12%	11%	11%	11%	11%	12%	11%	10%



COMMONWEALTH'S ATTORNEY

Over the past few years this office has had increased expenditure needs for personnel, and with state reimbursements not increasing with needs of this office the county net tax support has increased.

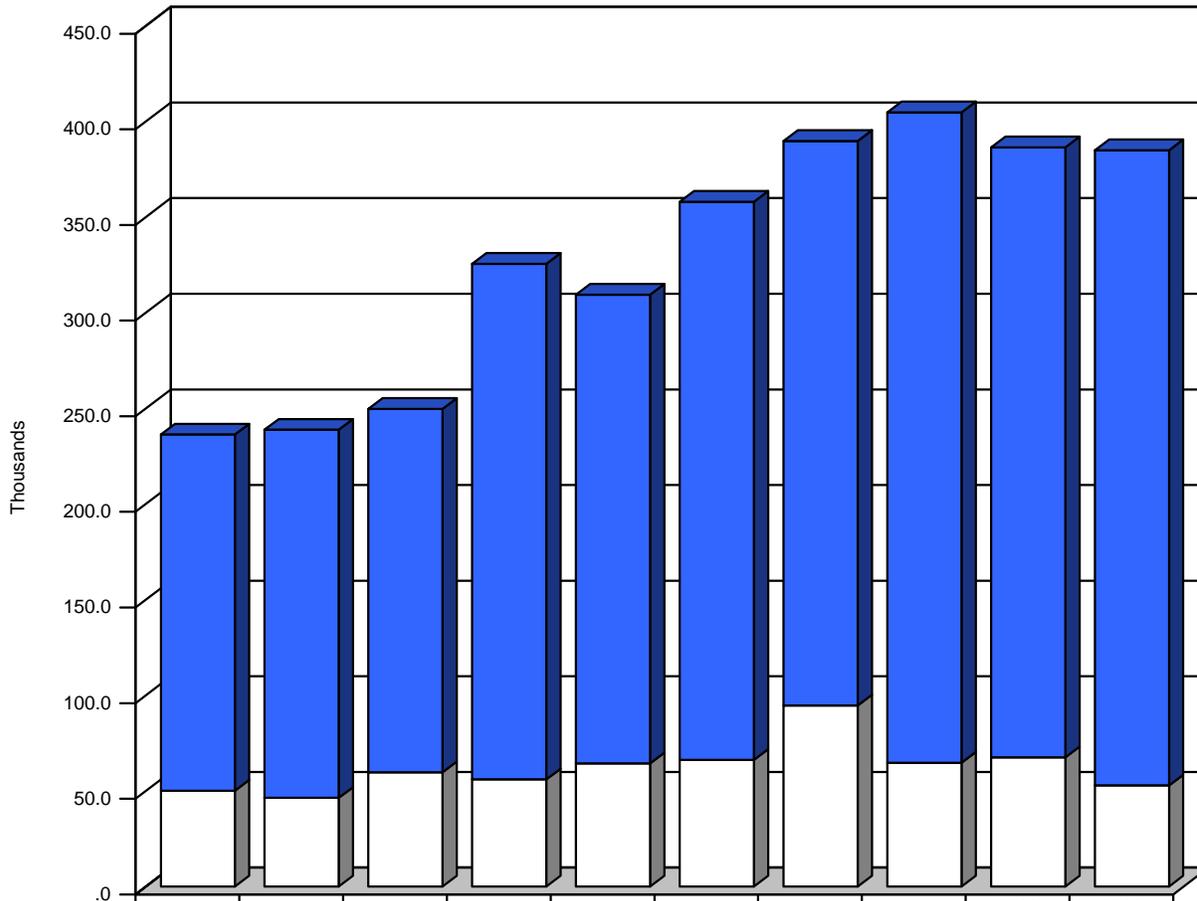


	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	41%	52%	54%	56%	59%	56%	58%	59%	59%	63%
Other Revenue	2%	3%	3%	3%	2%	2%	2%	2%	2%	2%
State Reimbursement	57%	45%	43%	41%	39%	42%	40%	39%	39%	35%



REGISTRAR & ELECTORAL BOARD

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



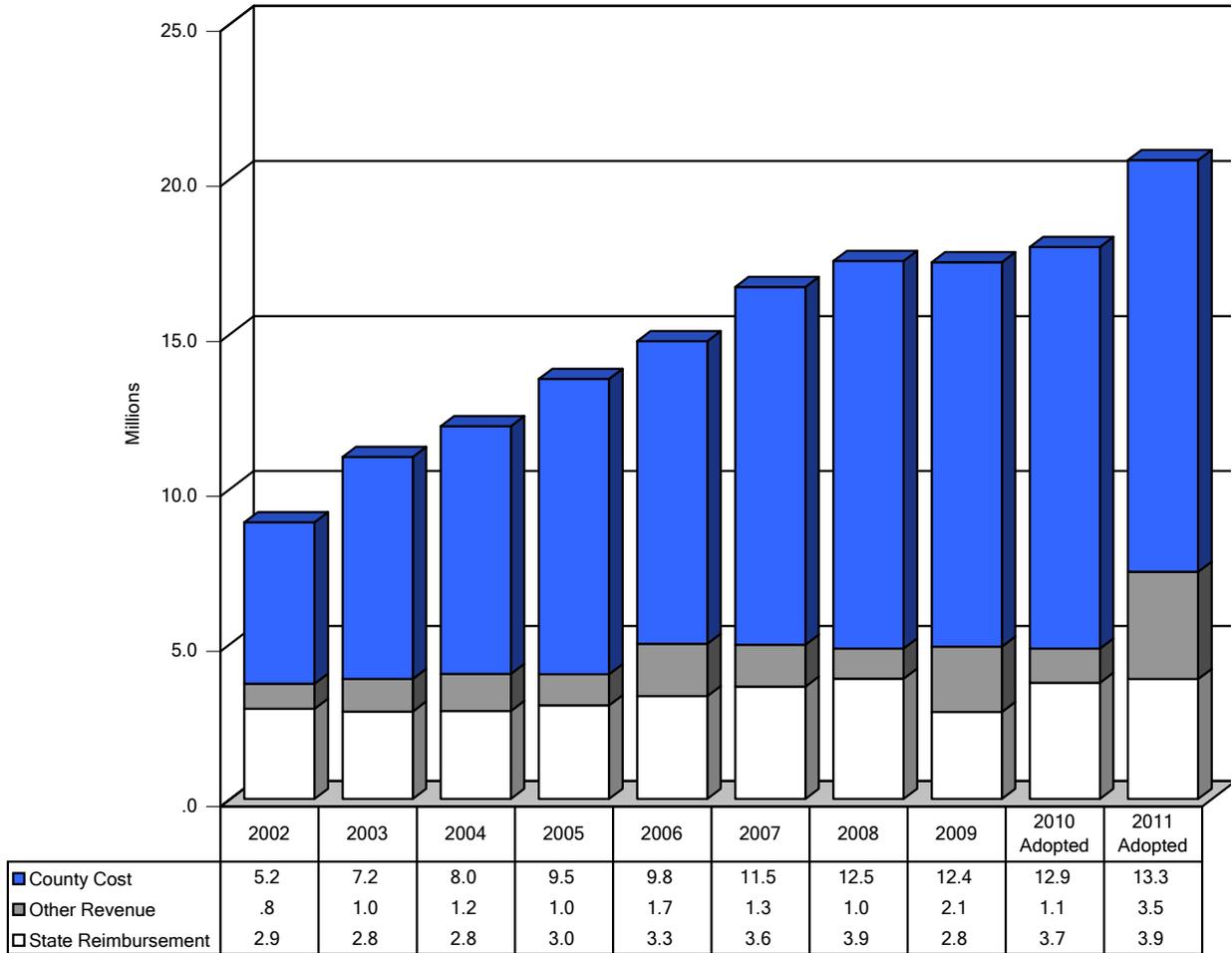
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	186.3	192.5	190.0	269.5	245.0	291.7	295.1	340.0	318.8	332.1
State Reimbursement	50.0	46.3	59.6	55.9	64.4	66.2	94.6	64.6	67.5	52.8

	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	21%	19%	24%	17%	21%	18%	24%	16%	17%	14%
State Reimbursement	79%	81%	76%	83%	79%	82%	76%	84%	83%	86%



SHERIFF

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



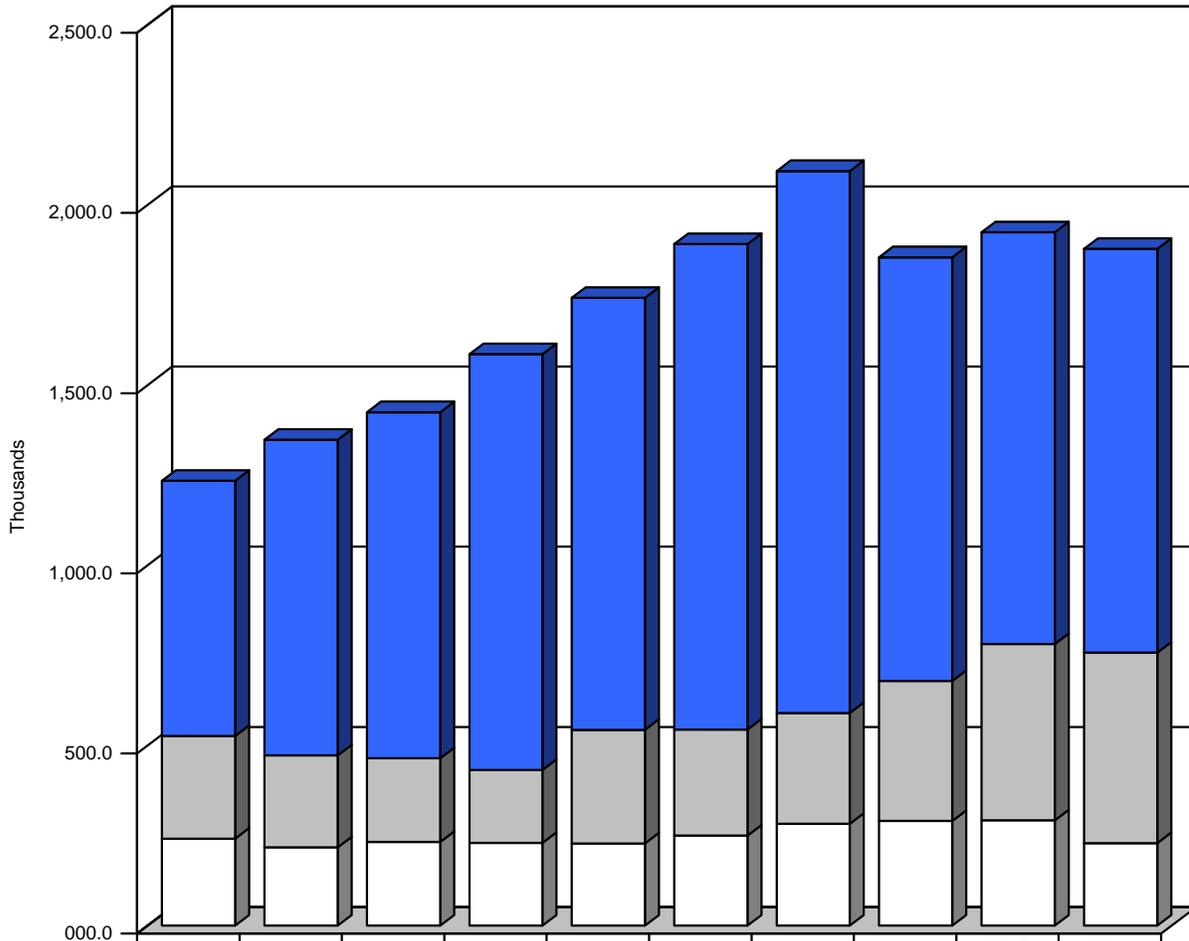
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	58%	65%	66%	71%	67%	70%	72%	72%	73%	64%
Other Revenue	9%	9%	10%	7%	11%	8%	6%	12%	6%	17%
State Reimbursement	32%	26%	24%	22%	22%	22%	22%	16%	21%	19%

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

The State Reimbursement increased slightly in fiscal year 2010, and Other Revenue increased due to additional revenue from the Utilities Fund and Landfill Fund that is determined by the cost allocation study. In fiscal year 2011 Compensation Board Funding from the State is decreased.



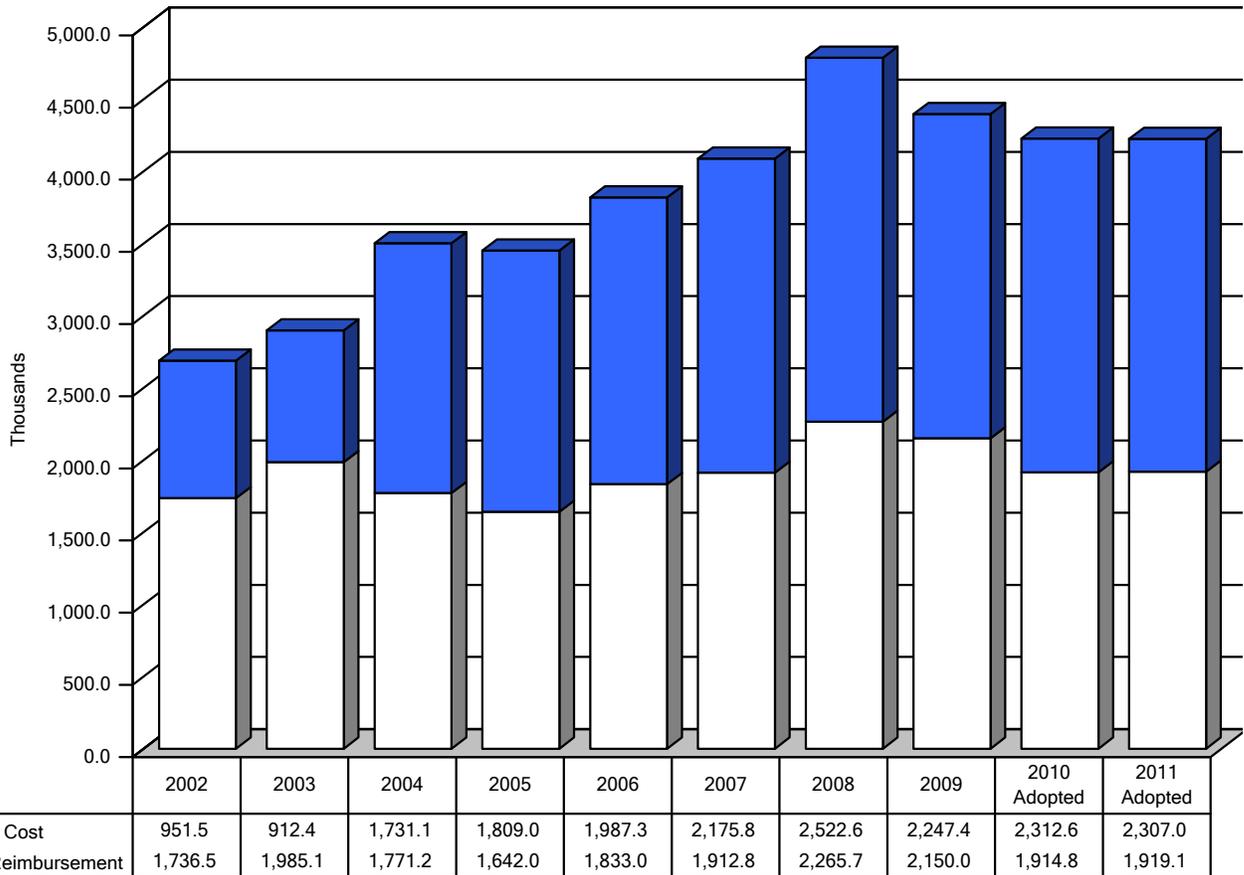
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	708.2	876.0	960.3	1,154.5	1,199.2	1,347.2	1,504.2	1,175.9	1,142.8	1,120.8
Other Revenue	284.7	255.5	232.4	201.8	315.4	294.6	307.6	388.7	488.9	528.5
State Reimbursement	241.5	216.9	232.2	229.8	228.1	249.7	282.3	290.4	292.5	229.0

	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	57%	65%	67%	73%	69%	71%	72%	63%	60%	60%
Other Revenue	23%	19%	16%	13%	18%	16%	15%	21%	25%	28%
State Reimbursement	20%	16%	16%	14%	13%	13%	13%	16%	15%	12%



OFFICE OF HUMAN SERVICES

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

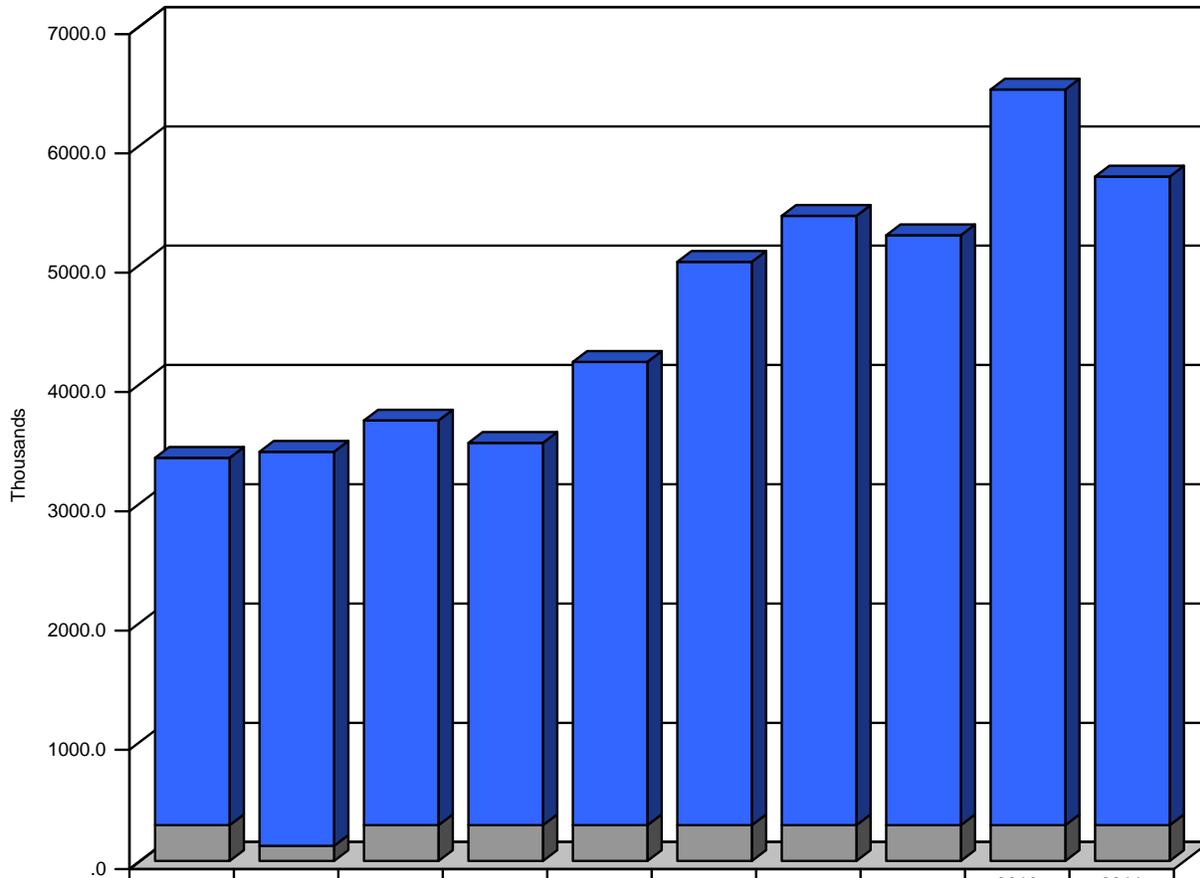


	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	35%	31%	49%	52%	52%	53%	53%	51%	55%	55%
State Reimbursement	65%	69%	51%	48%	48%	47%	47%	49%	45%	45%



RAPPAHANNOCK REGIONAL JAIL

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



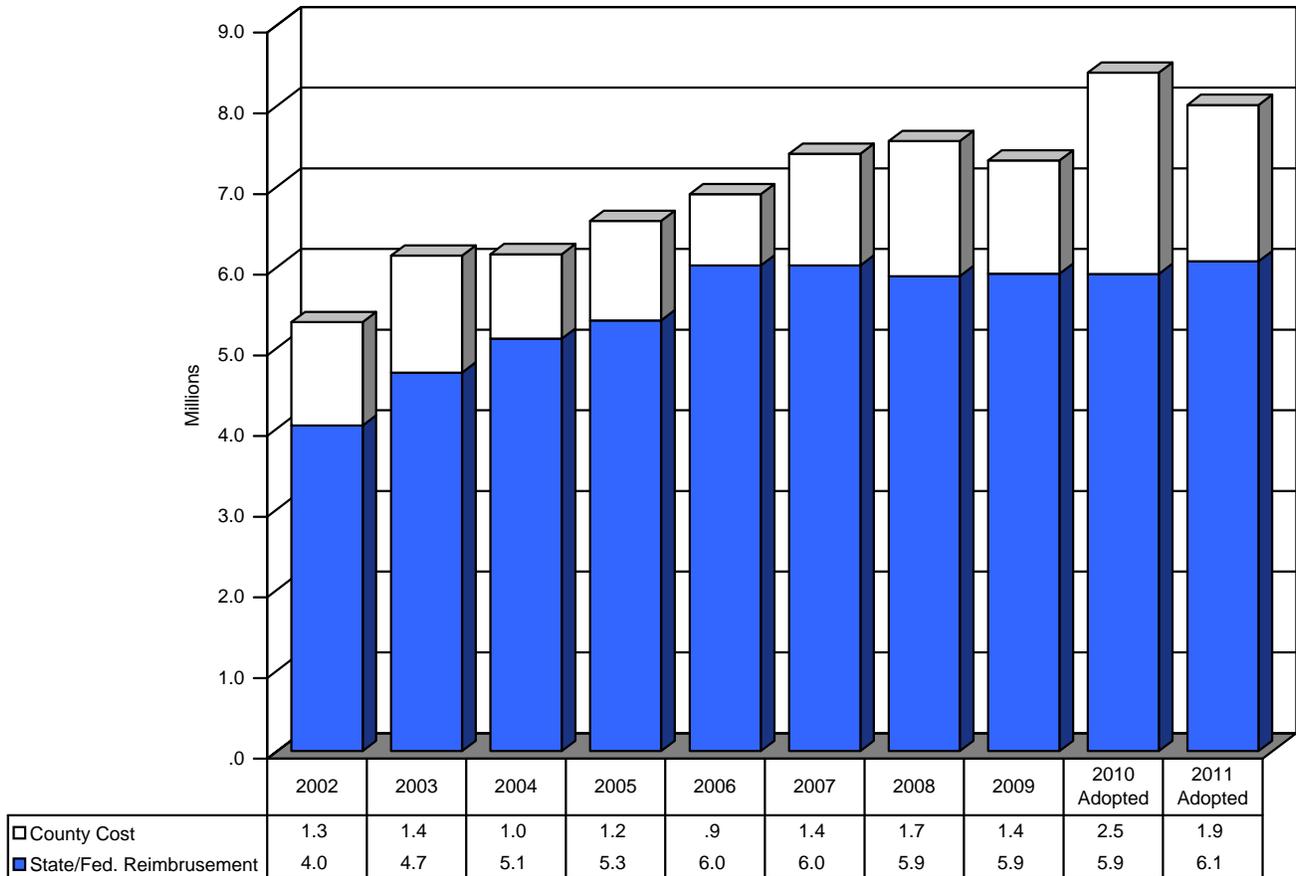
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	3,080.2	3,304.4	3,392.8	3,204.8	3,884.1	4,723.5	5,108.5	4,946.2	6,167.5	5,438.4
Other Revenue	300.0	126.6	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0

	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	91%	96%	92%	91%	93%	94%	94%	94%	95%	95%
Other Revenue	9%	4%	8%	9%	7%	6%	6%	6%	5%	5%



SOCIAL SERVICES

This graph shows the distribution of revenue for the Social Services. For fiscal year 2011 the state/federal reimbursement is expected to be 76% of the revenue for Social Service programs. A change in the calculation of the Title IV money by the state decreases the reimbursement to the local governments.



	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
County Cost	24%	24%	17%	19%	13%	19%	22%	19%	30%	24%
State/Fed. Reimbursement	76%	76%	83%	81%	87%	81%	78%	81%	70%	76%





GENERAL FUND

The General Fund section presents individual department summaries.

Department	FY2011 Adopted Budget
Board of Supervisors	\$536,599
Capital Projects	1,033,585
Central Rappahannock Regional Library	4,585,717
Commissioner of the Revenue	2,541,020
Commonwealth's Attorney	2,789,759
Cooperative Extension	183,633
Corrections	7,269,624
County Administration	982,380
County Attorney	1,016,906
Courts	2,307,859
Debt Service	10,879,943
Economic Development/Legislative Affairs	836,945
Finance and Budget	1,504,444
Fire and Rescue	13,310,039
Human Resources	564,731
Human Services, Office of	4,226,063
Information Technology	2,050,354
Non-Departmental	2,148,877
Other Transfers	0
Parks, Recreation & Community Facilities	9,749,728
Planning and Zoning	2,408,729
Public Works	3,887,681
Registrar & Electoral Board	384,823
Schools	126,319,712
Sheriff	20,606,006
Social Services	8,008,604
Treasurer	1,878,329





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 Board of Supervisors, consisting of seven members elected by district serves staggered terms and exercises 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:

Where have we partnered within the organization?

- County Administration
- Constitutional Officers
- County Attorney
- Individual Departments

Where have we partnered with community organizations?

- Central Rappahannock Regional Library - Porter and the (new) England Run Library branches
- Department of Conservation and Recreation - Crow's Nest
- George Washington Regional Commission/Fredericksburg Area Metropolitan Planning Organization
- Planning District 16 (City of Fredericksburg; Caroline, King George, Spotsylvania and Stafford Counties)
- Quantico Growth Management
- Quantico Civilian/Military Organization
- Rappahannock Regional Jail and Juvenile Detention Center
- Regional Elected Officials Meetings
- Rappahannock Regional Solid Waste Management Board (R-Board)
- Stafford Regional Airport Authority
- Virginia Association of Counties

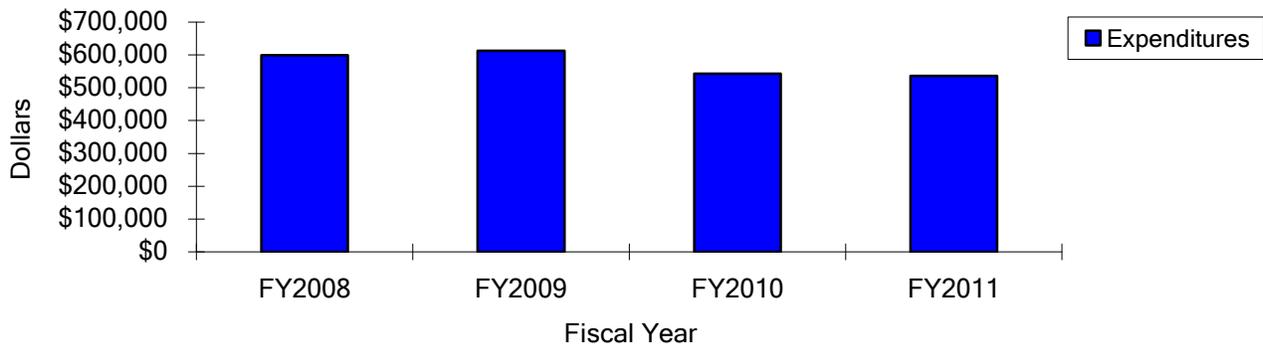


BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$237,169	\$239,824	\$239,826	\$192,200	(\$47,626)	-19.86%
Operating	361,643	372,818	303,228	344,399	41,171	13.58%
Local Tax Funding	\$598,812	\$612,642	\$543,054	\$536,599	(\$6,455)	-1.19%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Reduction in personnel costs reflects Board's decision to reduce their salaries beginning in January, 2010.

Operating

- Operating costs reflect an anticipated increase in the external audit contract
- Decrease in estimated travel and meeting costs.



BOARD OF SUPERVISORS

CORE SERVICES

Legislative Facilitation

The Board of Supervisors is the Legislative Branch of local government. The Board 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.

The Board of Supervisors, 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
- Set policies and appoint citizens to Boards, Authorities, Commissions and Committees, which act as advisory bodies
- Maintain a AA Bond Rating and enhance the County's Bond Rating to a *Natural* AA Rating within 5 years

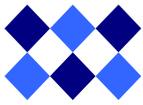
DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Adjourned/Special Meetings	5	5	5
Board of Supervisors Meetings	23	24	24
Outputs			
BOS Minutes Archived	30	30	30
BOS Agenda Packages Processed	288	288	300
Ordinances Considered	60	60	60
Resolutions/Proclamations Considered	431	457	300



DEPARTMENTAL ACCOMPLISHMENTS

- Parks & Recreation Bond Referendum passed by voters
- Partnered with the Department of Conservation and Recreation (DCR) in the Phase II acquisition of Crow's Nest
- Successfully led a pilot Purchase of Development Rights (PDR) program
- Maintained a AA Bond rating
- At BOS request staff developed and implemented a system to track citizen requests for assistance
- At BOS request staff developed and implemented a *Guide to County Government*



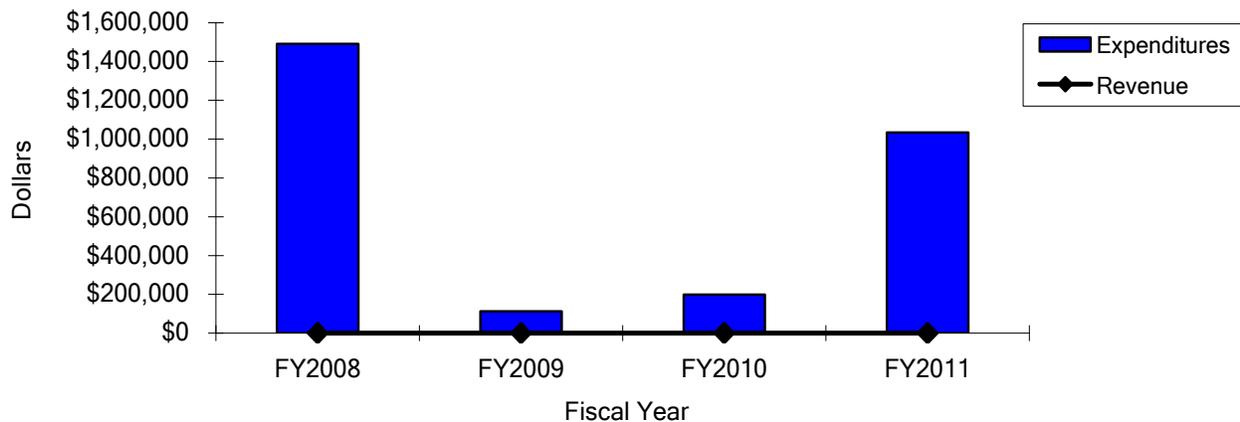
CAPITAL PROJECTS

Maria Perrotte
 Chief Financial Officer
 540-658-4560
 mperrotte@co.stafford.va.us

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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$0	\$0	\$198,400	\$1,033,585	\$835,185	0.00%
Capital	1,490,889	112,675	0	0	0	0.00%
Local Tax Funding	<u>\$1,490,889</u>	<u>\$112,675</u>	<u>\$198,400</u>	<u>\$1,033,585</u>	<u>\$835,185</u>	<u>0.00%</u>



SIGNIFICANT BUDGET CHANGES

Operating

- Funding meets guideline of the Board's Principles of High Performance Management.
- Funding can be used as the Board directs for such projects as repair and replacement of aging infrastructure or to purchase replacement ambulances with cash (reducing the reliance on debt)

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on August 19, 2008
- 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 accessible to citizens library materials in addition to providing resources and services to meet expressed and anticipated community needs for information, education and recreation. The Library supports educational and cultural needs/interest of the community through library programs, provides library resources and services to citizens who cannot or do not use regular library facilities and formats and provides leadership for the community to link to the World Wide Web.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Stafford County Economic Development Department – CRRL showcases area museums
- Parks and Recreation Department – CRRL informs Stafford citizens about library programs through their quarterly brochures
- Stafford County Public Schools - CRRL provides library programs to enhance the learning experience for students through Café Book in middle schools, A Card for Every Kindergartener, curriculum support via classroom carry-outs for teachers, database training for middle and high school students, and book-talks for elementary school students to encourage reading and literacy skills
- Juvenile Detention Center – CRRL provides library services, including a book collection and programs that promote reading to assure successful re-entry by residents into their local school systems.
- Department of Public Works, Facilities Management - CRRL works with County to ensure that Porter Library is an attractive, welcoming, functioning, and safe facility for Stafford library users
- Department of Public Works, Public Construction Division - CRRL works with the County to ensure timely and cost-effective completion of the England Run Library project to extend library services for Stafford citizens

Where have we partnered with community organizations?

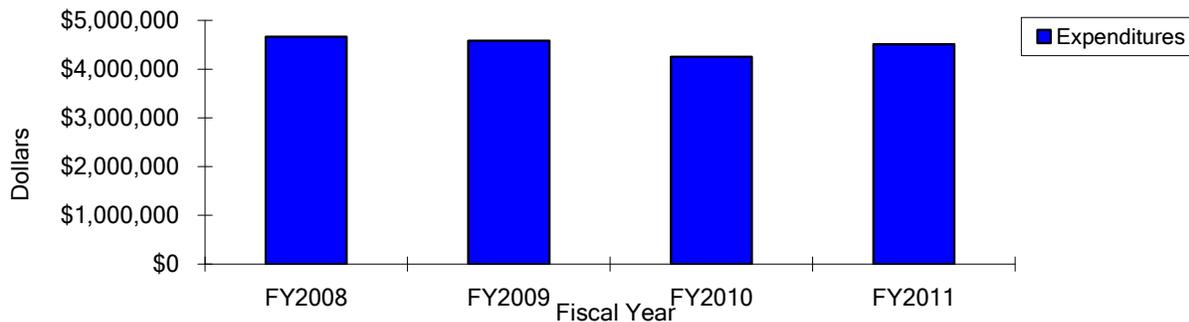
CRRL partnered with education providers, government entities, and cultural agencies in our community:

- Regional Literacy Coordinating Committee – CRRL spearheaded a group of area organizations committed to full literacy for area adults. CRRL staffed and promoted Alliance for Literacy, a volunteer-based tutoring program for adults 18+.
- The Regional Chamber of Commerce—CRRL librarians contributed to a monthly column, “New & Notable @ the Central Rappahannock Regional Library,” to ChamberLinks, linking membership with recommended resources available at the public library—how to succeed in business, management strategies, industry trends, evolving technologies, successful entrepreneurship, structuring business plans, tax answers. As the business community maximizes potential through information, the library is in the business of helping the region grow.
- Bluemont - CRRL partnered with Bluemont to plan, schedule, and provide summer concerts for families at the Porter Library.
- Uniquely Stafford art exhibit - CRRL planned, sponsored, and organized exhibit of artworks featuring aspects of Stafford to showcase Stafford artists, promoted awareness, and enhanced Stafford County identity.
- AARP and United Way - CRRL partnered with agencies to host tax clinics, provided computers and assistance to help clients to file taxes electronically, and provided tax forms on request.
- Stafford Historical Society, George Washington’s Ferry Farm, and National Military Park Chatham - CRRL partnered with historians and museum staffs to provide lectures and exhibits that enhance awareness of local history for Stafford residents.
- CRRL Presents—Archived the history and culture of our region, filmed interviews with community movers and shakers, artists, and long-time residents who shared stories of times gone by; distributed content via cablecast and DVD and Web clips from the library.



BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$4,666,775	\$4,584,972	\$4,254,098	\$4,585,717	\$331,619	7.80%
Total	4,666,775	4,584,972	4,254,098	4,585,717	331,619	7.80%
Revenue	0	0	0	74,000	74,000	100.00%
Local Tax Funding	\$4,666,775	\$4,584,972	\$4,254,098	\$4,511,717	\$331,619	7.80%



SIGNIFICANT BUDGET CHANGES

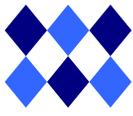
Operating

- Library funding reflects the increased costs of operating the new England Run Library which is expected to open in the fall of 2010.
- Funding for existing services was reduced by 6%.

CORE SERVICES

Programs

CRRRL 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.



CORE SERVICES (Continued)

Collections

The CRRL offers opportunities for lifelong learning through expansive collections of over 700,000 items, 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 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 Stop at housing facilities for seniors, by 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 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
- Commons
- Community Referral
- Consumer Information
- Cultural Awareness
- Current Topics and Titles
- Formal Learning Support
- Government Information
- Information Literacy
- Lifelong Learning
- Local History
- Genealogy

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 15%
- Increase service staff to respond to dramatic increases in circulation of materials and reference inquiries
- Continue upgrades to database systems, hardware and software for public and staff
- Continue to work for funding and initial plans for new branch facilities in Stafford County



DEPARTMENTAL SERVICE LEVELS

Regional Demographics

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs			
Book Stock Growth	482,961	497,450	512,373
Library Visits	2,476,474	2,550,768	2,627,291
Number of Programs	9,489	9,774	10,067
Attendance	149,716	154,207	158,834
Service Quality			
Bookmobile Stops	12	12	13
Circulation	8,141,675	8,385,925	8,637,503

Stafford Demographics

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs			
Book Stock Growth	482,961	497,450	512,373
Library Visits	1,109,485	1,142,770	1,177,053
Number of Programs	4,325	4,455	4,588
Attendance	68,621	70,680	72,800
Service Quality			
Bookmobile Stops	7	7	7
Circulation	3,683,489	3,793,994	3,907,813

DEPARTMENTAL ACCOMPLISHMENTS

- 2009 awards commended CRRL for cost-effective provision of library service
 - *Library Journal* in its national rating system named CRRL a Star Library
 - Hennen’s American Public Library Ratings ranked CRRL 1st in Virginia, 4th in nation
 - Institute of Museum and Library Services nominated CRRL for 2010 National Medal for Museum and Library Service, which honors outstanding institutions that make significant and exceptional contributions to their communities
- Increased County circulation of materials to 3,214,190 and answered 208,556 information questions



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

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

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:

Where have we partnered within the organization?

- Our most significant partnership continues to be with the Treasurer's office as we continue to develop a real time tax billing interface. This will provide immediate data sharing between two offices ultimately leading to a higher level of customer service.
- We have also enhanced our partnerships with Public Works to assist us in the discovery processes of taxable property.
- We continue to build a relationship with Economic Development so as to assist in the development of business friendly tax policies. Additionally, we have worked with GIS to update our addresses for billing purposes.

Were have we partnered with community organizations?

- We have not formally partnered with any community organizations. However, we maintain strong relationships with the local Chamber of Commerce, enrolled IRS agents, and local churches.
- We also partner with the Department of Taxation to share income tax and sales tax data. This partnership assures that we are receiving the correct sales tax and fiduciary tax revenues.

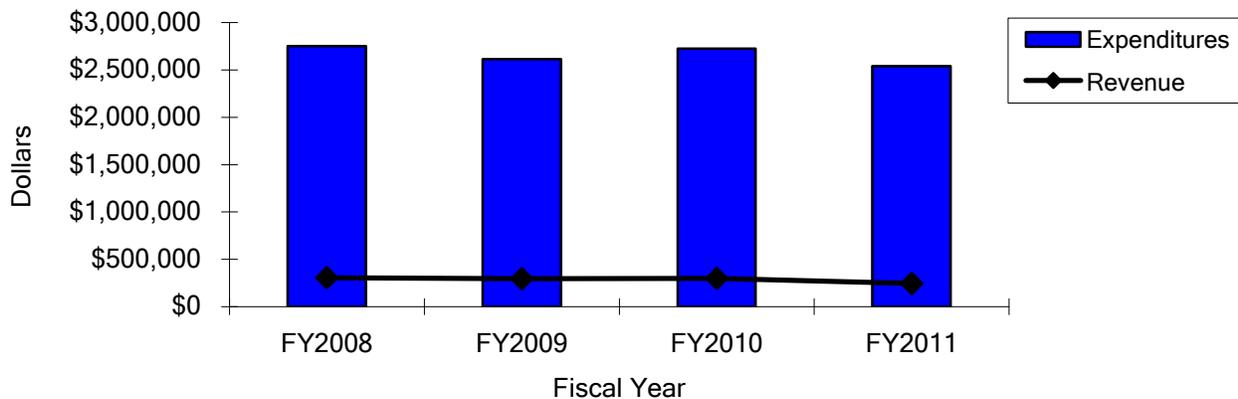


COMMISSIONER OF REVENUE

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$2,440,687	\$2,416,891	\$2,374,500	\$2,320,097	(\$54,403)	-2.29%
Operating	259,171	195,278	349,539	220,923	(128,616)	-36.80%
Capital	52,810	0	0	0	0	0.00%
Total	2,752,668	2,612,169	2,724,039	2,541,020	(183,019)	-6.72%
Revenue	305,026	296,070	299,738	245,440	(54,298)	-18.12%
Local Tax Funding	\$2,447,642	\$2,316,099	\$2,424,301	\$2,295,580	(\$128,721)	-5.31%

Funded Positions						
Full-Time Positions	34	34	31	30	(1)	-3.23%
Part-Time Positions	1	1	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- One full-time position is being eliminated

Operating

- Operating reduction reflects elimination of some one-time software upgrade costs



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. Though 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)
- Utilize GIS capabilities in both real estate and personal property assessment processes. GIS can aid in the discovery process which will result in additional taxable property, thus increasing the tax base without tax rate increases. This is in concert with the benchmarks listed in R09-120.
- Continue to work with Treasurer’s Office to increase coordination of assessment and tax billing records. By providing “real time” updates to the county’s billing/collections software system we are able to improve upon our internal communications, increase the accuracy of collections and improve upon customer service. 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)
- 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

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Average assessment % of selling price (Proval)	95%	90%	90%
Outputs			
Tax forms processed (State, Meals, Land Use, Tax Relief)	16,758	16,758	16,758
Parcels processed & revalued	24,500	24,500	24,500
Tax payers assisted	70,481	70,481	70,481
DMV transactions	69,490	72,964	76,612



DEPARTMENTAL SERVICE LEVELS (Continued)

Service Quality			
# of real estate parcels assessed (Proval)	49,175	49,175	49,175
Efficiencies			
Properties per appraiser (6 appraisers)	N/A	N/A	7,025

DEPARTMENTAL ACCOMPLISHMENTS

- Completed 2010 reassessment to reflect current market conditions.
- Implemented software changes that allow for on demand NADA valuations which will assist in annual budgeting of Personal Property taxes
- All appraisers in the Commissioner’s Office are now state licensed
- Utilized the North American Industry Classification System (NAIC) to categorize all Stafford businesses
- Completed first phase of “real time billing” software upgrades with the Treasurer’s Office.





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?

- Stafford County Sheriff's Office - Roll Call Training; On Call Assistant Commonwealth's Attorney; Legal Advisor; Forfeiture Fund; Crime Prevention Presentations at Stafford County Schools; Research Grant Possibilities
- Circuit Court; General District Court; Juvenile and Domestic Relations Court
- Victim/Witness Assistance Program staff

Where have we partnered with community organizations?

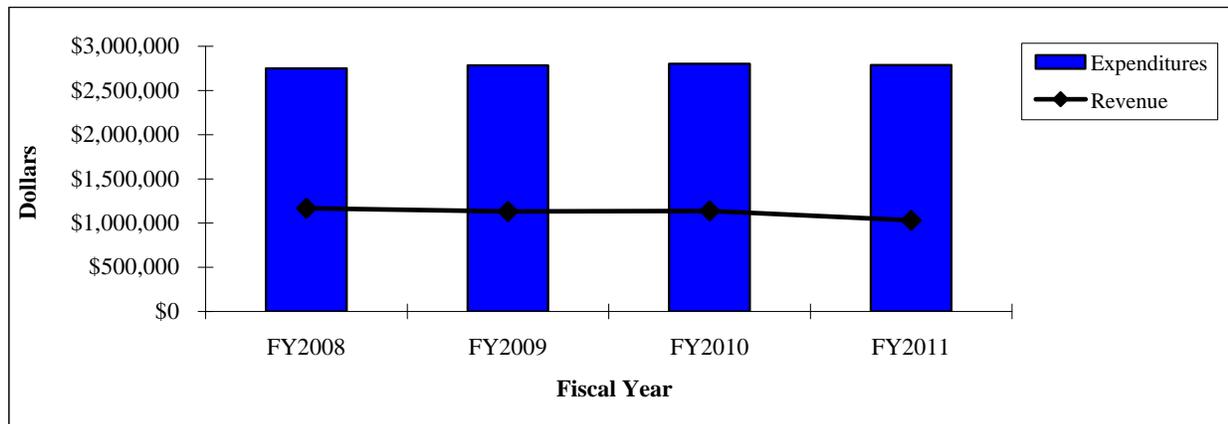
- Acts as faculty members to provide outside training
- National District Attorney's Association
- Rappahannock Council on Domestic Violence
- Magistrate's Office
- Rappahannock Legal Services, Inc.
- Commonwealth's Attorney's Services Council
- Virginia State Police, Aquia Harbour Police Department and other local law enforcement agencies
- Rappahannock Area Alcohol Safety Action Program
- Department of Corrections Probation & Parole
- State Compensation Board
- Department of Criminal Justice Services
- Special Prosecutor for surrounding jurisdictions
- Virginia Sexual and Domestic Violence Victim Fund Grant
- Victim/Witness Assistance Program Coordinator serves on the board of the Coalition for a Community Without Violence, which includes agencies of Planning District 16
- Domestic Violence Response Team collaborates with multiple area agencies
- Victim/Witness Assistance Program staff members educate new volunteers within community agencies
- Rappahannock Regional Jail
- Rappahannock Council Against Sexual Assault
- Rappahannock Area Community Services Board
- Rappahannock Area Agency on Aging



BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$2,584,561	\$2,614,445	\$2,602,961	\$2,598,495	(\$4,466)	-0.17%
Operating	163,753	170,138	197,764	191,264	(6,500)	-3.29%
Capital	0	0	0	0	0	0.00%
Total	2,748,314	2,784,583	2,800,725	2,789,759	(10,966)	-0.39%
Revenue	1,167,610	1,132,468	1,136,129	1,031,136	(104,993)	-9.24%
Local Tax Funding	\$1,580,704	\$1,652,115	\$1,664,596	\$1,758,623	\$94,027	5.65%

Funded Positions						
Full-Time Positions	26	26	25	25	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy

Operating

- Operating costs reduced to offset rent and other necessary increases in order to maintain level budget.



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 Assistance 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 Assistance Program

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Victims' services new cases both direct & indirect	1,182	1,200	1,200
Preparation/submission of victim restitution to court (V/W only)	\$993,961	\$425,000	\$425,000
Outputs			
Sexual and Domestic Violence Victim Fund Grant cases	95	180	170
Circuit Court - Criminal cases, to include Indictments, Misdemeanor Appeals and Probation Violations	5,083	6,000	6,000



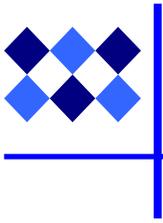
COMMONWEALTH'S ATTORNEY

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs (Continued)			
Juvenile & Domestic Relations Court -Criminal cases, to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	3,337	5,000	5,000
General District Court - Criminal cases, to include Misdemeanors, Felonies and CA/SC/Other; Traffic Cases, to include Infractions, Misdemeanors, Felonies and CA/SC	13,197	13000	13000
Service Quality			
Victim/Witness participates with local agencies to bring awareness and training to crime victims (frequency)	48	35	45
Assistant Commonwealth's Attorneys provide training/consulting to law enforcement agencies (frequency)	N/A	300	2,040
Hours of training received by Commonwealth Attorney and Victim Witness Staff Members	743	1,187	950

DEPARTMENTAL ACCOMPLISHMENTS

- Victim/Witness Assistance Program was awarded the V-Stop Recovery Act Grant to form a Domestic Violence Response Team
- Hosted Stafford County's first annual Candlelight Vigil in recognition of domestic violence victims
- In 2008, Commonwealth's Attorney Daniel Chichester was elected Vice-President of the National District Attorneys Association (NDAA). He has served on the NDAA Board of Directors since 2001; Deputy Commonwealth's Attorney Eric Olsen was recently elected to the NDAA Board of Directors
- Deputy Commonwealth's Attorneys Lori DiGiosia, Jim Peterson and Eric Olsen were selected to serve as faculty members of the National College of District Attorneys in Columbia, S.C.
- Assistant Commonwealth's Attorney Amy Casey continues her role as faculty member for the Virginia Homicide School, sponsored by the Commonwealth's Attorney's Services Council, providing training to teams of prosecutors and homicide detectives from around the state
- Victim/Witness Program hosted Family Fun Day in recognition of National Crime Victims' Right Week, Child Abuse Prevention Month, and National Sexual Assault Awareness Month, in conjunction with many local agencies. Approximately 1,000 community members attended



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.

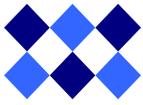
THINKING EFFICIENTLY:

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 Department of Planning and Zoning
- 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
- Community Health Center of the Rappahannock Region
- Rappahannock Area Office on Youth
- Rappahannock Area Community Services Board

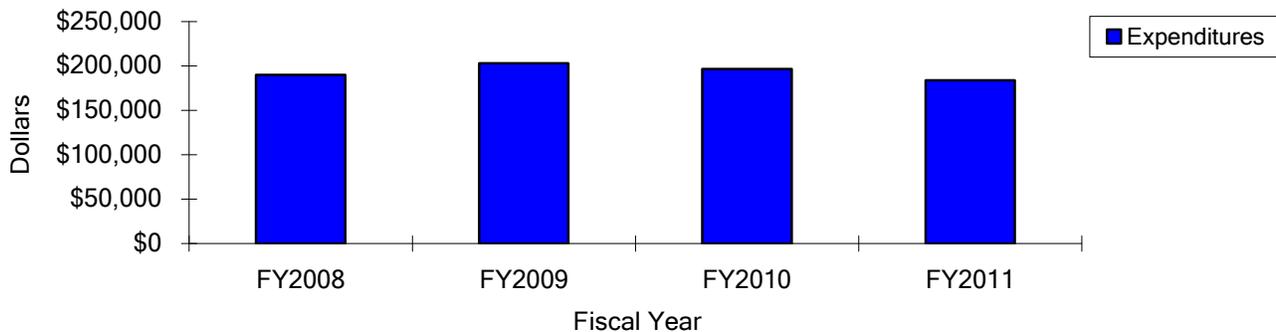


COOPERATIVE EXTENSION

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$107,784	\$105,112	\$91,944	\$77,420	(\$14,524)	-15.80%
Operating	82,244	98,053	104,482	106,213	1,731	1.66%
Local Tax Funding	\$190,028	\$203,165	\$196,426	\$183,633	(\$12,793)	-6.51%

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



SIGNIFICANT BUDGET CHANGES

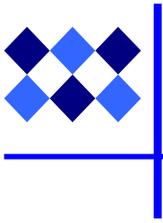
Personnel

- Reduced hours for part-time employee; with reduction to hours, long-term employee will no longer qualify for health insurance.

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 are correlated 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 enrichment programs, community-based clubs and county, district, state, and national competitions and events.



CORE SERVICES (Continued)

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.

Agriculture and Natural Resources (ANR)

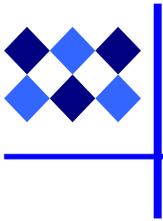
program educates the public by focusing on sustainable agriculture and landscape management in an environmentally friendly manner. For example, ANR offers accurate diagnosis of home, lawn and garden problems and recommends corrective control methods for home, lawn, and garden issues. To meet the requirement 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 percent 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

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Gypsy Moth (GM) Egg Mass Surveys	850	1,000	1000
Gypsy Moth (GM) Monitoring Activities (traps)	81	100	100
Outputs			
ANR/FCS/4-H/GM Programs (Contacts/Volunteers/Program Participants)	25,817	24,500	26,200
ANR,4-H/FCS/MG Volunteer Dollar Value Gained	\$188,642	\$200,168	\$205,300
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	292	210	300
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	\$0	\$40.00	\$45.00
Cost per VCE Program Participant/Contact*	\$2.60	\$3.14	\$2.57

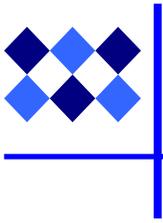
DEPARTMENTAL ACCOMPLISHMENTS

While each of the Extension Agents in the VCE-Stafford County Office 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 *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 is the national and state priority of the 4-H Youth Development Program for the next five years. To date, 4-H in Stafford County has engaged over 600 youth specifically in environmental science, animal science, natural resources education, agriculture, as well as, engineering and technology via community based clubs such as Livestock, Robotics, 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 are across core content areas and are Virginia SOL correlated)



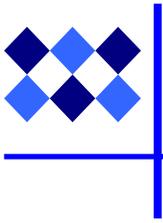
COOPERATIVE EXTENSION

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- In a collaborative effort, 4-H and FCS offered *Kids' Market Place* (a VSOL aligned simulation project teaching youth financial management, entrepreneurial skills and economic decision making processes) to Olde Forge Youth.
- New 4-H Robotics Club formed in support of both State and National S.E.T. (science, engineering, and technology) initiatives
- Adult Volunteers of Stablemates 4-H Horse Club offered youth Junior and Senior Hippology Study Sessions for the State 4-H Hippology Contest
- Stafford 4-H youth participated in local, district, and state 4-H contests
- Communications & Expressive Arts 4-H community club at Garrison Woods (identified underserved audience within community; high risk youth) experienced a successful fundraiser by making and selling candy grams to members of their community. Youth and adults raised over \$150.00. Proceeds were used to sponsor club members to attend the 2009 4-H State Congress at VA Tech. This event alongside others afforded youth the following 4-H
- Life Skills applications: planning, decision making, organization, caring, respect, trustworthiness, social skills, cooperation, self motivation, teamwork, communication, among others
- “4-H Hearts in the Community” a community service project and “4-H Community Basketball Tournament” a club fundraiser, were events designed to offer positive activities for youth and adults living in the Garrison Woods community. Each event was planned, organized and sponsored by the Garrison Woods 4-H Dominators’ Club
- Teen Led Counselor Training for the 2009 Stafford/Prince William Junior Camp
- Participated in the 2009 Hartwood Days Festival
- Received an invitation to introduce and present 4-H to 150 girl scouts
- In an effort to offer additional 4-H programming to Stafford County Public Schools, 4-H met with the former Supervisor of the Stafford County Career and Technical Education (STAT) Program to discuss the prospect of 4-H GPS/GIS after-school clubs
- 4-H Participation in D.A.R.E. Day 2009
- Increased number of participants in 4-H Junior Camp (a summer residential/overnight camp designed to offer youth and adults working with those youth courses in science, engineering, and technology, culinary arts, communications and expressive arts and social networking opportunities, leadership development and citizenship)

VCE Family and Consumer Sciences

- *ServSafe* - Eighty-one (81) food service employees (81%) became certified in *ServSafe* (scored greater than 75% on national exam) in PD16. As a result, \$10,657.98 to \$88,460.91 were potentially saved from pain and suffering, reduced productivity and medical expenses if one case of foodborne illness in PD16 was prevented per food handler completing the course. This range of economic costs ensures a broad, accurate measure of the potential impacts.
- *FIT Extension* - 50 residents participated in *FIT Extension* in 2009. Participants who were not meeting the physical activity guidelines prior to the start of the program showed significant increases in physical activity (an average increase of 69 minutes per week) and fruit and vegetable consumption.
- The Master Food Volunteer program - This program trains volunteers to work in the community promoting proper nutrition. Participants receive 30 hours of training from qualified FCS staff, and return 30 hours of service in the community. The 2009 pilot program resulted in 3 new volunteers for Stafford County.
- Fredericksburg Regional Earned Income Tax Credit (EITC) Coalition - over 400 residents of PD16 received FREE tax preparation services. In total, taxpayers helped at the Coalition’s free tax sites received \$422,935 in refunds and saved \$80,800 in tax preparation fees. Two (2) of the six (6) weekly sites were held in Stafford County, and directly provided assistance to 64 Stafford County residents.
- *Color Me Healthy* child care provider workshops - Three (3) 4-hour workshops were held to train child care providers of pre-school children, age 3-5, on how to incorporate this curriculum into their lesson plans and encourage physical activity and fruit and vegetable consumption.



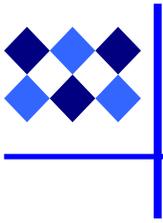
COOPERATIVE EXTENSION

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- *Building Blocks for Health* - Two (2) child care provider workshops were held in partnership with the Virginia Department of Social Services. These 4-hour workshops focused on teaching child care providers how to successfully incorporate physical activity and nutrition into their lesson plans.
- Stafford County Men's Diversion Center - A chronic disease prevention program, "*Eating to Live, Not Living to Eat*", is presented each month at the Stafford County Diversion Center. A total of 120 inmates completed the program. Of those inmates, 87% indicated their intent to make at least one change in their dietary intake, food purchasing behavior, or level of physical activity.
- *Camp Millionaire* - This SOL-based, hands-on educational curriculum was taught, in collaboration with the 4-H Extension Agent, for 18 Stafford County youth, ages 9-14, as part of a three day camp.
- *The Kids' Market Place* - This SOL-based, hands-on educational tool which introduces students to financial choices, was used to reach a total 104 4th grade students at Hampton Oaks Elementary School. A total of 41 parent volunteers contributed 69 volunteer hours.
- LEAP (Literacy, Eating & Activity for Preschoolers) for Health - The curriculum used with three and four year old students at Stafford County Head Start. A total of 267 youth were educated using this hands-on curriculum. Newsletters were mailed to all adult caregivers on a monthly basis to keep them involved in the lesson series.
- Foods and Skills - This parent education series was held for Head Start families in Stafford County. Participants learned about food safety, basic nutrition, and how to prepare healthy, nutritious meals on a tight budget. After each session, participants were provided with a bag of food to take home that included ingredients to make the meals discussed in class. Participants also received a monthly nutrition education newsletter.
- *Healthy Weights for Healthy Kids* - a nutrition and physical activity class series was conducted at Garrison Woods reaching 15 at-risk youths. Over 90% of youth who participated indicated they could use MyPyramid to plan healthy meals and snacks, and 85% indicated they had shared the nutrition information with their family.
- *Money Smart* - a financial support group for low income families in Stafford County. Participants learn to make wise financial choices and avoid debt. There are 16 participants and 25 indirect participants. Individuals have set financial goals and are working towards them.
- Fredericksburg-Area Youth Initiative (FYI) - FCS Extension Agents are an integral part of this collaborative effort among schools, community organizations, businesses, and healthcare establishments to promote wellness and prevent childhood obesity through the development and implementation of a community action plan.
- Information booths run by FCS staff provide thousands of people in PD16 with accurate health and nutrition information each year. Health fairs, county events, and local businesses provide venues for these displays.
- FCS Extension Agents have authored three (3) Free-Lance Star articles in the House and Home Section in 2009.

VCE Agriculture and Natural Resources

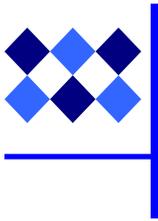
- Commercial Pesticide Applicator Training - A seven day workshop to prepare government and green industry personnel for exams for pesticide applicator certification for Categories 3A, 3A, and 6. Thirty-three (33) persons participated in the training.
- Stafford County Victory Garden - This program was 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. Demonstration gardens were planted by Master Gardeners at two key sites in Stafford County. Over 30 Stafford residents participated in the program.
- A Vegetable Garden Seminar was held in February to kick off the Victory Garden Program. Over 80 residents learned how and what to plant in a garden, as well as care and harvest.



DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Diversion Center Horticulture Program - Four all day seminars 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. Sixty-one (61) inmates received Certificates of Completion for future job prospects.
- Ten (10) composting classes were conducted at the Stafford Extension Office to teach homeowners how to compost their yard wastes and reduce waste in the landfill. Classes were scheduled for weekday evenings and Saturday mornings to serve residents who work during weekdays.
- Plant Clinics - Four (4) weekly Plant Clinics were held at various locations throughout the growing season. The Porter Library Plant Clinic was held every Tuesday evening; the Falls Run Plant Clinic was held every Monday morning; the Salem Church Road Library Plant Clinic was held every Thursday evening; and the Gordon Road Farmer's Market Plant Clinic was held every Saturday morning.
- Horticulture Course for the Gardening Novice - A *Home Landscape Course for the Gardening Novice* was held in April and May for area homeowners. Classes were held every Thursday evening from 6:30pm to 8:30pm to allow area residents who work an opportunity to attend. This nine (9) week course introduced novice gardeners to such subjects as: Soils and Fertilizers, Annuals and Perennials, Woody Ornamental Identification, Turf Maintenance, Plant Insect Pests, Plant Diseases, Proper Pruning and Mulching, Composting and Landscape Design.
- Plant Identification Class - A seven week *Tree and Shrub Identification Course* was offered for active Master Gardeners and local residents this spring. This advanced training was conducted on seven consecutive Tuesday mornings in May and June. Classes were held on the University of Mary Washington campus, on the grounds of Chatham Manor, and at Alum Spring Park in the City of Fredericksburg.
- A 50 hour Master Gardener Course was held at the Stafford County Extension Office to accommodate those residents in that part of PD16. A total of 18 students (14 from Stafford County) participated in this class. They received instruction in Basic Botany, Soils and Nutrient Management, Planting and Propagation, Landscape Design, Lawns, Pruning, Woody Ornamentals, Integrated Pest Management, Pesticide Usage and Safety, Plant Diseases, Plant Insect Pests, Water Management, Herbaceous Plants, and Plant Diagnostics. A field trip to the University of Mary Washington campus in Fredericksburg was made to supplement the Woody Ornamental class. These classes will equip the participants with researched-based information to allow them to pursue sustainable landscape management with environmentally sound practices and increase the productivity of the Extension Office to serve the residents of Stafford County.
- Fall Garden Series - A three day seminar was conducted on selected Saturdays in August, September and October at Belmont.
- Newspaper Articles - ten (10) informative articles were published in the Free-Lance Star.
- 4-H Junior Camp Entomology Class - Attend 4-H Junior Camp to teach campers about insects and teach each child how to make an insect collection.
- Distributed 265 soil test kits.
- One hundred, twelve (112) talks and classes were given in FY2009, including four (4) Integrated Pest Management classes for the *ServSafe* Program in collaboration with the FCS Agent.





The primary mission of the Rappahannock Regional Jail is to provide protection for the people 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.

THINKING EFFICIENTLY:

Where have we partnered with community organizations?

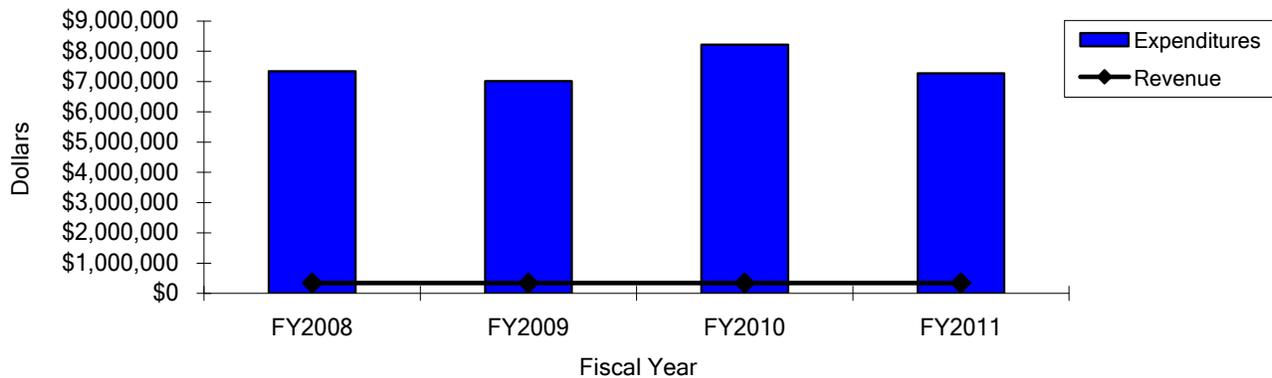
- The jail serves the local communities and public safety through its alternative to incarceration programs of community based probation, pre-trial supervision, Drug Court, home electronic incarceration, and work release. Approximately 1500 persons residing in the local community are under the supervision of these programs.
- Other regional cooperative efforts occur under the auspices of the jail, such as the Regional Law Enforcement LAN, which enhances information sharing between local law enforcement agencies, and the Community Criminal Justice Board (CCJB). The CCJB seeks to enhance regional cooperation throughout the entire local criminal justice structure on a variety of law enforcement, judicial, corrections, and rehabilitative issues. Its membership includes, local judges, local sheriffs, members of the legal community, representatives of public education and the community services board.
- The Rappahannock Regional Jail has set the standard by which regional cooperation can be judged.



CORRECTIONS

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Jail						
Operating	\$4,228,846	\$4,313,808	\$4,481,674	\$4,523,903	\$42,229	0.94%
Debt Service	1,179,614	932,350	1,985,787	1,214,495	(771,292)	-38.84%
Total	\$5,408,460	\$5,246,158	\$6,467,461	\$5,738,398	(\$729,063)	-11.27%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	\$5,108,460	\$4,946,158	\$6,167,461	\$5,438,398	(\$729,063)	-11.82%
Juvenile Detention Center						
Operating	\$1,710,286	\$1,768,979	\$1,531,759	\$1,304,931	(\$226,828)	-14.81%
Debt Service	226,295	0	226,295	226,295	0	0.00%
Total	\$1,936,581	\$1,768,979	\$1,758,054	\$1,531,226	(\$226,828)	-12.90%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	\$1,896,581	\$1,728,979	\$1,718,054	\$1,491,226	(\$226,828)	-13.20%
Corrections						
Operating	\$5,939,132	\$6,082,787	\$6,013,433	\$5,828,834	(\$184,599)	-3.07%
Debt Service	1,405,909	932,350	2,212,082	1,440,790	(771,292)	-34.87%
Total	\$7,345,041	\$7,015,137	\$8,225,515	\$7,269,624	(\$955,891)	-11.62%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	\$7,005,041	\$6,675,137	\$7,885,515	\$6,929,624	(\$955,891)	-12.12%



SIGNIFICANT BUDGET CHANGES

Operating

- Jails and Juvenile Detention center continue to reduce budgets in response to economy

Debt Service

- Refinancing of Jails debt results in savings for FY11 and FY12



CORRECTIONS

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 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)	150	160	160
Inmates who participate in Work Release Program (ADP)	140	150	150
Inmates who participate in Life Skills	1,800	1,900	0
Stafford County Jurisdictional Share	40.86%	42.45%	42.85%





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.

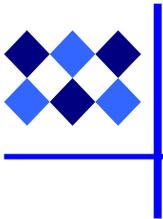
THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Board of Supervisors - Policy implementation, legislative facilitation, public information services
- Constitutional Officers - Policy implementation, public information services
- County Attorney- Board meetings, FOIA requests, legal issues (on behalf of the Board and Human Resources)
- All Departments - Executive Management and Leadership, public information services

Where have we partnered with community organizations?

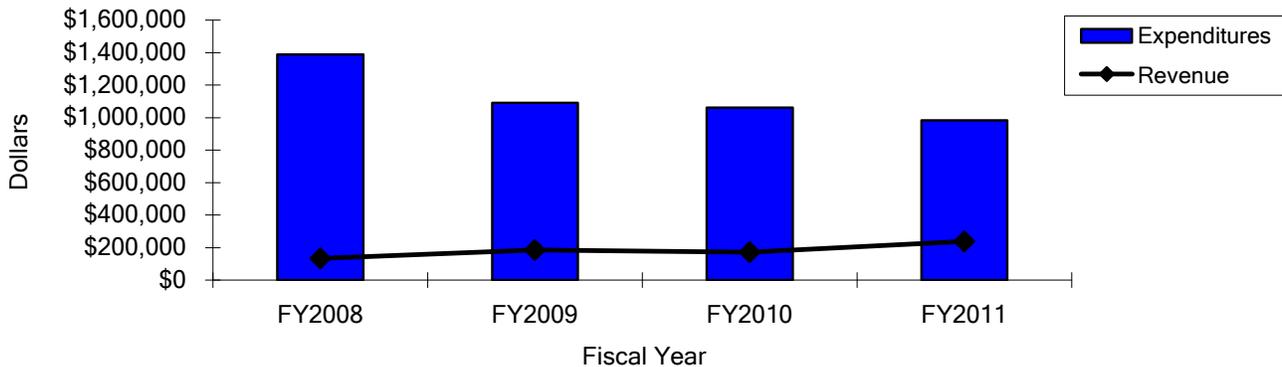
- Chief Administrative Officers Meetings (from Planning District 16, quarterly)
- Community Policy and Management Team
- Central Rappahannock Regional Library - Porter and the (new) England Run
- Department of Conservation and Recreation - Crow's Nest
- Economic Development Authority
- Fredericksburg Area Builder's Association
- Family Assessment and Planning Team
- Fredericksburg Regional Authority
- Germanna Community College
- International City/County Manager's Association
- Industrial Development Authority - Stafford County and the City of Staunton, VA
- Mediacorp - Stafford Hospital Center
- Planning District 16 localities (City of Fredericksburg and Caroline, King George, Spotsylvania, and Stafford Counties)
- Quantico Growth Management
- Quantico Civilian/Military Association
- Rappahannock Regional Jail and Juvenile Detention Center
- Rappahannock Regional Solid Waste Management Board (R-Board)
- Rappahannock United Way
- Stafford Regional Airport Authority
- University of Mary Washington
- Virginia Association of Counties
- Virginia Local Government Manager's Association
- Stafford Schools
- Virginia Department of Health



BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,319,663	\$1,049,958	\$1,029,424	\$948,361	(\$81,063)	-7.87%
Operating	67,608	41,355	32,337	34,019	1,682	5.20%
Total	1,387,271	1,091,313	1,061,761	982,380	(79,381)	-7.48%
Revenue	133,306	185,277	171,490	237,583	66,093	38.54%
Local Tax Funding	\$1,253,965	\$906,036	\$890,271	\$744,797	(\$145,474)	-16.34%

Funded Positions						
Full-Time Positions	11	11	10	9	(1)	-10.00%
Part-Time Positions	2	2	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full-time position

Operating

- Increase in Dues & Memberships (Alliance for Innovation; ICMA; VLGMA)

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, process resolutions, ordinances and proclamations as approved by the Board. Attend Board meetings, take and transcribe 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 and the Board of Supervisors.

Public Information

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 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;
- Maintain an organizational performance measurement system;
- Implement total compensation program;
- Implement the goals of the Board of Supervisors and follow-up on Action Items;
- Direct the County's High Performance Organization movement to make Stafford County the B.E.S.T. Local Government in Virginia;
- 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;

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Streamline/standardize the Board of Supervisors' agenda package process with the eventual goal of an all-electronic agenda packet;
- Develop more proactive and effective means of communication with employees and the public by using different technologies to reach diverse groups;
- Develop partnerships within the community to address social challenges and encourage civic engagement;
- Improve communications with the Schools to ensure more efficient delivery of services.
- Enhance the financial stewardship of the County.

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Maintained AA Bond Rating	100%	100%	100%
% of participants in Citizens Academy (25 students per session)	N/A	100%	100%
Percent of employees who enroll in customer service training (based on total number of employees)	N/A	N/A	25%
Reduction in calls to departments for general government information (following establishment of 311 center)	N/A	N/A	25%
% increase in number of requests for information updates to web site, cable TV, etc.	N/A	100%	100%
Outputs			
BOS Agenda Packages Processed	500	500	336
Action Item Directives from BOS	500	600	500
BOS Requests for Constituent Assistance Processed	N/A	1000	1200
# of External Public Information Documents Produced	250	370	400
Number of Citizen Education Programs	9	12	20
Number of internal communications/programs	118	129	150
Number of walk-in customers assisted	55,198	76,264	79,000
Number of phone inquiries/complaints processed	15,096	16,532	17,096
Service Quality			
% of employees who enroll & are satisfied with customer service training	N/A	N/A	100%
% of newly trained volunteers retained after 3 months with the County	N/A	N/A	100%
% of internal customers satisfied with public information	N/A	N/A	100%

DEPARTMENTAL SERVICE LEVELS (Continued)

Efficiencies			
On-time BOS agenda package delivery w/ 2 staff vs. 3	3	3	2
External documents per PIO staff	N/A	N/A	112
Special events handled per PIO staff	N/A	N/A	20
Internal communications/programs per staff (2 PIO staff)	N/A	N/A	75
Citizen inquiries/complaints per staff (17,171)	N/A	N/A	4,293
Printed/online news articles generated by the media.	N/A	N/A	500

DEPARTMENTAL ACCOMPLISHMENTS

- Maintained a AA Bond Rating
- Presented a reduced and balanced budget and reestablished the 10% Fund Balance while maintaining core services
- Implemented an organizational performance measurement system
- Developed and implemented a system to track citizen requests for assistance by the Board of Supervisors;
- Maintained tracking and support of the Board of Supervisors' long term goals (deliverables)
- Successfully led a pilot Purchase of Development Rights (PDR) program
- Led efforts to establish an internal Continuity of Operations Plan (COOP) for County government
- Developed and implemented a *Guide to County Government* for the Board of Supervisors
- 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
- Partnered with the Department of Conservation and Recreation (DCR) in the Phase II acquisition of Crow's Nest
- Implemented major reorganization of County agencies, increasing County-wide efficiency
- Conducted first Citizens Academy
- Assisted with numerous special events including the opening of Stafford Hospital Center, Student Government Day, groundbreaking for England Run Library, celebration of acquisition of Phase 2 at Crow's Nest, Day of Caring, United Way Yard Sale, and the Rappahannock Health District's drive-through flu clinic at the Stafford Airport
- Assisted with public information for Parks and Recreation bond referendum
- Consolidated various departmental statistical reports into a monthly statistical report to the Board of Supervisors that is included at every second Board meeting of the month
- Organized three employee security forums
- Conducted 19 third grade tours for a total of 993 students
- Revamped internal customer service rolodex to make it more user friendly and comprehensive
- Researched and wrote article on Station 14 for ICMA PM magazine (published in January 2010)





Our mission is to provide legal advice and representation to the Board of Supervisors, the County Administrator and all departments and agencies under the Board of Supervisors and those reporting to the County Administrator.

This mission includes representing the County and its agencies in litigation before Virginia Courts and Federal Courts at all levels in defending the County or in enforcing County Ordinances. The County Attorney's Office provides legal advice on a daily basis to all County Departments, and to Constitutional Officers as requested in connection with the duties and responsibilities of these Departments and Officers.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

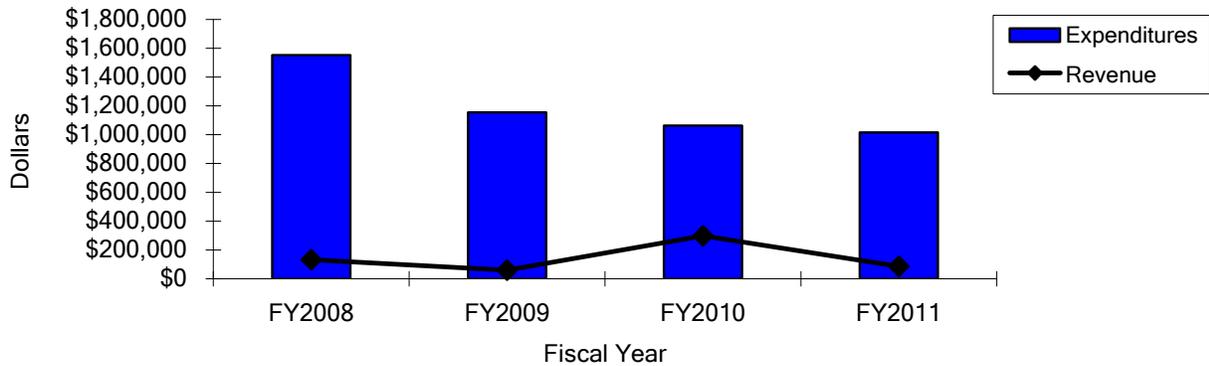
- Partnered with County Administration to coordinate use of a single copier and facsimile machine, thereby eliminating the copier/facsimile machine in the County Attorney's Office
- Coordinated within the Office to eliminate half of the existing Virginia State Code sets, with the result that attorneys would share these Codes rather than have an individual Code for each attorney
- We are considering possible efficiencies by eliminating those volumes of books currently being ordered and supplemented by WESTLAW, where the elimination of those volumes would not require us to revise our current WESTLAW electronic research plan contract upward. (We receive some credit on our contract plan based on supplementing certain hardbound volumes.) We want to reduce the paper copies without incurring additional cost, and without sacrificing the necessary research tools
- Partnered with the Department of Social Services (DSS) to see if there are ways to improve efficiency of how documents are handled and filed with the Court
- Worked with other localities to produce Survey for Stafford Value Index



BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,018,841	\$942,951	\$946,351	\$768,102	(\$178,249)	-18.84%
Operating	534,040	211,863	115,986	248,804	132,818	114.51%
Total	1,552,881	1,154,814	1,062,337	1,016,906	(45,431)	-4.28%
Revenue	132,022	59,468	297,411	85,723	(211,688)	-71.18%
Local Tax Funding	\$1,420,859	\$1,095,346	\$764,926	\$931,183	\$166,257	21.74%

Funded Positions						
Full-Time Positions	9	9	8	7	(1)	-12.50%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full-time position

Operating

- Increased funding for outside legal fees



CORE SERVICES

- Provide legal representation in court for the Department of Social Services (DSS) to protect abused and neglected children in the County
- Provide daily legal advice to the Board of Supervisors members, the County Administrator and the departments reporting to the County Administrator, as well as Constitutional Officers; interpreting and enforcing County Ordinances
- Review revising and approving deeds and plats for dedications of rights-of-way and easements to the County; reviewing and approving contracts for construction, goods and services, and acquisition of real property for the County; reviewing and approving leases to the County
- Provide legal advice to various Commissions, Committees, Boards and Task Forces created by the Board of Supervisors, including the Planning Commission, Americans with Disabilities Appeal Board, Building Code Board of Appeals, Purchase of Development Rights Committee, Stafford County Advisory Board on Towing, and other task forces that may be created by the Board of Supervisors, such as the Impact Fee Advisory Committee and Road Bond Committee
- Provide collection services to collect debts owed to the County, including utility fees, by filing Warrants in Debt in Court; filing claims in bankruptcy cases for money owed the County; and handling garnishment proceedings filed with the County through the Court

DEPARTMENTAL GOALS/OBJECTIVES

- Provide legal guidance in connection with implementation of all County Road Bond Projects from procurement through construction, including PPTA projects
- Provide legal guidance for implementation of new County Road Impact fee ordinance
- Coordinate closely with Planning and Zoning and Code Administration to aggressively pursue zoning enforcement and other Code enforcement issues
- Continue comprehensive review and update of entire County Code, including Subdivision Ordinance and Zoning Ordinance
- Provide legal assistance in connection with finalizing update of the County Comprehensive Plan
- Successfully conclude legal matters for Board of Supervisors and County departments and agencies in a timely manner
- Provide training to County staff to avoid exposure to liability issues, such as Freedom of Information training



DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Advise official bodies and/or supporting staff, including the Board of Supervisors, Planning Commission, CPMT, BCAB, BZA, ADA, PDR Committee, and the Towing Boards (Manual Tracking)	600	625	720
Property Acquisition and Deed of Dedication Review (Manual Tracking)	425	450	475
Outputs			
Litigation (DSS, Zoning violations, and general civil cases) (Manual Tracking)	75	80	75
Service Quality			
Provision of legal advice to County Departments and Constitutional Officers (# of files, written opinions, phone & staff consultations) (Manual Tracking)	2,300	2,350	2,380
Efficiencies			
Monetary Collections (Including Bankruptcy and Utility collection cases) (Manual Tracking)	750	800	900

DEPARTMENTAL ACCOMPLISHMENTS

- During the past year the Office has been successful in finalizing the acquisition of all properties needed for the Rocky Pen Run Reservoir project, which now permits all construction activities to move forward. Two properties which the County has title to are in litigation to determine the final compensation amount.
- The number of outstanding litigation matters filed against the County has been reduced with in house staff, and attorneys provided by the County’s insurance carrier, as well as hired outside counsel. Key successful litigation results include (1) the Crucible Anti-terrorism development; (2) the Truslow Road rezoning denial; (3) the Pruitt tax assessment challenge and property acquisition matter; (4) the Brooke Ridge Subdivision road project lawsuit; (5) the English Construction bid protest litigation; (6) the Widewater Sewer Treatment Facility Permit Revocation litigation; and the Potomac River Resource Protection Overlay District Ordinance litigation.
- The office has successfully represented the Department of Social Services (DSS) in numerous child abuse and neglect cases, including the termination of parental rights in particularly severe child abuse cases, involving appeals to the Circuit Court from the Juvenile and Domestic Relations Court.



JUDICIAL ADMINISTRATION (COURTS)

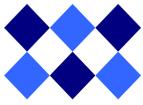
Juvenile & Domestic Relations 540-658-8775
Clerk of the Circuit 540-658-8750
General District 540-658-8935
Circuit 540-658-4840
Magistrate 540-659-2968

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.

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Wills Probated	257	309	320
Concealed Weapons Permits Issued	1,159	1,450	1,550
Probation Cases Supervised	107	110	115
Parole Cases Supervised	47	40	40
Outputs			
Criminal Cases Concluded *(as of 31 Oct. 2009)	3,940	4589	4639
Civil Cases Concluded	1,095	1600	1650
Service Quality			
Local Revenue Collected *(as of 31 Oct. 2009)	\$228,018	\$291,000	\$302,640

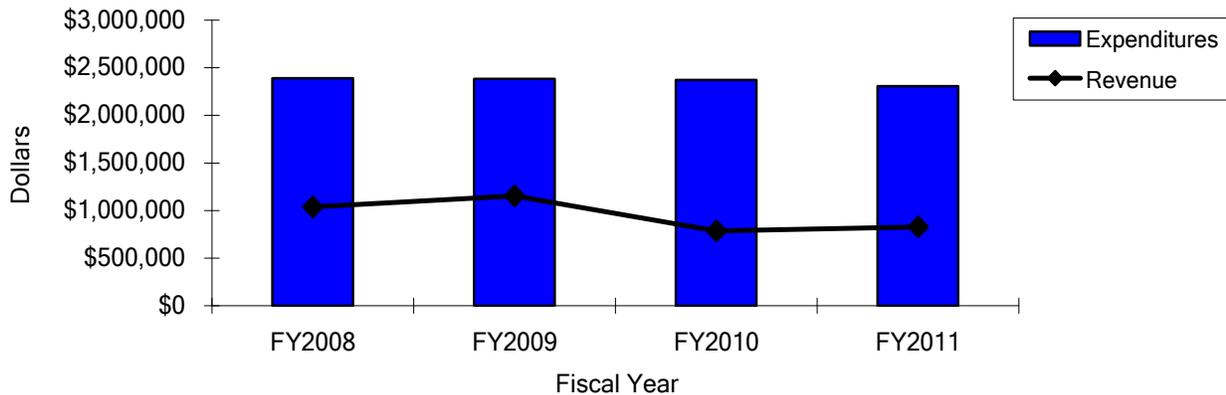


JUDICIAL ADMINISTRATION (COURTS)

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,564,893	\$1,587,270	\$1,616,721	\$1,600,910	(\$15,811)	-0.98%
Operating	655,314	733,565	703,328	706,949	3,621	0.51%
Capital	170,000	63,475	51,997	0	(51,997)	-100.00%
Total	2,390,207	2,384,310	2,372,046	2,307,859	(64,187)	-2.71%
Revenue	1,036,320	1,153,007	785,640	826,768	41,128	5.23%
Local Tax Funding	\$1,353,887	\$1,231,303	\$1,586,406	\$1,481,091	(\$105,315)	-6.64%

Funded Positions						
Full-Time Positions	25	25	23	23	0	0.00%
Part-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Change in employee health insurance election resulted in departmental savings

Operating

- Elimination of capital expenditures



JUDICIAL ADMINISTRATION (COURTS)

CLERK OF THE CIRCUIT COURT

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

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 3 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.

15TH DISTRICT COURT SERVICES UNIT

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.



JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES (Continued)

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



JUDICIAL ADMINISTRATION (COURTS)

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- 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

GENERAL DISTRICT COURT

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

JUVENILE AND DOMESTIC RELATIONS COURT

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

MAGISTRATE

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

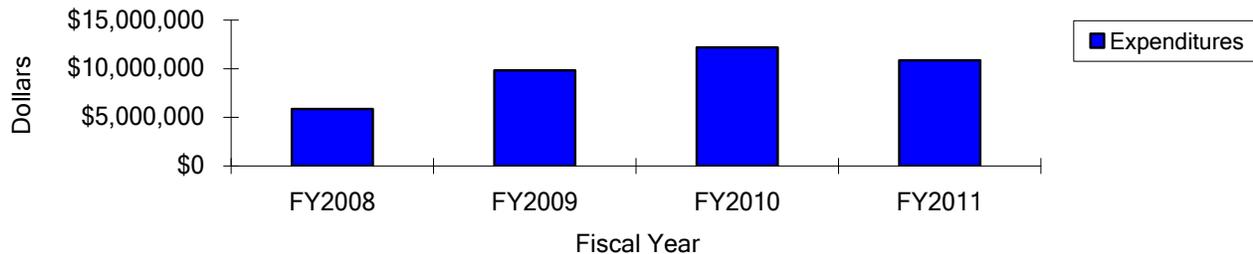


DEBT SERVICE

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)

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Capital	\$5,862,648	\$9,846,235	\$12,185,406	\$10,879,943	(\$1,305,463)	-10.71%
Local Tax Funding	\$5,862,648	\$9,846,235	\$12,185,406	\$10,879,943	(\$1,305,463)	-10.71%



SIGNIFICANT BUDGET CHANGES:

Operating

- Debt service decrease is due to the declining value of outstanding debt.



DEBT SERVICE

DEPARTMENTAL GOALS/OBJECTIVES:

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

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Efficiencies			
Debt Issue Cost (General Fund and School Fund)	\$32,289	\$57,156	\$57,656
Interest (General Fund and School Fund)	\$18,027,245	\$18,220,132	\$13,970,746
Principal (General Fund and School Fund)	\$22,360,830	\$23,168,741	\$22,203,685



Economic Development

Administers a comprehensive program to attract, retain and expand high quality businesses and tourism, resulting in a stable and diverse local economy, improved standard of living and quality of life for the citizens.

Legislative Affairs

Informs and maintains communication with Stafford's representatives in Richmond and Washington to keep them informed about the needs, interests and initiatives of the County and to strengthen the local, state and federal partnership.

Redevelopment

Encourages, attracts and facilitates private sector investment within the designated four redevelopment areas.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Each year we partner with all departments to provide information and background to support Economic Development, Legislative Affairs and Redevelopment. This includes responding to the many requests for data for the state and national government associations.

Where have we partnered with community organizations?

- On a daily basis we partner with the business community; public schools and higher education; VDOT; the regional planning commission GWRC, FRA, and other community organizations to assist with advocacy whenever needed.



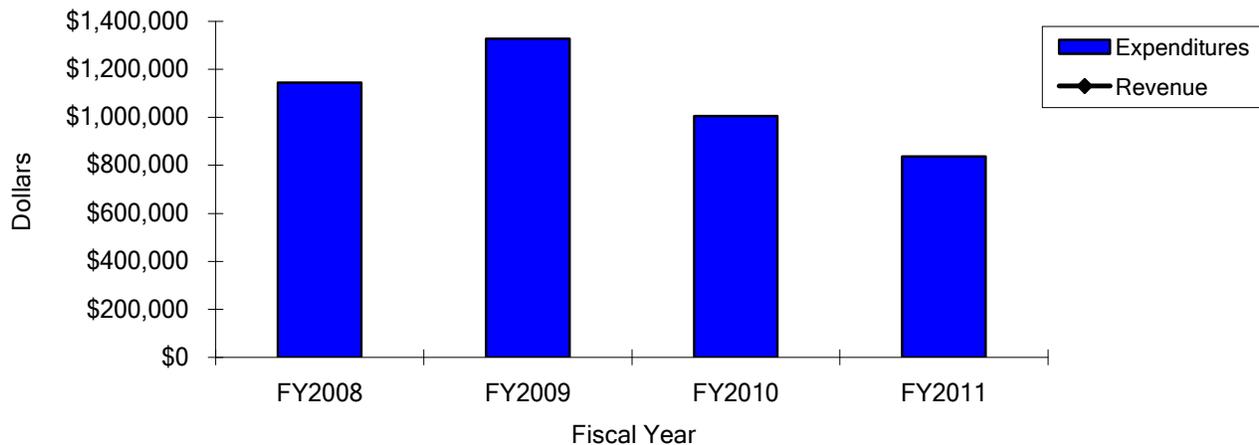
ECONOMIC DEVELOPMENT

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$796,805	\$861,871	\$679,750	\$610,910	(\$68,840)	-10.13%
Operating	348,113	465,954	325,660	226,035	(99,625)	-30.59%
Local Tax Funding	<u>\$1,144,918</u>	<u>\$1,327,825</u>	<u>\$1,005,410</u>	<u>\$836,945</u>	<u>(\$168,465)</u>	<u>-16.76%</u>

Funded Positions							
Full-Time Positions	7 *	7 *	7 *	6	(1)	-14.29%	
Part-Time Positions	1	1	1	1	0	0.00%	

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



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full time position

Operating

- Elimination of funding for consultant services associated with implementing recommendations of the Master Redevelopment Plan



ECONOMIC DEVELOPMENT

CORE SERVICES:

- Retain and expand the existing businesses in Stafford
- Attract new businesses, jobs and increase investment in the local Stafford economy
- Increase commercial investment, capital and taxable sales in Stafford
- Review/inform/suggest changes in the state and federal government to the Board/administration, including the American Recovery and Reinvestment Act
- Implement the recommendations of the Master Redevelopment Plan

DEPARTMENTAL GOALS/OBJECTIVES:

- Expand the commercial/industrial tax base by 450,000 square feet
- Increase taxable sales to more than \$900,000
- Increase at-place employment to 34,500
- Maintain number of Stafford businesses over 2,200 and visit 240 existing businesses in the BRE program
- Run both radio and print ads promoting Stafford businesses
- Publish an Economic Development e-newsletter four times a year
- Inform local legislators of the impact on County operations, fiscal and otherwise, and of proposed legislation
- Assist legislators in maintaining federal-state-local partnership
- Implement and maintain the Master Redevelopment Plan

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
At-Place Employment (VEC)	34,174	35,000	34,500
Commercial Business Revenue Impact (Com of the Rev)	\$60 M	\$62 M	\$62 M
SF New Commercial Buildings (Hanson System)	742,600	1,000,000	450,000
Taxable Sales (Virginia Dept of Taxation CY2008)	\$861 M	\$950 M	\$900 M
Business in the County (VEC)	2,231	2,300	2,200
Number of initiatives introduced/defeated on Stafford's behalf	7	8	8



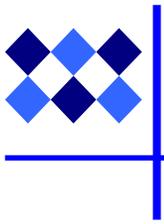
ECONOMIC DEVELOPMENT

DEPARTMENTAL SERVICE LEVELS (Continued)

Outputs			
Existing Business Visitation (manual tracking)	120	240	240
Marketing Missions	4	3	3
Trade Shows	4	4	4
Meetings of legislative committees, study committees, etc	48	48	48
Hours supporting efforts of VACO, VML and others	300	250	250
Legislative bills reviewed & distributed to staff for input	3,323	2,577	3,300

DEPARTMENTAL ACCOMPLISHMENTS

- Master Redevelopment Plan for Falmouth, Boswell's Corner, Courthouse and Southern Gateway completed on time and within budget
- Quantico Growth Management Committee identified a major highway improvement project for Jefferson Davis Highway to help mitigate the impacts of the 2005 Base Realignment and Closure (BRAC) Commission redeployments to MCB Quantico
- Force Protection Equipment Demonstration VII was held May 19-21 at the Stafford Regional Airport and plans for FPED VIII in 2011 are underway



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 oversees the County's debt issuances and assures that such transactions are financially and legally sound.

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.

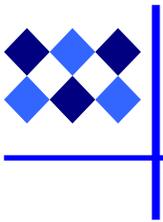
THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Have partnered with personnel from County Administration, other Finance divisions, and other departments during high activity times to proofread and publish budget, CIP, and CAFR
- Worked with Economic Development to identify new vendors
- Processed all Schools' bids and proposals
- Shared bids and proposals with other departments and agencies
- Coordinated a driver safety program, random drug testing program and workers compensation with Human Resources
- Worked with Treasurer and Schools' staff for cash reconciliation
- Worked with HR to process accurate payrolls
- Provided support/assistance to all departments as needed

Where have we partnered with community organizations?

- By meeting with Spotsylvania and Fredericksburg we found ways to reduce funding for partner agencies, defer capital funding for Moss Free Clinic
- Regular meetings with Northern Virginia budget directors
- Shared bids and proposals with other public entities
- Processed payroll for GWRC
- Worked closely with Schools' Risk Manager to share information on policies/procedures program
- Worked with other localities to produce Survey for Stafford Value Index
- The department holds a semi-annual Economic Forum, bringing together local experts on various sectors of the economy in an effort to improve revenue estimates.

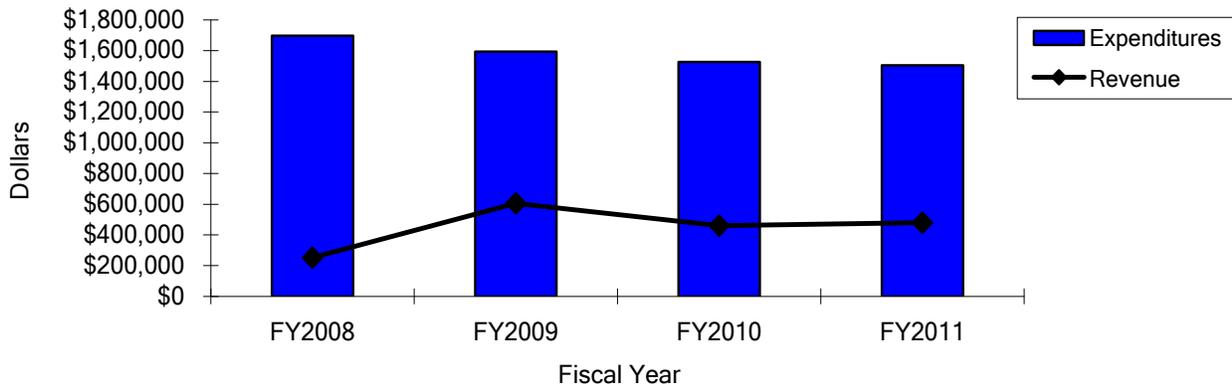


FINANCE AND BUDGET

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,496,755	\$1,469,708	\$1,442,643	\$1,437,359	(\$5,284)	-0.37%
Operating	200,276	123,444	83,039	67,085	(15,954)	-19.21%
Capital	0	0	0	0	0	0.00%
Total	1,697,031	1,593,152	1,525,682	1,504,444	(21,238)	-1.39%
Revenue	251,627	605,128	460,504	479,508	19,004	4.13%
Local Tax Funding	\$1,445,404	\$988,024	\$1,065,178	\$1,024,936	(\$40,242)	-3.78%

Funded Positions						
Full-Time Positions	21	21	16	16	0	0.00%
Part-Time Positions	3	3	0	0	0	0.00%



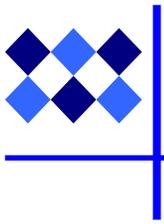
SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy

Operating

- Reduction to financial consultant contracts, general operating efficiencies.



CORE SERVICES

Accounting

The Accounting Division produces the Comprehensive Annual Financial Report (CAFR) as well as other financial reports for state and federal reporting. 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 HTE users.

Administers:

- Payroll
- Accounts Payable
- Accounting/ Financial Reporting
- Accounts Receivable
- Debt Management

Budget

The Budget Division provides the primary support to the County Administrator in the developing, publishing and implementing of 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 Budget Book, the Annual Adopted Budget Book, Quarterly and Mid-Year Budget Reviews, and the Proposed 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 the Stafford County Procurement Code.

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:

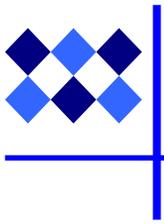
- Workers Compensation program
- Safety programs
- Property and vehicle claims
- Maintaining insurance policies
- Drug program
- Driving program

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 & dispenses County-wide supplies, such as stationery.

The records management and storeroom functions reports to the Risk Manager.



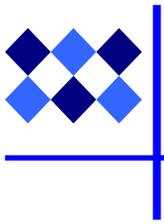
DEPARTMENTAL GOALS/OBJECTIVES

These goals support the Board's Principles of High Performance Financial Management to "prudently manage the people's resources."

- Complete a timely, error-free audit and Comprehensive Annual Financial Report by November 30th.
- 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 BOS
- Produce a Adopted Budget document that meets GFOA's criteria as distinguished
- Provide the County Administrator an undesignated 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 our B.E.S.T. values.

- 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



DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Attain GFOA Certificate for CAFR	Yes	Yes	Yes
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes
Outputs			
Landfill bills processed	348	355	360
Payroll checks processed	24,576	24,800	25,000
Accounts Payable payments Issued	34,794	35,000	35,000
Service Quality			
Consecutive years GFOA Certificate	27	28	29
Number of adjusting audit journal entries	1	0	0
Efficiencies			
Length of time to complete monthly closing date	16	15	15

DEPARTMENTAL ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 27th consecutive year.
- Received the GFOA Distinguished Budget Award for the 20th consecutive year.
- Continued growth of the P-Card program
- Continued growth of electronic public surplus auction
- Continued growth of the online vendor registration
- Developed in-house drug and alcohol screening
- Set-up training to departments for in-house drug/alcohol training
- Provided training for all supervisors in reasonable suspicion
- Achieved a reduction in workers' compensation claims
- Achieved a reduction in vehicle accident claims





Our mission 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.

The Fire and Rescue Department is made up of five Divisions. The Office of the Fire Chief and four Command's that reflect the organizational principles of the National Incident Management System (NIMS); Operations, Planning, Logistics and Finance/Administration. The Office of the Fire Chief provides overall leadership and oversight of the Department. The Operations Command is responsible for providing emergency response services and training Department personnel. The Planning Command oversees our community risk reduction efforts (code enforcement, emergency management, investigations, etc.) as well as system and Department planning which includes information technology and radio communications. The Logistics Command ensures operational readiness through fleet, facility and equipment management and ensures adequate levels of resources are on hand to achieve operational missions. The Finance/Administration Command oversees the Department's human resource and financial operations to ensure budget compliance, revenue collection and management of the personnel matters and human capital needs of the Department.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Public Works - consolidated inspections
- Human Resources - drug testing, employee vaccinations
- Sheriff - PSIC grant, AED program, EMD program
- School Division - AED Program, Ambulance Bus, event coverage
- Parks and Recreation - Falmouth Waterfront and annual aquatic safety campaigns
- All Departments - 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
- Mediacorp - Medical Support Unit, Operational Medical Director
- Department of Homeland Security - Equipment
- Metropolitan Washington COG Fire Chiefs - Planning, Training, Grants
- Health Department - H1N1 vaccination planning, Seasonal Influenza vaccination clinics
- MCB Quantico - Emergency Services, Training, Equipment Maintenance
- FBI Critical Incident Response Group - Training

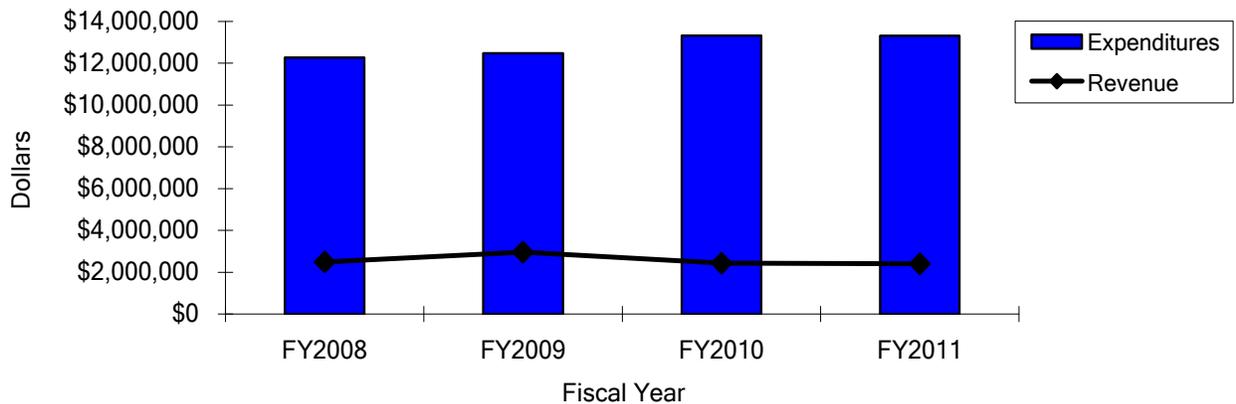


FIRE AND RESCUE

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$7,654,522	\$8,164,764	\$9,255,133	\$9,322,566	\$67,433	0.73%
Operating	4,157,647	3,776,195	3,926,451	3,828,673	(97,778)	-2.49%
Capital	457,361	541,608	148,600	158,800	10,200	6.86%
Total	12,269,530	12,482,567	13,330,184	13,310,039	(20,145)	-0.15%
Revenue	2,490,167	2,962,690	2,436,575	2,397,997	(38,578)	-1.58%
Local Tax Funding	\$9,779,363	\$9,519,877	\$10,893,609	\$10,912,042	\$18,433	0.17%

Funded Positions						
Full-Time Positions	98	98	110	110	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Funds from fuel savings are available to be used for overtime expenses

Operating

- Fuel savings are available to be used for overtime expenses
- Decrease in fire program funds due to reduction in amount funded to localities by Virginia Department of Fire Programs

Capital

- Increase due to cost involved in paying the mortgage for one month for Falmouth Volunteer Fire Department



FIRE AND RESCUE

CORE SERVICES

Office of the Fire Chief

The personnel of the Office of the Fire Chief ensures a constant state of Department readiness and maintains fiscal accountability. Constant monitoring of benchmarks is performed for possible system improvements and adjustments. They also strive to maintain or increase the current level of volunteer recruitment and retention and sustain our level of communication with stakeholders.

Operations Command

The Operations Command is comprised of personnel that deliver our services directly to the citizens. They do this by maintaining constant operational readiness through both career and volunteer assets. Constant volunteer staffing is monitored through scheduling and ensuring that there are minimal gaps in coverage. The personnel in the Operations Command are also responsible for training all fire and rescue personnel and providing classes for the public.

Planning Command

The Planning Command consists of personnel who monitor intelligence and daily situational awareness to ensure the readiness of the Department to respond to events such as natural disasters and terrorism. The Emergency Operations Center as well as all other technology used in the department, is maintained in a constant state of readiness by the personnel of the Planning Command. In addition to the aforementioned services, investigations into the origin and cause of all fires are conducted and fire safety inspections are conducted by these personnel.

Logistics Command

The entire fleet of apparatus and equipment is maintained and kept in a constant state of readiness by the Logistics Command. This is accomplished by performing light maintenance on apparatus and scheduling outsourced repairs. Central purchasing is conducted by these personnel to ensure that the entire Department, to include volunteers, is properly outfitted for their protection in a cost effective manner.

Finance and Administrative Command

The personnel of the Finance and Administrative Command ensure that both career and volunteer applicants are processed in an efficient manner. As volunteer applicants are processed into the system, our personnel assist them with placement into a station, background checks and creating a personnel file. All of this assists us in tracking the volunteer Length of Service Awards Program (LOSAP) and training. In addition to these activities, our personnel assist with constant budget tracking and payroll for employees and volunteer instructors.

DEPARTMENTAL GOALS/OBJECTIVES

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Complete the Self-Assessment for the Center for Public Safety Excellence (CPSE) to seek accreditation
- Maintain current level of volunteer recruitment and retention
- Maintain required training and education levels for all Department personnel

These goals support the Board of Supervisor's Goal 10 "Ensure the availability of adequate library, emergency service, school, and government services facilities to meet the needs of residents and businesses in the County.

- Complete planning phase for Fire and Rescue Station 14
- Complete planning phase for the Fire and Rescue Training Center



FIRE AND RESCUE

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

These goals support our B.E.S.T. values.

- 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

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up (Fractile Compliance = 90%).	69%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted (Fractile Compliance = 25%).	40%	25%	25%
Ten minute or less scene time (or Helo activation) for all trauma cases meeting REMS flight criteria (Fractile Compliance = 90%).	77%	90%	90%
Discharge rate of out of hospital cardiac arrest victims (Fractile Compliance = 12%).	9%	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%).	69%	90%	90%
Percentage of paid and volunteer personnel that meet yearly training requirements	NR%	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	99%	100%	100%
Percentage of total requests for new construction inspections conducted within 24 hours of the request	99%	100%	100%
Percentage of annual volunteer recruitment need filled.	100%	100%	100%



DEPARTMENTAL SERVICE LEVELS (Continued)

Service Quality

Contain fires involving structures to the room of origin (Fractile Compliance = 70%)	70%	70%	70%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases (Fractile Compliance = 70%)	NR%	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard (Fractile Compliance = 100%)	100%	100%	100%

DEPARTMENTAL ACCOMPLISHMENTS

- Improved response time performance by 7%
- Completed the new County Emergency Operations Center
- Received in excess of \$450,000 in grant funds
- Graduated the fourth Department career recruit class
- Graduated the second Department volunteer recruit class
- Placed two additional 24 hour Medic Units (Station 2 - Stafford and Station 7 - White Oak) in service
- Department accepted for inclusion in the Metropolitan Washington Council of Governments Fire Chief's Council
- Successfully led the county through the Novel H1N1 influenza pandemic and support of the Inauguration of the 44th President of the United States
- Opened the new County Fire and Rescue Station 2 (replacement station) in Stafford
- Completed Phase I planning for replacement of Fire and Rescue Station 14
- Increase volunteer recruitment by 97%
- Implemented volunteer LOSAP plan



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.

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Aquia Harbour Rescue	\$59,250	\$36,619	\$31,646	(\$4,973)	-13.58%
Rock Hill Rescue	17,915	17,915	28,900	10,985	61.32%
Mountain View Rescue	50,050	49,164	23,360	(25,804)	-52.49%
Stafford Rescue	19,808	18,913	23,360	4,447	23.51%
White Oak Rescue	23,800	23,797	23,775	(22)	-0.09%
Rescue Stations	\$170,823	\$146,408	\$131,041	(\$15,367)	-10.50%
Stafford Fire	\$171,490	\$118,625	\$210,634	\$92,009	77.56%
Rock Hill Fire	144,200	126,740	54,150	(72,590)	-57.27%
Mountain View Fire	36,250	36,250	23,250	(13,000)	-35.86%
White Oak Fire	55,460	55,432	45,174	(10,258)	-18.51%
Fire Stations	\$407,400	\$337,047	\$333,208	(\$3,839)	-1.14%
Widewater Fire & Rescue	\$89,500	\$73,000	\$32,847	(\$40,153)	-55.00%
Potomac Hills Fire & Rescue	56,500	18,000	40,800	22,800	126.67%
Falmouth Fire & Rescue	144,500	127,645	206,700	79,055	61.93%
Brooke Fire & Rescue	51,950	40,750	29,560	(11,190)	-27.46%
Hartwood Fire & Rescue	80,900	80,900	43,330	(37,570)	-46.44%
Combined Stations	\$423,350	\$340,295	\$353,237	\$12,942	3.80%
Grand Total	\$1,001,573	\$823,750	\$817,486	(\$6,264)	-0.76%



HUMAN RESOURCES

Tammi W. Ellis
Executive Director of Organizational Development
540-658-8618
tellis@co.stafford.va.us

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:

Where have we partnered within the organization?

- As an internal agency we work with all departments within the organization including constitutional officers, Utilities and Landfill. We also partner with a variety of internal committees including the EAC, Wellness and Activities Committee, BEST Fest Committee, Performance Management Program Team, Compensation Committee, and others.

Where have we partnered with community organizations?

- We partner with GWRC, VEC, Cooperative Extension, UMW, Germanna Community College, UVA, our 6 comparative localities (Loudoun, Spotsylvania, Fauquier, Hanover, Albemarle and Prince William) and others as needed.

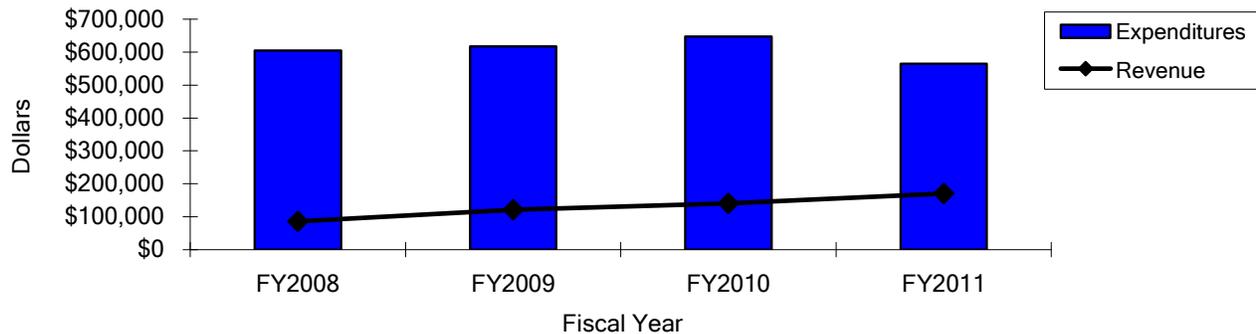


HUMAN RESOURCES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$551,219	\$580,804	\$599,128	\$517,428	(\$81,700)	-13.64%
Operating	53,988	36,426	47,929	47,303	(626)	-1.31%
Total	605,207	617,230	647,057	564,731	(82,326)	-12.72%
Revenue	86,501	121,025	140,187	170,034	29,847	21.29%
Local Tax Funding	\$518,706	\$496,205	\$506,870	\$394,697	(\$112,173)	-22.13%

Funded Positions						
Full-Time Positions	7	7	6	5	(1)	-16.67%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full time position



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 retention 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 training and organizational development

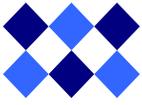
Provide research, development, training and educational opportunities to enable managers and employees to reach the goals of high performance and the B.E.S.T. values of the organization. This includes workforce training, technical skill "focus" training, leadership development, mentoring, and succession planning. Also, through utilization of our community partners the department can assist employees in being well-trained, marketable employees

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:

- Implement and fund FY 2011 Performance Pay Plan
- Maintain schedule of employee health care contribution increases as established in R09-165
- Monitor funded vacancies throughout the organization on a monthly basis.
- Monitor vacancies and workforce resources and place resources where needed.
- Through BEST University, offer core courses that reinforce the BEST values and high performance organization goals
- Begin Cohort 6 of the Leadership Institute
- Provide funding for 10 LEAD students and 1 SEI student
- 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



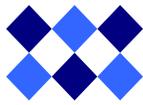
HUMAN RESOURCES

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Total compensation based on market - 75 th percentile (R06-93)	97%	95%	95%
Outputs			
Number of new hires (HTE) includes seasonal positions	187	250	200
Number positions recruited (Neogov) Full-time/RPT	71	200	60
Service Quality			
Average # of days to fill a position from interview to hire (Internal)	15	15	14
Response time for HR inquiries within 24 hours (VOIP, Internal)	99%	99%	99%
Efficiencies			
Vacancy Rate (HTE)	4.8%	4.55%	5.0%
Full time employees per Human Resources staff member (HTE)	140.5	140.5	140.5
Turnover Rate (HTE)	7.08%	8.4%	8.75%

DEPARTMENTAL ACCOMPLISHMENTS

- Completed the new Performance Management System for employees. It became effective August 1, 2008 - December 31, 2008. Completed pilot program and began new year of Performance Expectations for the 2009 evaluation year.
- Made recommendation to Leadership Team and County Administrator regarding a performance pay plan
- Completed the RFP and contract process for new health care programs and began using two new plans on July 1, 2009.
- Began new retiree health care program for Medicare-eligible retirees in July 2009.
- Completed the first year of the 5th Cohort of the Leadership Institute.
- Completed revisions of the Personnel Rules and received Board approval.



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 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.

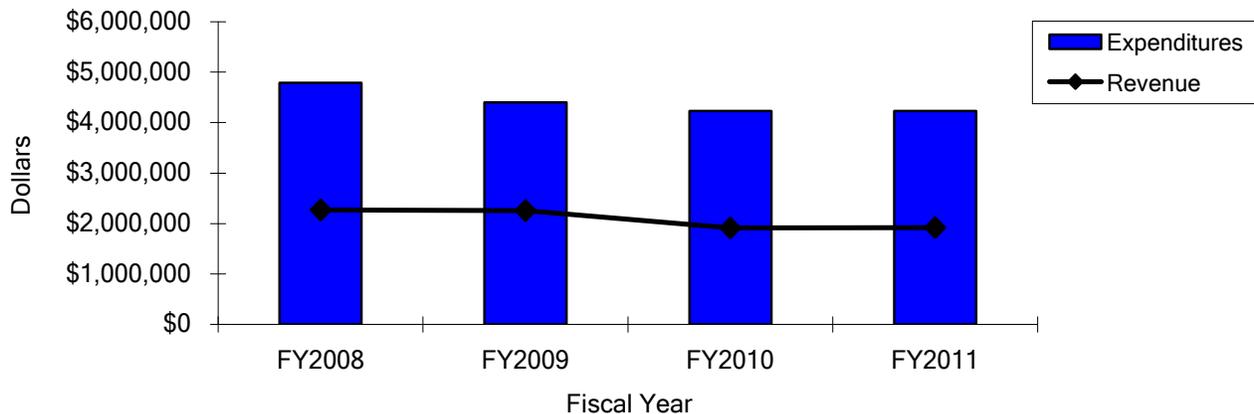


OFFICE OF HUMAN SERVICES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$181,643	\$186,150	\$187,226	\$185,931	(\$1,295)	-0.69%
Operating	4,606,565	4,211,240	4,040,132	4,040,132	0	0.00%
Total	4,788,208	4,397,390	4,227,358	4,226,063	(1,295)	-0.03%
Revenue	2,265,656	2,253,834	1,914,778	1,919,063	4,285	0.22%
Local Tax Funding	\$2,522,552	\$2,143,556	\$2,312,580	\$2,307,000	(\$5,580)	-0.24%

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



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy

Operating

- Budget is level with FY10 funding.



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.

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, that 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.

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Co-Payments Collected for CSA Program	\$58,577	\$47,000	\$50,000
Child Support Refunds	\$120,000	\$140,000	\$140,000
Outputs			
Cost per Child served by CSA program (CSA Statistical Report)	\$21,325	\$19,418	20,000
Number of Children that received Prevention services	3	20	25
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	196	215	200
Survey of effectiveness (distributed to vendors, case mangers, and families)	15	15	50



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. This initiative resulted in a cost savings of \$200,000 in FY 2010.
- **Outcome Survey:** Continued training with human service agency staff for implementation of an outcome survey. This survey was developed for families and human service professionals who receive funding through the CSA program to determine effectiveness of services.
- **Revenue Collection:** Consistent oversight and tracking lead to collection of parental co-payments assessed as stated in CPMT financial policy in the amount of \$58,577.
- **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:

Where have we partnered within the organization?

- IT Leadership Team is a partnership with all departments for key IT initiatives. We have formed subcommittees for Public Safety System, Social Networking, Open Office and Security. We work with the Schools for networks, GIS and the HTE Financial System.
- IT has a partnership with all departments within the County government. More formal partnerships exist with the Constitutional Offices. IT provides support for the Sheriff's 911 Center, mobile computers, Records Management System, hardware, software, and network. We have staff assigned to the offices of the Commissioner of Revenue, Circuit Court and the Registrar. We also have an excellent partnership with the Treasurer's Programmer Analyst, the Fire and Rescue Department's Programmer Analyst and the Sheriff's Programmer Analyst.
- GIS provides mapping, spatial database reporting, and technical assistance to all internal departments. Departments that use GIS services on a daily basis include Commissioner of Revenue, Planning & Zoning, Utilities, Economic Development, Fire & Rescue, and Sheriff. At many of the Board of Supervisor's meetings maps created by GIS are included in the board package. GIS consistently provides maps and technical assistance to the local BRAC office and provides GIS data to the School Board, which is used to determine school attendance zone boundaries.
- The Commonwealth Attorney often works with the GIS Office to obtain maps for court case exhibits.

Where have we partnered with community organizations?

- Worked with local CIOs (Medicorp, Mary Washington University, Spotsylvania County, City of Fredericksburg, and Regional Jail) for sharing ideas, training, and disaster recovery, computer programs, and GIS data. FredTech - training and seminars. VALGITE (VA Logical Gov't IT Executives) shared policies, innovative ideas, RFPs, and sponsored an annual conference that included technology updates and training. NOVA CIO's - This group is open to all Northern Virginia Localities who choose to participate. It meets quarterly to discuss common issues and share ideas. Loudoun County and Stafford have collaborated to implement DNN (open source software used for iStafford) and both counties use EnRoute's Public Safety System where we have collaborated many times over the years.
- The GIS office collaborated with several regional agencies (GWRC, FAMPO, Stafford Regional Airport, Northern VA GIS Managers, Metro Washington Council of Governments, and Virginia Geographic Information Network).

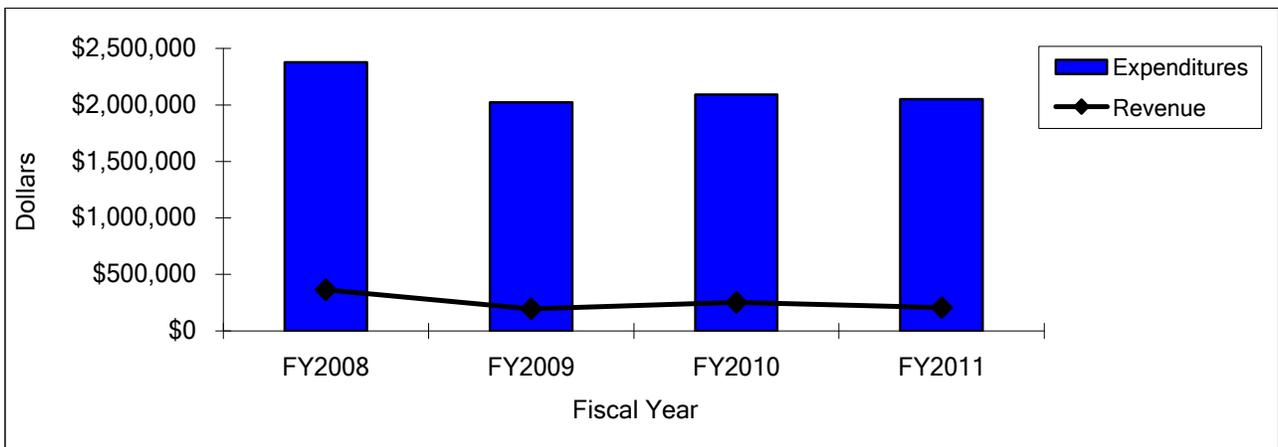


INFORMATION TECHNOLOGY

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,828,930	\$1,677,331	\$1,804,964	\$1,722,432	(\$82,532)	-4.57%
Operating	421,785	318,669	260,562	327,922	67,360	25.85%
Capital	125,798	28,226	26,000	0	(26,000)	-100.00%
Total	2,376,513	2,024,226	2,091,526	2,050,354	(41,172)	-1.97%
Revenue	364,145	194,779	253,818	206,839	(46,979)	-18.51%
Local Tax Funding	\$2,012,368	\$1,829,447	\$1,837,708	\$1,843,515	\$5,807	0.32%

Funded Positions						
Full-Time Positions	21	21	20	19	(1)	-5.00%
Part-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full-time employee

Operating

- Increased funding for systems' operating costs
 - Pictometry Photography
 - Maintenance contract for computer room generator and 2 uninterruptable power supply systems
 - County map viewer



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:

- Improve the technology governance process by continuing the Information Technology Leadership Team. Recommendation from the 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
- Evaluate the usage of Open Office software for the County. IT Leadership Team recommendation
- Implement Pictometry photography in GIS. IT Leadership Team recommendation
- Implement new release of Crystal Reports and install Microsoft Office 2010 for designated users. IT Leadership Team recommendation
- 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

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Hours providing direct services (help calls and projects) to 25 County Government Departments and Agencies (Track It)	11,112	11,200	11,500
Website Visitors - staffordcountyva.gov (HitBox Professional)	675,433	700,000	750,000
Website Page Views - staffordcountyva.gov (HitBox Professional)	3,296,239	4,000,000	4,500,000
GIS Interactive & Static Web Site number of Hits	183,000	185,000	190,000



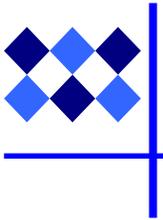
INFORMATION TECHNOLOGY

DEPARTMENTAL SERVICE LEVELS (Continued)

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs			
Help Desk calls solved (TrackIt)	4,536	3,600	4,600
Project Requests Completed (TrackIt)	1,261	1,250	1,300
Hours worked responding to public inquires and data requests	460	450	475
Service Quality			
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.97%	99.97%	99.97%
Average number of minutes to solve a help call	46.8	30	50
% of project requests completed by requested due date	78.73%	85%	78%
Efficiencies			
Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost \$60.00	\$36.28	\$35.00	\$38.00
Per phone monthly savings with VoIP compared to Verizon Centrex	\$37.26	\$37.36	\$39.36

DEPARTMENTAL ACCOMPLISHMENTS

- Established the IT Leadership Team with representation from County departments and Constitutional offices
- Implemented video streaming of Board of Supervisor's meetings with the live meeting and recorded meeting available on the County website
- Virtualization of 20 County servers reducing the number of physical servers needed for applications thereby reducing the amount of electricity usage and A/C usage and providing failover services for the servers operating in the virtual cluster.
- Upgraded the County's email system to Exchange 2007 and installed a Blackberry server to provide email, calendar and contact information to Blackberry users with real time updating between the office and remote user
- Facilitated a network bridge between the County and Schools to enable the schools to have live broadcasting of School Board meetings, at no cost.
- Upgraded the Sheriff's Command Bus satellite network connectivity to the County's network providing more data throughput and simultaneous CAD connections
- Updated County website with a new layout and updated web pages to reflect the changes resulting from the re-organization of departments
- County's internal interactive web-mapping sites continued to increase in usage and the GIS produced nearly a thousand map products to satisfy department requests
- Implemented GIS in Fire and Rescue's Joint Operations Center to provide an interactive web-mapping application and a real-time GIS based Weatherbug Program

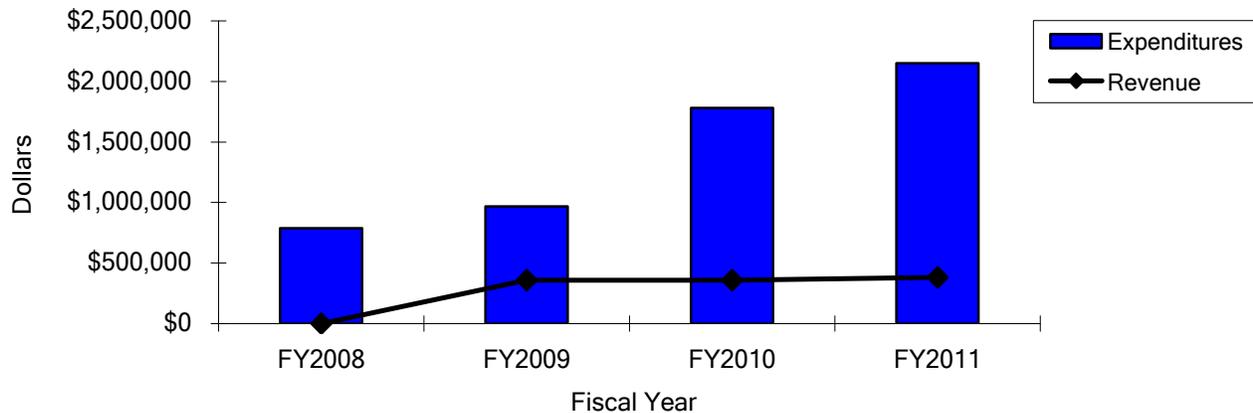


NON-DEPARTMENTAL

The Non-Departmental accounts provide funds for interdepartmental programs that do not fall into any one department. It provides reserve accounts for insurance premiums, personnel-related benefits, includes a contingency reserve for grants and emergency items, as directed by the County Administrator, funding for Rappahannock River Basin Commission and employee training and recognition programs.

BUDGET SUMMARY

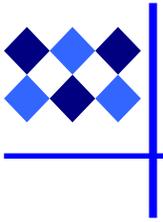
	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$788,522	\$968,383	\$1,781,071	\$2,088,877	\$307,806	17.28%
Local Tax Funding	788,522	968,383	1,781,071	2,148,877	367,806	20.65%
Revenue	0	357,606	357,813	381,063	23,250	6.50%
Net Tax Support	<u>\$788,522</u>	<u>\$610,777</u>	<u>\$1,423,258</u>	<u>\$1,767,814</u>	<u>\$344,556</u>	<u>24.21%</u>



SIGNIFICANT BUDGET CHANGES:

Operating

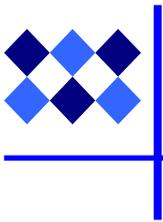
- Fully funds contingency in compliance with the Board's Principles of High Performance Financial Management.
- Increased funding for property and casualty insurance



NON-DEPARTMENTAL

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board on August 19, 2008:
 - An amount equivalent to 1/2% of general government expenses will be set aside for operating budget contingency reserve
- Provide \$300,000 of Grant Funds with offsetting Revenue to be used for small Grants provided to the County.
- Provide \$50,000 for Insurance Recovery Funds with offsetting Revenue to have available if necessary.

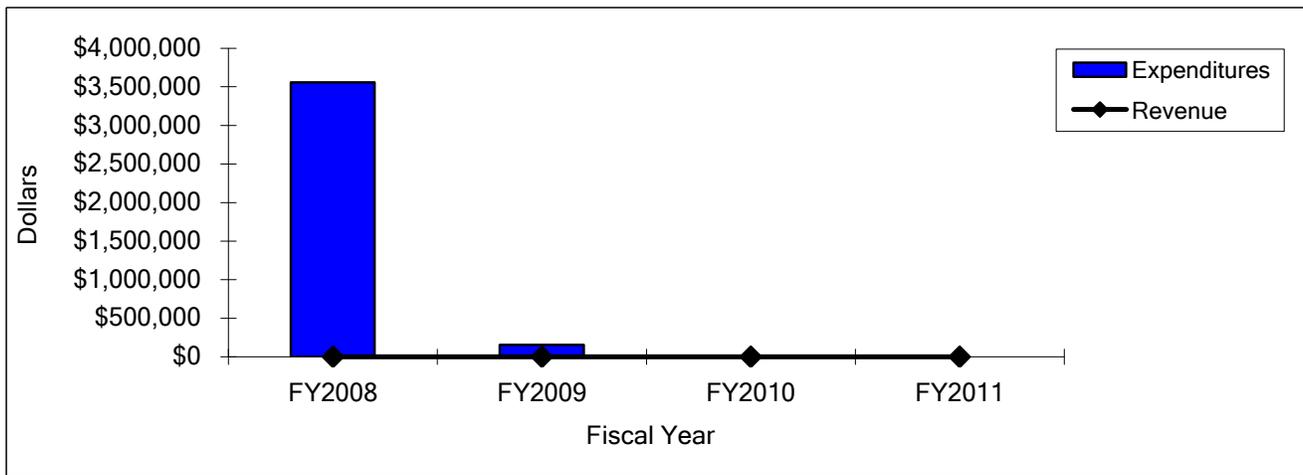


OTHER TRANSFERS

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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Capital	\$3,558,993	\$154,833	\$0	\$0	\$0	0.00%
Local Tax Funding	3,558,993	154,833	0	0	0	0.00%
Revenue	0	0	0	0	0	0.00%
Net Tax Support	<u>\$3,558,993</u>	<u>\$154,833</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

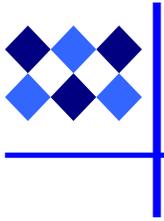


SIGNIFICANT BUDGET CHANGES:

Operating

- Currently there are no transfers to other funds.





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.

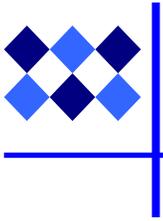
THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Partnered with Stafford schools to provide fields and gyms for sports programs
- Partnered with Health and Sheriff's Departments to provide summer camp training to seasonal staff
- Partnered with Social Services Department and Olde Forge Junction to provide summer camp opportunities for disadvantaged youth
- Partnered with Utilities Dept. to assist with emergency repairs to mitigate extra fees of calling contractors on holidays and weekends
- Assisted Fire and Rescue Dept with seasonal training for Historic Port of Falmouth
- Partnered with the R-Board for earth moving expertise and equipment
- Provided snow removal to all County facilities in cooperation with R-Board and Utilities Dept.
- Partnered with Stafford schools and other departments to submit bids for cost-effective pricing

Where have we partnered with community organizations?

- Partnered with numerous small businesses to provide summer camp scholarships for families who cannot afford to send their children to camp
- Partnered with Stafford school groups for assistance with special events
- Coaches within our youth football program formed the Stafford Youth Football Coaches Assn. to help with purchasing equipment and jerseys and providing support to Sports Division staff
- Partnered with the Rockhill Ruritan Club for the annual Cardboard Boat Race
- Partnered with Chili's Restaurant to host the Annual Homerun Derby to help benefit St. Jude Children's Hospital
- Partnered with SPGA (Royals Booster Club) for expense sharing, human resources, and support
- Partnered with the Red Cross to advertise on their web site for our instructional swimming programs
- Partnered with citizens through our new volunteer program
- Partnered with Stafford Hospital to offer various health-related programs for senior citizens
- Partnered with Bloom grocery stores to provide food for the senior citizen brunch program
- Partnered with AARP to offer driving courses and perform tax service
- Partnered with Olde Forge community to provide cost-efficient security lights



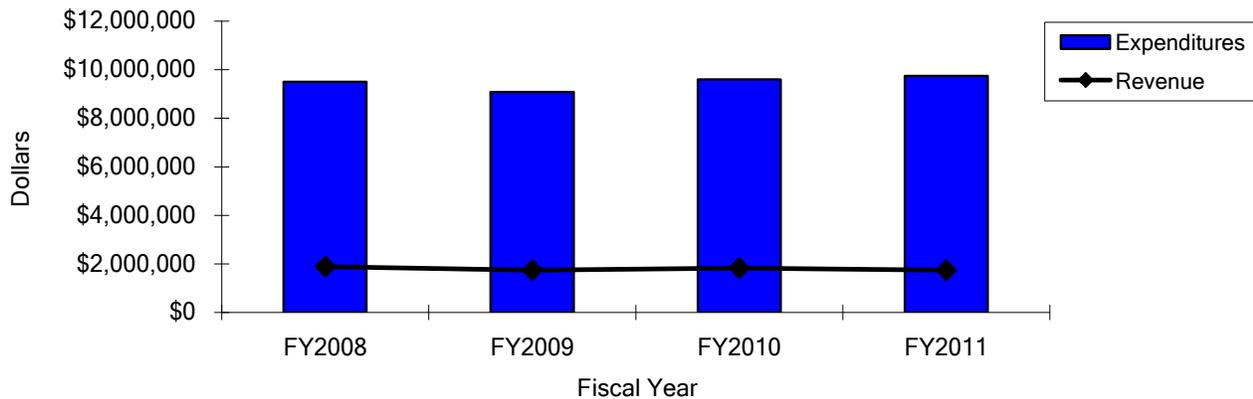
PARKS, RECREATION AND COMMUNITY FACILITIES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$5,465,877	\$5,320,694	\$5,433,057	\$5,460,387	\$27,330	0.50%
Operating	3,557,822	3,494,533	4,164,901	4,273,841	108,940	2.62%
Capital	480,926	266,256	0	15,500	15,500	100.00%
Total	9,504,625	9,081,483	9,597,958	9,749,728	151,770	1.58%
Revenue	1,892,916	1,740,265	1,829,068	1,743,794	(85,274)	-4.66%
Local Tax Funding	\$7,611,709	\$7,341,218	\$7,768,890	\$8,005,934	\$237,044	3.05%

Funded Positions						
Full-Time Positions	64	64	57	57	0	0.00%
Part-Time Positions	131	131	119	119	0	0.00%

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



SIGNIFICANT BUDGET CHANGES:

Personnel

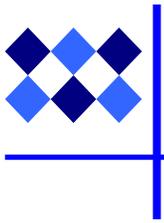
- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy

Operating

- Increased funding for County's share of new England Run Library

Capital

- Increase due to required improvements to various government facilities



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES:

Administration

The Administration Division provides support to all the divisions of the department by establishing contracts, paying bills, time entry for payroll and other human resource related needs of the department, creating the Activities Brochure, managing capital projects, handling sports field administration and rentals, and more. In addition to scheduling use of all of the Department's indoor and outdoor park sites, including fields, picnic shelters, and indoor rental areas, staff is responsible for the coordination and supervision of recreation activities that occur in the gymnasiums and on the athletic fields at elementary, middle, and high schools. Staff also oversees part-time Facility Attendants who monitor facility users.

Administers:

- All parks and recreational activities for the County
- Capital improvement projects
- Contracts
- Use and supervision of indoor/outdoor park sites and school sites
- Indoor public facilities for meetings, activities, and classes

Community Recreation

The Community Recreation Division is the source of community recreation program development and facilitation. Programs provided include: youth and adult learning enrichment classes, special events, preschool, youth and teen specific programs, trips, environmental/outdoor education, adaptive recreation, and summer camps; all of which are self-supporting. Although Division offices are based at the Rowser Building, programs are offered at numerous County facilities. Through the use of contract instructors, programs are also offered at private businesses. Volunteers are also an important resource, assisting during special events and programs.

Administers:

- Wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, dance, trips and tours
- 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.
- Multiple summer camps

Sports

The Sports Division, housed at the Courthouse Community Center, plans, registers, implements, and evaluates a variety of youth and adult sports programs. These programs include: youth basketball, youth softball, youth football, adult volleyball, adult softball, adult basketball, special events, sport camps, and coaches certification. Staff also manages the Courthouse Community Center for sporting events, classes, and meetings.

Administers:

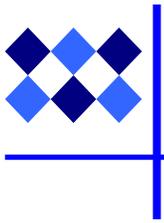
- Youth and adult sports programs
- Volunteer coaches' recruitment, training and certification
- Multiple summer camps

Gymnastics

The Gymnastics Program is located in the Stafford Gymnastics and Recreation Center and offers developmental gymnastics classes to children starting at age 16 months through high school. Recreational tumbling, cheerleading, adult classes, summer camps, special events, and birthday parties are also offered. In addition, the Gymnastics Program has Developmental and Competitive teams. Each week 500 to 800 children participate in the program, depending on the season. The gymnastics program has been self supporting since 1994.

Administers:

- Gymnastics program that encompasses the physical foundation for life by teaching small and gross motor development skills, strength, coordination, balance; psychological development by emphasizing self-esteem, leadership skills, cooperative interaction, patience, work ethic, goal setting, and sportsmanship



PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES (Continued):

Aquatics

The Aquatics Division plans, registers, and implements aquatic programs and manages aquatic operations, which includes seasonal operations at Curtis Park pool and year-round operations at Woodlands Pool & Splashpad. The Aquatics Division also manages the concession operations at Curtis Memorial Park as well as concessions at all larger ball field locations in the county during the playing seasons. The Aquatics Division continues to manage the Historic Port of Falmouth Park (formerly Falmouth Waterfront Park) on River Road to enforce “no alcohol” consumption, maintain order, keep trash picked up, hand out life preservers, educate visitors of the dangers of swimming in the Rappahannock River, and monitor the parking lot. In the past, the Aquatics Division has operated aquatic and concession operations at Aquia Landing Park. However, beginning in late FY2009, due to budget constraints, we were no longer able to provide staff at Aquia Landing.

Administers:

- Venues for Stafford County youth to competitively swim with area swim teams
- Life-safety skills to Stafford citizens through swimming lessons, Lifeguard Training classes, CPR instruction, and other water safety classes

Property Management

The Property Management Division provides functional, clean, safe, and secure facilities for use by County employees and citizens of Stafford County through buildings and grounds maintenance and operation. The division manages all County parks, buildings, and other public facilities, as well as the athletic fields at most elementary and middle schools, more than 1,100 acres. Staff manage and maintain 30 county-owned sites; many of which have county employees working in them. Property Management Division employees are responsible for all maintenance tasks including mowing, trimming, ball field maintenance; repair and renovations; seeding, aerating, fertilizing, irrigating; painting, cleaning and maintaining buildings and facilities; and equipment maintenance and repair; heating/air conditioning operation and repair; plumbing repair; and parking lot maintenance. In addition, this division manages all County mail and pool cars. It also assists other County departments with a variety of other tasks including moving, scheduling meeting rooms, and setting up for county-wide events.

Administers:

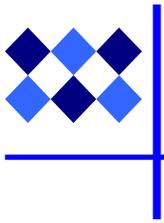
- Maintenance of parks, community facilities, and Stafford-owned buildings and grounds to provide clean, safe, and accessible facilities to the public
- Security services in county buildings; provide custodial services for county facilities; maintain county-owned buildings and rental properties
- Motor pool fleet
- County-wide bids for service contracts to support all departments
- Interior design of offices; reconfigure office space; install systems furniture

Senior Citizens

Located at the Rowser Building, this division plans, implements, and evaluates all senior citizen programs including trips, special events, brunches, special parties, bingo, crafts, fitness programs, and educational classes. Approximately 5,800 senior citizens are expected to use the center and attend programs throughout the year. Volunteers are also a major resource, especially as cooks for the Thursday brunches and members of the Senior Citizens' Advisory Council.

Administers:

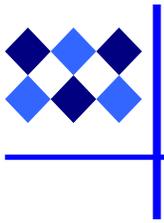
- Diverse activities, trips, and special events for Stafford senior citizens



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL GOALS/OBJECTIVES:

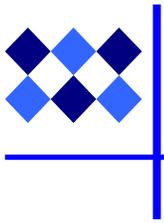
- Secure Resources required to implement the 2009 Park Bond program and other capital and land development projects
- Implement Bond, CIP, and other capital and land development projects on schedule and within budget
- Increase revenue for facility rentals by advertising on Facebook and other marketing venues
- 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
- Introduce more varieties of sports programs to Stafford County citizens
- Offer a variety of athletic programs for senior citizens
- Expand the number of youth sports summer camps
- Continue to provide quality gymnastics instruction to children at a reasonable cost
- Further partner with SPGA to benefit entire program, equipment purchases, and marketing
- Keep equipment up to date by rotating and purchasing on a regular basis
- Maximize use of county facilities through more programs or rentals
- Provide aquatic programs that continue to meet the requests for service from Stafford citizens while maintaining revenue from these programs
- Within current budget funding levels, replace outdated equipment and fixtures at program sites
- Upgrade shower fixtures and lighting at Woodlands Pool to conserve water and decrease maintenance upkeep
- Re-instate our Special Olympics Swim Team
- Improve baseball fields by removing lips on fields at Willowmere Park, edging all fields, enhancing drainage at Autumn Ridge Park, and re-establishing fertilizer program that began in 2007
- Improve rectangular fields by increasing the use of field blankets, deep tine aerating fields that don't have irrigation, repairing goal areas, top dressing fields, re-establishing 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

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Picnic Shelter Bookings (Class)	378	380	400
Athletic Field Bookings (Class)	8,807	6,819	9,000
Youth Participants Served (ages <19 yrs) (Class)	34,311	34,389	36,395
Adult Participants Served (ages ≥19) (Class)	17,101	17,590	18,185
Aquatics: Curtis Park Pool Users (Class)	29,000	28,000	30,000
Aquatics: Woodlands Pool Users (Class)	58,000	47,000	63,000
Senior Citizens Brunches Served (Class)	1,646	1,790	1,800
Senior Citizens Program Participants (Class)	5,000	5,800	5,800
Work Orders Processed	11,800	11,800	12,000
Outputs			
Athletic Fields Available (including School fields)	92	96	99
Picnic Shelters Available to Rent	13	13	13
No. facilities available to rent	319	319	319
Summer/Other Camps Offered (Class)	30	31	32
Comm Rec Programs/Special Events/Trips/Classes Offered (Class)	495	500	512
Sports Programs/Special Events/Trips Offered (Class)	40	41	46
Gymnastics Programs/Special Events/Classes Offered (Manual)	1,550	1,861	1,861
Aquatics Programs/Special Events/Classes Offered (Class)	599	625	640
Senior Citizen Programs/Special Events/Trips Offered (Class)	184	236	239
Swimming Pool Lane Hours Available to All Swim Teams (Class)	18,358	18,358	18,358
Acres Maintained (excluding school fields)	1,162	1,212	1,212
Park and School Athletic Fields Maintained	89	86	90
Sq. Ft.-Owned Facilities Maintained	412,429	450,035	450,035
Sq Ft.-Leased Facilities Maintained	13,860	13,860	13,860



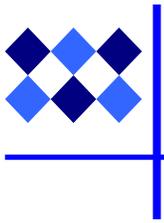
PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL SERVICE LEVELS (Continued)

<u>Service Quality</u>			
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	90%	90%	90%
Gym: Birthday Party Evaluations with average of 8-10	n/a	95%	99%
Aquatics: Program Evaluations rated above average (Manual)	95%	95%	95%
Senior Cit: Trip evaluations rated above average (Manual)	95%	95%	95%
<u>Efficiencies</u>			
Number of Contract Instructors Teaching Comm Rec Classes	27	27	30
Value of Sponsorships and Donations for Classes and Camps	\$10,844	\$11,000	\$24,950
Value of volunteer hours (this year includes sports coaches)(excludes co-sponsored sports groups)	\$22,035	\$22,900	\$310,520
No. Students to Cover Direct Cost of a Gymnastics Class (Preschool/School age)	.90/.75	.85/.72	.81/.69
Swim Classes Taught per Water Safety Instructor	50	55	60
Emergency Training Classes Taught per Lifeguard Instructor	3	5	6
Custodial Cost /SF	\$.90	\$.90	\$.93
Senior Citizen Programs Administered by Sr Cit Staff	170	209	209

DEPARTMENTAL ACCOMPLISHMENTS

- Achieved successful passage of a Parks Bond
- Administered 12 different summer camp programs that meet the summer needs of 1216 preschool and school aged children
- Exceeded staff and division expectations for two of the special events: Eggspllosion had a record attendance of 774 children and 1500 adults. The Second Annual Drool in the Pool was completely sold out prior to the event
- Performed a revenue review, which included revisions of class staffing and fee structures
- Restructured the tennis program from a camp setting to lessons; new structure increased revenue and participation
- Increased the room rental revenue with additional contract instructors/agencies using our facilities
- Successfully obtained camp scholarship funds from area business partnerships, which enabled 30+ children to attend our summer camps
- Established as summer youth football camp in conjunction with SYFCA for 200 participants
- Established a senior softball league and tournament



PARKS, RECREATION AND COMMUNITY FACILITIES

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- Held the state and regional Punt Pass & Kick contest
- Maintained quality of programs by restructuring volunteer basketball and football coaches' responsibilities due to the loss of facility attendants and clock operator positions
- Increased team sponsorship for youth sports by 15%
- Hosted the Cardboard Boat Race at Aquia Landing
- Implemented new American Red Cross guidelines for Learn to Swim Program
- Facilitated the Rappahannock Swim League Finals swim meet at Curtis Park
- Hosted Second Annual Drool in the Pool at Curtis Park
- Completed two synthetic turf rectangular fields at Smith Lake Park
- Installed new playground equipment at Brooks Park for youth ages 2-5 and 5-12
- Completed our first full year of the field amendment program with great results on most fields
- Transitioned to maintaining/landscaping county-owned facilities
- Installed new signs for the newly acquired parks: Brooks, Pratt, Duff, River Road, and Historic Port of Falmouth
- Replaced back stops at Brooks and Pratt Parks
- Installed new playground equipment at Pratt Park for youth ages 5-12
- Created new snow removal team along with Utilities Dept. and R-Board
- Obtained storage building to house Woodlands Pool dome to protect investment
- Installed new street lights in Olde Forge Townhouses Phase II.
- Installed automated control on ball field lights at three parks
- Provided social interaction and weekly meals for 980 senior citizens
- Provide specialty lunches and parties for 685 senior citizens
- Provide 10 van/bus trips for 269 participants
- Successful 2nd Annual Senior Citizen's Art show
- Developed partnership with Stafford Hospital for health needs of senior citizens



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.
- Coordinated with Transportation Division staff who serves as clerk for the Architectural Review Board and Historic Commission, including minute preparation and assisted with Planning Commission and PDR Committee minutes. Staff also worked with Planning Commission's Transportation Committee.
- Coordinated with Human Resources staff to assist with document scanning efforts.
- Coordinated with several departments to work with trails, including Parks, Recreation and Community Facilities; Transportation; Economic Development; GIS; and Planning and Zoning. Included preparation of grant applications, management of contracts, and construction oversight.
- The Purchase of Development Rights program is a joint effort between several departments, including County Administration, Commissioner of Revenue, County Attorney, Finance, and Planning and Zoning.
- Staff reviewed SWM and Erosion/Sediment Control cost estimates for securities, conducted engineering review of field changes to approved plans, prepared draft policy for Acidic Soil, and reviewed lot grading plans in conjunction with building permits for Public Works.
- Assisted Economic Development with the Redevelopment Master Plan.
- Prepared background information for the County Attorney's law-suit preparation.
- Supplied and maintained color copier for the use by multiple departments.

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.
- Historical planner duties are split between two Planning and Zoning staff, with assistance from the chairman of the Historic Commission and Cemetery Committee. Members of the Cemetery Committee maintain the electronic database for cemeteries and file all hard copies within the department.
- Developing Dam Inundation Maps (potential) for external partners such as dam owners and Department of Conservation and Recreation (State Agency).
- Working toward becoming a member of the Community Rating System. External partner: FEMA (Federal Agency).
- Coordinates with the Virginia Department of Transportation regarding safety of commercial entrances prior to issuing Certificates of Occupancy (State Agency).
- Partnered with the US Census and George Washington Regional Commission (GWRC) for the 2010 census update and with GWRC to coordinate regional projects and plans.
- Utilized student interns to assist with projects.
- Assisted the Virginia Department of Conservation and Recreation with public events and management issues at Crows Nest Natural Area Preserve and the Landfill staff assists with maintenance.

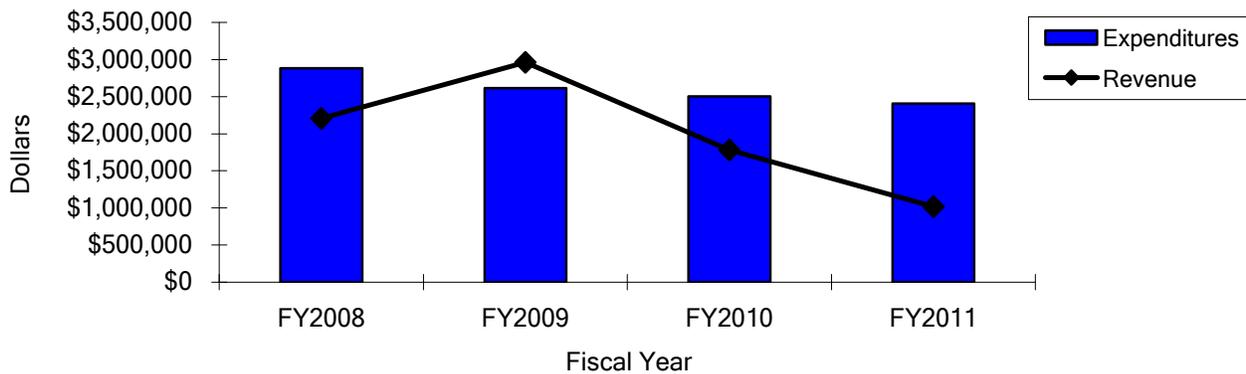


PLANNING AND ZONING

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$2,448,045	\$2,478,314	\$2,333,216	\$2,227,226	(\$105,990)	-4.54%
Operating	436,116	135,382	170,035	181,503	11,468	6.74%
Capital	0	0	1,500	0	(1,500)	-100.00%
Total	2,884,161	2,613,696	2,504,751	2,408,729	(96,022)	-3.83%
Revenue	2,207,017	2,962,805	1,783,100	1,017,230	(765,870)	-42.95%
Local Tax Funding	\$677,144	(\$349,109)	\$721,651	\$1,391,499	\$669,848	92.82%

Funded Positions						
Full-Time Positions	35	35	25	24	(1)	-4.00%
Part-Time Positions	2	2	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full-time position

Operating

- Increase in Planning Commission postage
- Increase in meeting expenses for Development Review
- Increase in dues and membership fees for engineers
- Increase in cost of grass cutting program
- Increase in postage for zoning notifications



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 packages for meetings for the Planning Commission, Wetlands Board, Purchase of Development Rights Committee, Historic Commission, Architectural Review Board, 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 plats; boundary line adjustments; family subdivisions; easement and dedication plats; 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:

- Facilitate consensus between the Board of Supervisors and Planning Commission to complete the update to the Comprehensive Plan.
- Facilitate the designation of Urban Development Areas and associated development standards in accordance with state law.
- Develop the Implementation Plan element of the Comprehensive Plan as recommended by the Planning Commission.
- Begin execution of the Implementation Plan by updating 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.
- Develop policies and procedures for the future establishment of a Community Development Permit and Services Center.

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Development Ordinances processed/adopted	60	45	45
Development projects that minimized impacts to Historic Resources	6	4	4
Outputs			
Environmental Reviews(ches. Bay, wetland, swm)* (Permit Tracking Sys.)	571	595	595
Site Development Plans Processed (Permit Tracking Sys.)	235	245	270
Zoning Inspections Performed (Permit Tracking Sys.)	897	800	850
Zoning Violations Cited (Permit Tracking Sys.)	532	500	450
Board of Zoning Appeals' Applications Processed (Permit Tracking Sys.)**	27	25	25
Zoning Construction/Use Permits Reviewed (Permit Tracking Sys.)	3438	3500	3500
Service Quality per planner			
Environmental Reviews(wetland permit and plans) (Permit Tracking Sys.)	251	270	268
Subdivision Plan Applications (Permit Tracking Sys.)***	95	117	117
Site Development Plan Applications (early grading) (Permit Tracking Sys.)	60	81	89
Security Review Requests Completed per Engineer	62	60	65



DEPARTMENTAL ACCOMPLISHMENTS

- Assisted in the County's efforts to acquire the Phase 2 section of the Crow's Nest peninsula.
- Staff assisted with Purchase of Development Rights pilot program, i.e. first property selected and approved Fall 2009.
- Completed documentation of shoreline erosion control structures along Potomac Creek, Potomac River, and Accokeek Creek in coordination with VMRC.
- Completed application for Phase 3 compliance with the Chesapeake Bay Program.
- Assisted the ARB in completing revisions to the Falmouth Historic District Design Guidelines.
- Updated the Historic Resource Database and Stormwater Management Design Manual and Ordinances.
- Completed the County Demographics Report and Community Rating System application through FEMA.
- Advanced Comp Plan amendments to a Joint Board of Supervisors/Planning Commission public hearing.
- Revised the format of meeting minutes transcribing verbatim minutes to clarify issues discussed during public meetings.
- Updated Department Web-site, improving the ability of the citizens to access information.
- Implemented the conversion of closed out application files and plans to an electronic database.





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:

Where have we partnered within the organization?

- Processed fire protection permits and assisted the Department of Fire and Rescue with fire protection inspections of new construction
- Participated in the County's Technical Review Committee for transportation and building plan review
- Established an interdepartmental Securities Committee to address problem projects that have infrastructure completion issues and delinquent or expired securities
- Performed inspection and maintenance of stormwater facilities on County properties relieving the Department of Parks, Recreation and Community Facilities of having to perform this service
- Administered the design and construction of projects initiated by other departments and agencies (i.e., Public Safety Building, Berea and Stafford Fire and Rescue Stations, Patowomeck Park, Courthouse Basement Renovations, Government Island, etc.)
- Provided administrative support for the Architectural Review Board and Historical Commission
- Coordinated with the Sheriff's Office on traffic studies associated with the Residential Traffic Management Plan
- Assisted the Department of Planning and Zoning on the transportation component of the Comprehensive Plan update
- Participated on the Illegal Immigration and Graffiti Task Forces

Where have we partnered with community organizations?

- Met monthly with Fredericksburg Area Building Association (FABA) to discuss Building Division policies and procedures
- Participated with northern Virginia localities in the Northern Virginia Clean Water Partners Stormwater Education Campaign for NPDES Permit stormwater education outreach programs
- Participated in NPDES Stormwater Permit workgroups with northern Virginia area localities and Fredericksburg area localities
- Maintained membership and attended meetings of the Virginia Municipal Stormwater Association (VAMSA), a group of localities organized to provide a unified voice to state government on stormwater management issues
- Continued Corps of Engineers' cost share program for implementation of NPDES Stormwater Permit programs
- Teamed with Tri- County/City Soil and Water Conservation District to assist builders and homeowners in resolving acid soil problems in the Carriage Hills Subdivision
- Hosted training classes for homeowners associations and commercial property owners to educate them on the proper maintenance of stormwater management facilities
- Served as the County's liaison with VDOT in several program areas: Transportation Planning, VDOT Rural Addition Program, VDOT Residential Traffic Management Program, roadway maintenance issues, and public street acceptance

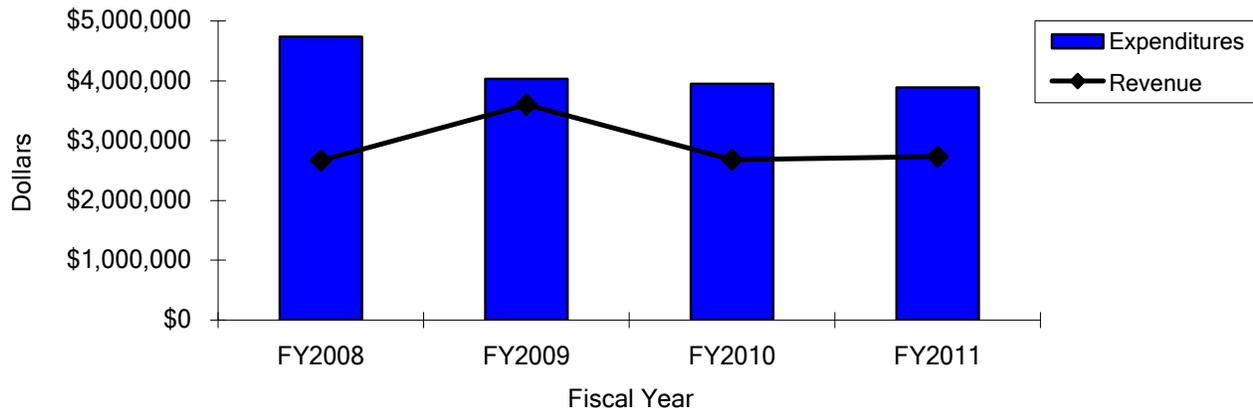


PUBLIC WORKS

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$3,259,004	\$2,995,154	\$2,999,710	\$2,913,934	(\$85,776)	-2.86%
Operating	1,479,566	1,040,560	952,133	973,747	21,614	2.27%
Capital	0	0	0	0	0	0.00%
Total	4,738,570	4,035,714	3,951,843	3,887,681	(64,162)	-1.62%
Revenue	2,666,039	3,604,172	2,684,000	2,735,106	51,106	1.90%
Local Tax Funding	\$2,072,531	\$431,542	\$1,267,843	\$1,152,575	(\$115,268)	-9.09%

Funded Projects						
Full-Time Positions	49	49	41	40	(1)	-2.44%
Part-Time Positions	1	1	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination of one full-time position



SIGNIFICANT BUDGET CHANGES (Continued)

Operating

- Increased contractual services for demolition and/or boarding of unsafe structures resulting from unabated violations
- Decreased mobile phone costs by consolidating plans of different divisions into one lower cost plan for the entire department
- Reduced vehicular fuel costs based on reduced consumption due to a decrease in permit activity and fewer inspector positions
- Reduced contractual services for the maintenance of County owned stormwater management facilities
- Added professional engineering services for dam safety inspection and inundation zone mapping of a County owned regional stormwater management facility located in the Rocky Pen Run watershed
- Added transportation planning consulting services to partially compensate for a Transportation Planner position that was eliminated in FY2011

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 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 for stormwater discharges to County waterways. 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 reduction and releases for developers and builders. The Division initiates the drawing of security for unfinished development project and coordinates completing improvements with the Department's Public Construction Division.



CORE SERVICES (Continued)

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 Public Safety Building Administration Building, Stafford Fire and Rescue Station, Berea Fire and Rescue Station, Patawomeck Park, Courthouse Basement Renovations, 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 requirements, resolves citizen concerns relating to transportation matters, oversees maintenance and repair of street name 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. The Division is also responsible for the design and construction of road improvements identified in the 2008 Bond Referendum.

DEPARTMENTAL GOALS/OBJECTIVES

These goals support the B.E.S.T. Values of Empowerment, Service and Teamwork

- 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
- Improve turnaround times for building permit applications through better monitoring of applications and plan review efficiency
- Provide prompt and thorough responses to citizen requests for assistance concerning erosion control, stormwater and Chesapeake Bay Preservation Area requirements
- Continue the implementation of programs to comply with the requirements of the County's National Pollution Discharge Elimination System (NPDES) Permit for stormwater discharges. This goal supports the County's NPDES Permit
- 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. This goal supports the County's NPDES Permit
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Complete construction of the England Run Library. This goal supports implementation of the CIP
- Complete construction of Government Island trail improvements. This goal supports the County's Tourism Program.
- Prepare design plans for Courthouse Area Streetscape Improvements. This goal supports requirements of a Transportation Enhancement Grant



DEPARTMENTAL GOALS/OBJECTIVES (continued)

- Assist with planning and design of the Former Rescue 1 Building. This goal supports implementation of the CIP
- Administer construction of roads identified in the transportation bond referendum road improvement program. This goal supports implementation of the bond referendum
- Manage the existing Transportation Impact Fee Program and support development of a Countywide program. This goal supports R08-202 Board's deliverables.
- Maximize the County's transportation improvement opportunities with the American Recovery and Investment Act of 2009

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs			
Permits Issued (Hansen System)	4,037	4,600	4,400
Grading permit Disturbed Acreage (Hansen System)	405	550	500
Building Inspections Performed (Hansen System)	23,754	31,000	33,500
E&S Control Inspections Performed (Hansen System)	9,926	12,000	10,000
Property Maintenance Cases Handled (Hansen System)	380	260	450
Number of Plans Reviewed for Transportation	284	325	250
Centerline Miles of Streets Accepted by VDOT	9.88	10	9
Service Quality			
Permits Issued on the Same Day of Application (Hansen Sys)	26%	11%	25%
Efficiencies			
Permits Issued per Clerk (Hansen System)	807	920	880
Building Inspections Performed per Inspector (Hansen System)	3,393	4,400	4,785
E&S Control Inspections Performed per Inspector (Hansen Sys)	1,985	3,000	2,500



DEPARTMENTAL ACCOMPLISHMENTS

- Updated the fee schedule of department services
- Completed a new website for the Department of Public Works by combining the former Code Administration, Office of Transportation, and Public Construction websites
- Developed a policy and procedures manual for building permits and inspections
- Developed and implemented a Residential Soils Testing Policy for expansive and acid soils
- Submitted the second permit cycle Year One Annual Report for the NPDES Phase II Stormwater Discharge Permit to the Virginia Department of Conservation and Recreation
- Obtained cost share funding from the U.S. Army Corps of Engineers for implementation of the NPDES Stormwater Permit program to update the County's Stormwater Facility and Stormwater Outfall databases
- Participated in the Northern Virginia Clean Waters Partners Stormwater Education Campaign for 2010
- Initiated stormwater maintenance program in January 2009 and performed 515 stormwater facility maintenance inspections in calendar year 2009
- Hosted training classes for owners of stormwater management facilities to educate them on proper maintenance
- Completed construction of the Hidden Lake Dam renovations
- Utilized security funds to complete subdivision improvements that were incomplete due to lack of action and response by developers
- Completed construction of the Stafford Fire and Rescue Station
- Completed construction of Courthouse Basement Renovations
- Prepared final design plans and began construction of Government Island Trail improvements
- Initiated design of the Poplar Road and Mountain View Road improvements
- Administered feasibility study for Fire and Rescue Station 14 to construct a new facility at the current location on Shelton Shop Road
- Participated on Board Courts Planning and Animal Shelter Committees
- Put in place a transportation demand model, which assists in determining current and future level of service of County roadways
- Replaced and repaired approximately 200 street signs
- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations
- Responded to citizen inquires regarding residential traffic management initiatives and roadway maintenance matters, and interacted regularly with various federal, state, regional and local organizations on many fronts
- Coordinated with FRED to revise the bus routes in the northern part of the County



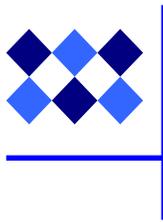
Our mission is to ensure that the opportunity to register and vote is available to all eligible residents.

The Registrar, an appointed constitutional officer conducts registration and elections as required by the Constitution, Code of Virginia and directives of the State Board of Elections. In addition to managing efficient elections while protecting the integrity of the democratic process and promoting public awareness of the Electoral System, the Registrar also compiles and maintains accurate voter records and election results.

This office was established in 1971, as required by the Constitution and Code of Virginia. Since 1986, the number of voters has increased from 19,319 to 73,769 in 2010. This growth is due to increasing population and voter registration initiatives.

THINKING EFFICIENTLY:

- In order to maintain the high level of service to the citizens of Stafford County despite the difficult economic climate the office has instituted a number of cost savings initiatives including:
 - Test voting units in house
 - Program electronic poll books and memory cards
 - Train election officials in house
 - Transport units to election locations
- Staff managed to maintain a high level of service despite the increased workload relating to growth and the Presidential Election.

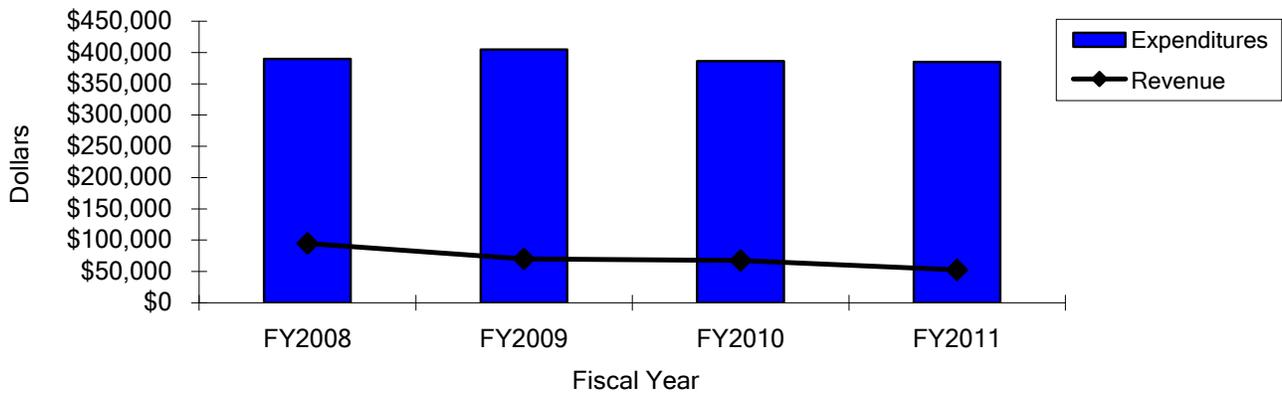


REGISTRAR & ELECTORAL BOARD

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$315,278	\$317,008	\$306,930	\$305,114	(\$1,816)	-0.59%
Operating	74,419	87,668	79,360	79,709	349	0.44%
Capital	0	0	0	0	0	0.00%
Total	389,697	404,676	386,290	384,823	(1,467)	-0.38%
Revenue	94,626	69,921	67,525	52,762	(14,763)	-21.86%
Local Tax Funding	\$295,071	\$334,755	\$318,765	\$332,061	\$13,296	4.17%

Funded Positions						
Full-Time Positions	3	3	4	4	0	0.00%
Part-Time Positions	1	1	0	0	0	0.00%



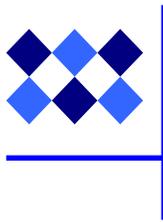
SIGNIFIGATE BUDGET CHANGES

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Reduction of officers of election

Operating

- Curtailed training for staff and officers of election
- Retain list of those who voted and registered voters list required by code on CD instead of printing hard copies
- Repair voting booths in house



REGISTRAR & ELECTORAL BOARD

CORE SERVICES:

- Voter registration
- Process candidate filings
- Conduct elections/canvass/certify results
- Promote public awareness of electoral system
- Compile and maintain voter records and election results

DEPARTMENTAL GOALS/OBJECTIVES:

- Increase voter registration
- Compile and maintain accurate voter records and election results
- Recruit, train, supervise and provide assistance to election officials
- Process absentee ballot requests
- Prepare for redistricting
- Maintain web page with current information on elections, equipment, candidates, elected representatives and information pertinent to registration and voting.

DEPARTMENTAL SERVICE LEVELS

	FY 2009 Actual	FY 2010 Budget	FY 2011 Plan
Outcomes			
% of eligible voters registered (Outside Source)	85	85	85
New registrations (Outside Source)	8,125	6,977	7,000
Absentee voters (Manual Tracking)	6,807	2,949	5,500
Outputs			
Voters served at polling places (Accu-Vote OS2000 & ES2000)	55,000	29,650	37,000
Changes made to records (Outside Source)	5,300	4,292	6,000
Voters transferred/deleted (Outside Source)	3,950	5,544	6,000



REGISTRAR & ELECTORAL BOARD

DEPARTMENTAL SERVICE LEVELS (Continued)

<u>Service Quality</u>			
Applications accepted/notified within two weeks (Manual Tracking)	100%	100%	100%
Absentee ballots mailed within two days (Manual Tracking)	100%	100%	100%
Precinct totals reported within two hours (Manual Tracking)	25	25	25
<u>Efficiencies</u>			
Cost of election per vote (Manual Tracking)	\$4.03	\$3.04	\$3.94

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented Electronic Poll Books for the General election, trained 250+ election officials on their use(at no cost to the county) which will increase efficiency in processing voters and eventually reduce the number of election officials needed to work the polls
- Conducted fair, impartial and efficient elections
- Insured all qualified citizens desiring to register were given the opportunity to register and vote
- Provided citizens that would not be present on election day the opportunity to vote by absentee ballot
- Provided professional and courteous support to candidates and voters

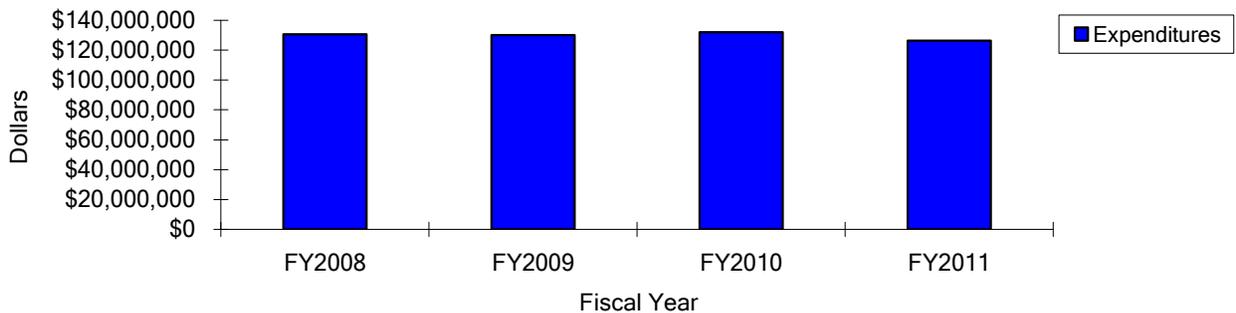


SCHOOL OPERATIONS - LOCAL FUNDING

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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$100,817,432	\$99,474,959	\$102,736,533	\$100,693,774	(\$2,042,759)	-1.99%
Debt	29,695,995	30,574,129	29,260,623	25,625,938	(3,634,685)	-12.42%
Local Tax Funding	\$130,513,427	\$130,049,088	\$131,997,156	\$126,319,712	(\$5,677,444)	-4.30%



SIGNIFICANT BUDGET CHANGES:

Operating

- Board of Supervisors approved a transfer funding FY11 instruction as requested. All other operating lines received level funding with FY10.
- Debt service reflects declining level of outstanding debt and a one-time savings from the Commonwealth's refinancing of VPSA bonds.



SCHOOL OPERATIONS - LOCAL FUNDING

DEPARTMENTAL GOALS/OBJECTIVES:

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

DEPARTMENTAL SERVICE LEVELS

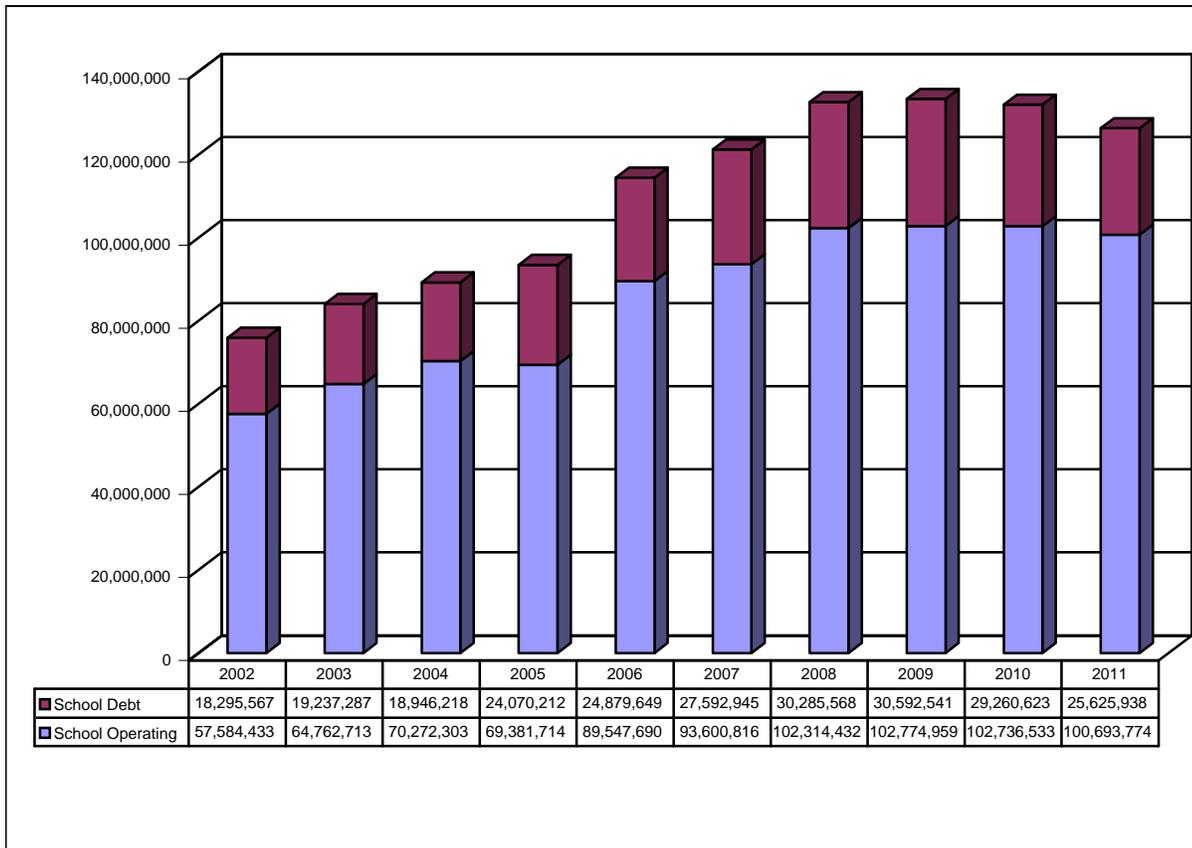
	2008-09	2009-10	2010-11
Outcomes			
Student Enrollment	26,350	26,661	26,757



SCHOOL TRANSFER AND DEBT SERVICE

The schedule and graph show below give an historical analysis of the School Transfer separated by Operating Costs and Debt Service.

Fiscal Year	School Transfer	Transfer Operating	Prior Year % Change Oper	School Debt Service	Prior Year % Change Debt
2002	75,880,000	57,584,433	10.66%	18,295,567	5.82%
2003	84,000,000	64,762,713	12.47%	19,237,287	5.15%
2004	89,218,521	70,272,303	8.51%	18,946,218	-1.51%
2005	93,451,926	69,381,714	-1.27%	24,070,212	27.04%
2006	114,427,339	89,547,690	29.07%	24,879,649	3.36%
2007	121,193,761	93,600,816	4.53%	27,592,945	10.91%
2008	132,600,000	102,314,432	9.31%	30,285,568	9.76%
2009	133,367,500	102,774,959	0.45%	30,592,541	1.01%
2010	131,997,156	102,736,533	-0.04%	29,260,623	-4.35%
2011	126,319,712	100,693,774	-1.99%	25,625,938	-12.42%
Average 2002 to 2011			7.17%		4.48%







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:

Where have we partnered within the organization?

- The Sheriff's Department and partners on a daily basis with many departments within Stafford County and the Stafford County Public School Division
- The Sheriff's office has and continues to embrace the concept of Community Policing to include community oriented government. As the title implies, it is a holistic approach to serving the Stafford County community. Within our community, we serve both our internal and external customers. In serving our constituents, we have essentially partnered internally with the majority of county government.
- We have gained efficiencies through many of these partnerships, i.e. graffiti task force, traffic safety volunteers, safer schools, jail for booking and photographing to save time, victim witness and domestic violence, regional opportunities.

Where have we partnered with community organizations?

- We are currently partnering with many faith based organization such as Luca Ministries and Olde Forge Junction. We have worked with most of the service groups in our community such as the Lions, The Rotary Club, Rappahannock Area Council on Domestic Violence (RCDV), Rappahannock Area Council for Child Abuse Prevention (RACCAP), Rappahannock Council Against Sexual Assault (RCASA), Rappahannock Area Agency on Aging, The Boys and Girls Scouts, Neighborhood Watch, Citizen Police Academy, National Association for the Advancement of Colored People (NAACP), the Stafford business community and numerous homeowner's associations. These partnerships have helped us form a bond with the citizenry that prevent crime while enhancing the community's safety resulting in the improvement in our quality of life. It has also served to break down barriers and facilitate lines of communication within our community.
- There are many external agencies and community based opportunities that the Sheriff's Office partners with daily. They include FBI, ATF, DMV, VSP, Marshal's Service, Secret Service, CIA, DEA, Virginia Game and Inland Fisheries, NCIS, State Park and Conservation Police, Department of Agriculture, Department of Homeland Security, State Department, Department of Defense, Alcoholic Beverage Control, AMTRAK, VRE, National Highway Safety Administration (NTSA), American Traffic Safety Association (ATSA), Department of Criminal Justice Services (DCJS), and the Joint Terrorism Task Force (JTTF).
- Throughout this past year, we have built upon years of good and essential relationships with our law enforcement partners and will continue to strengthen or enhance these partnerships in order to efficiently and effectively keep the community safe. Our partnerships have grown this year, providing a stronger foundation and enhancing communications and information sharing while including our partners in investigations improving access to and efficiently utilizing resources. These efforts have strengthened the overall law enforcement effectiveness in and around Stafford County.
- As identified, partnerships are critical to the effectiveness of the Stafford County Sheriff's Office. In looking to the future, we will continue to see and identify other organizations and groups both within and outside law enforcement.
- Considering the close proximity of federal offices and installations surrounding Stafford, it is imperative that we partner effectively with our federal, state and local neighbors in the area of Homeland Security, Joint Task Force initiatives, the Fusion Center, etc. This supports the increase seen in domestic terrorism.

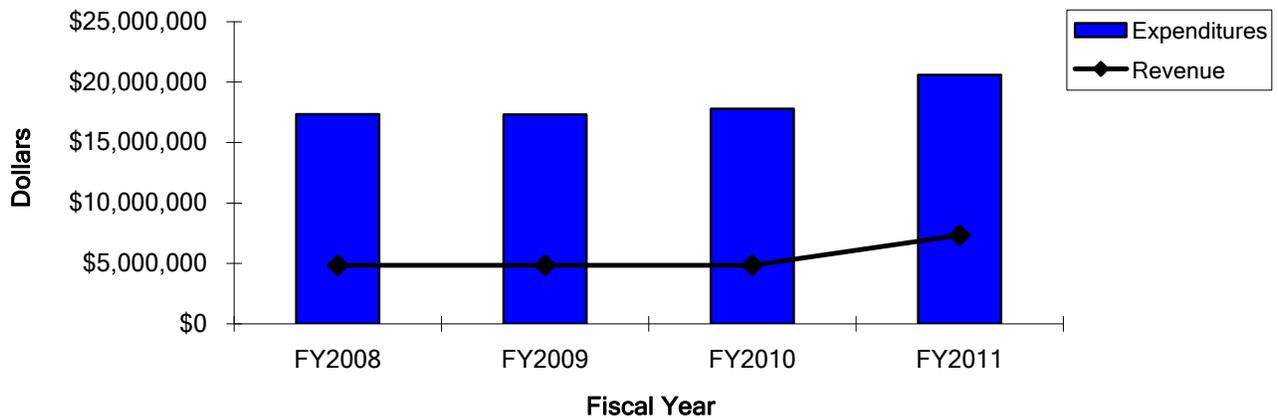


BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$14,604,098	\$14,599,727	\$15,322,684	\$17,665,915	\$2,343,231	15.29%
Operating	2,383,326	2,020,915	2,421,002	2,825,091	404,089	16.69%
Capital	359,652	689,887	51,500	115,000	63,500	123.30%
Total	17,347,076	17,310,529	17,795,186	20,606,006	2,810,820	15.80%
Revenue	4,849,077	4,841,476	4,847,023	7,320,594	2,473,571	51.03%
Local Tax Funding	\$12,497,999	\$12,469,053	\$12,948,163	\$13,285,412	\$337,249	2.60%

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.

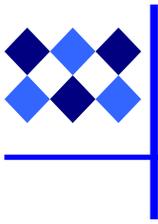
Funded Positions						
Full-Time Positions	187	187	187	224	37	19.79%
Part-Time Positions	17	17	17	18	1	5.88%



SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Increase due to E-911 budget being moved to the General Fund under the Sheriff Budget in Public Safety



SIGNIFICANT BUDGET CHANGES (Continued)

Operating

- Increase due to E-911 budget being moved to the General Fund under the Sheriff Budget in Public Safety

Capital

- Funds from fuel savings are available to be used for capital expenses such as replacement vehicles

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.

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.



CORE SERVICES (Continued)

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 SERVICE LEVELS

	CY 2009 ACTUAL	CY 2010 PROJECTED	CY 2011 PLANNED
Outputs			
Arrests (DUI & criminal)	8,218	7,936	7,950
Accidents (property damage, fatal and injury crashes)	6,210	5,363	5,493
911 call volumes	46,594	53,870	56,912
Total call volume activity (incoming & outgoing)	370,070	426,792	469,471
Court Days	1,183	1,263	1,329
Animal Control Complaints responded to (avg. of 13% are off-duty calls answered)	3,885	4,090	4,213
Civil & Criminal Processes	70,477	67,160	66,627

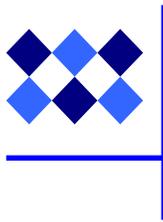


SHERIFF

DEPARTMENTAL ACCOMPLISHMENTS

- Implemented computerized tracking of personnel cases which are inclusive of internal and external events
- Increased efficiencies through department-wide coordinated training and cross-training
- Continued recognition of personnel for their actions and performance
- Received recognition through Traffic Safety Award from International Association of Chiefs of Police and the Virginia Association of Chiefs of Police
- Continued community outreach participating in the Badges for Baseball, Shop with a Cop, and Sheriff's Football Camp and continued the Citizen's Police Academy program
- Drug Enforcement Unit in cooperation with ATF completed extensive undercover investigation resulting in multiple federal indictments targeting a multi-million dollar multi-state/international cigarette smuggling organization





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:

Where have we partnered 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, Food Stamps, 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. 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 the steps necessary 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.

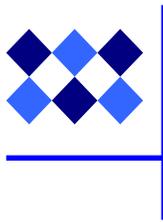
Where have we partnered with community organizations?

- 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 | Rappahannock Area Council for Children and Parents |
| Olde Forge Junction | Rappahannock Area Community Services Board (RACSB) |
| Fredericksburg Area Food Bank | Community Health Center of the Rappahannock Region |
| Rappahannock Area Agency on Aging | Senior Visitors Program |
| Germanna Community College | Juvenile & Domestic Relations Court Service Unit |
| Rappahannock Area Health Department | Disability Resource Center |
| Rappahannock Area Legal Services | Department of Rehabilitative Services |
| Rappahannock United Way | Salvation Army |
| Moss Free Clinic | Virginia Employment Commission |
| Rappahannock Goodwill Industries | Central Virginia Housing Coalition |
| Rappahannock Council on Domestic Violence | Thurman Brisben Homeless Shelter |
| Micah Ministries | Mary Washington Hospice |
| SERVE | Division of Child Support Enforcement |

Three new partnerships of special note were created in FY 2009:

- 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.
- Quin Rivers - Community Action Partnership: Provides DSS with a full-time Eligibility Aide to screen applicants for all the benefit programs. This additional position is provided at no cost to the agency.

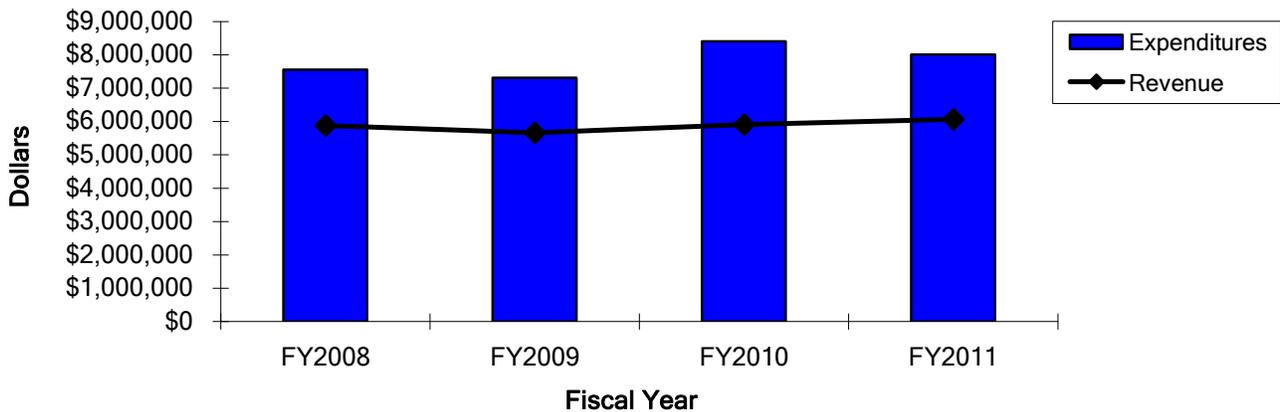


SOCIAL SERVICES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$3,893,051	\$3,745,708	\$4,078,777	\$3,959,834	(\$118,943)	-2.92%
Operating	3,668,142	3,574,959	4,330,565	4,048,770	(281,795)	-6.51%
Total	7,561,193	7,320,667	8,409,342	8,008,604	(400,738)	-4.77%
Revenue	5,886,586	5,657,762	5,914,441	6,069,619	155,178	2.62%
Local Tax Funding	\$1,674,607	\$1,662,905	\$2,494,901	\$1,938,985	(\$555,916)	-22.28%

Funded Positions						
Full-Time Positions	60	60	57	57	0	0.00%
Part-Time Positions	7	7	5	5	0	0.00%



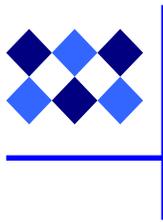
SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Residual savings from previous year's retirement incentives.

Operating

- Operating projection has been revised to reflect services provided.
- Revenue projection has been revised to reflect recent reimbursement history.



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

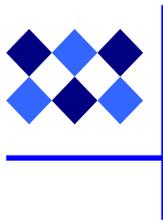
Benefit Programs

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
- Energy Assistance
- Auxiliary Grants
- General Relief
- 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 with children under the age of five
- Decrease the time children remain in Foster Care
- Reduce the number of placement changes for children in Foster Care
- Expand the use of Therapeutic Foster Homes as an alternative to Residential Placements
- Increase the number of foster children who graduate from High School and attend College
- Improve timely processing of TANF and Medicaid Applications by 10%
- Develop a new Community Work Site for VIEW Participants
- Recruit and train an increased number of volunteers to assist Agency Staff



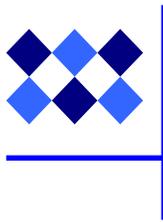
SOCIAL SERVICES

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT)	98.1%	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)	20	20	22
Foster Children served in Family Based Placements (OASIS)	90.2%	90%	90%
Outputs			
Benefit Applications Received (ADAPT)	7,330	8,000	8,250
Food Stamp Households Served (ADAPT)	2,203	2,500	2,750
CPS Complaints Investigated (OASIS)	515	525	550
Foster Care Children Served (OASIS)	116	110	110
Service Quality			
Families Served through Holiday Programs (Manual Tracking)	3,225	3,500	3,600
Volunteers Providing Assistance (Manual Tracking)	320	325	350
Efficiencies			
Average Hourly Wage of VIEW Participants (VIP Report)	\$8.21	\$8.50	\$8.75
Per Capita Cost for County Share of Agency Budget	\$11.63	\$13.25	\$13.25

DEPARTMENTAL ACCOMPLISHMENTS

- Exceeded national and state benchmarks for foster children placed in foster family homes
- Received adoption incentive funding for third consecutive year
- 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 98.6% food stamp participation rate (exceeds national and state targets)
- Successfully managed 30% increase in food stamp applications
- Improved timely Medicaid renewals by 50%
- Provided holiday assistance to over 3,200 Families



The mission of the Treasurer's Office is to provide citizens with efficient revenue collections and cash management services, while delivering exceptional service. The Treasurer is responsible for the receipt, investment and disbursement of all state and local revenues.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- The Treasurer's Office partnered with the Commissioner of Revenue to work towards offering "real time" tax billing interface. Through coordination and working with systems vendor the objective is to enhance the revenue billing system and create a more robust delivery channel.
- The Treasurer's Office, County Finance and School Finance continue to work together improving accounting processes and procedures to ensure fiscal integrity.
- We are assisting Planning and Zoning department to collect revenues to offset expenditures by adding weed abatement invoices to Real Estate bills.

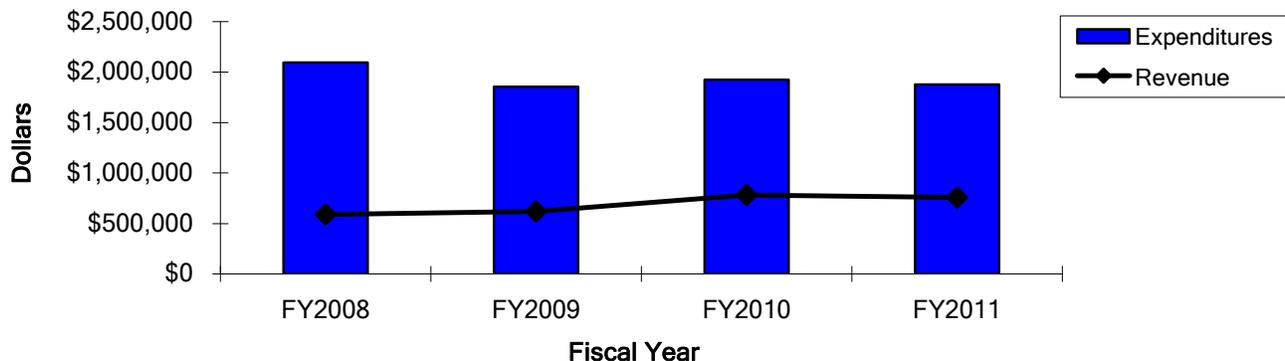
Where have we partnered with community organizations?

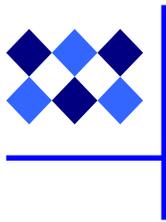
- We participate in the Treasurer's Association of Virginia which provides educational courses to maintain certification requirements that maximize reimbursements from State Compensation Board.

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,476,381	\$1,414,496	\$1,430,631	\$1,380,457	(\$50,174)	-3.51%
Operating	504,301	440,519	471,196	497,872	26,676	5.66%
Capital	113,453	0	22,400	0	(22,400)	-100.00%
Total	2,094,135	1,855,015	1,924,227	1,878,329	(45,898)	-2.39%
Revenue	589,907	620,220	781,439	757,533	(23,906)	-3.06%
Local Tax Funding	\$1,504,228	\$1,234,795	\$1,142,788	\$1,120,796	(\$21,992)	-1.92%

Funded Positions						
Full-Time Positions	20	20	19	18	(1)	-5.26%
Part-Time Positions	3	3	1	1	0	0.00%





TREASURER

SIGNIFICANT BUDGET CHANGES:

Personnel

- 0.5% decrease in Basic Life
- Increase in health insurance premium
- Delay implementation of second year employee contribution strategy
- Elimination on one full-time position

Operating

- Increase in Postage Costs
- Increase in Dog Licensing Notices
- Implementation of Parking Tickets

CORE SERVICES:

Bookkeeping Division

The bookkeeping division answers citizen telephone and live chat inquiries requiring extensive research, the posting of tax payments for mortgage companies, title companies, leasing companies, lawyer settlement companies and any other payments that require specialized processing.

Cashiering Division

The cashiering staff provides collection service to our citizens during lobby hours, processing citizen tax and utility payments and all other County department service fees and revenues. DMV Select services are supported by the cashiering Division and provided during lobby hours.

Revenue Collection Accounting Division

The accounting division performs daily processing and reconciliation of revenues collected from various automated venues, 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.

Delinquent Collections Division

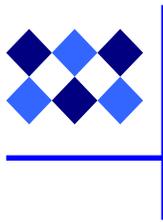
The delinquent collections division administers the various collection methods available by law to include: DMV Stop, Debt Set-off, Judicial Sales, bank liens, wage garnishments, payment plans, and delinquent notices. The division utilizes all available tools to locate and collect delinquent taxes. Maintenance and application of required indicators are placed on taxpayer accounts concerning Bankruptcy proceedings in accordance with State mandated laws.

Treasury Accounting Manager

Monitors revenues and ensures upload into financial accounting system is accurate and timely. Administers cash management programs, audit activities, prepares and maintains financial records, bank statements reconciliations and monitors investments.

Revenues and Operations

Deputies oversee and administer daily the cash management activities related to the receipts and disbursements of all local and state revenues. This includes the supervision of all activities conducted by the above divisions.



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.
- 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
- 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 budget decisions

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Debt Set-off Program Accounts (Stars-IMS)	35,554	41,000	41,000
Collection Actions (DMV Stops)	4,600	5,000	5,000
Delinquent Notices (DSO Application)	65,261	70,000	70,000
Outputs			
RE & PP Bills Processed (COR Tracking System)	260,935	272,500	273,000
Water Bills (HTE System)	374,389	375,000	375,500
Permit Fees collected (Code Administration)	10,926	11,500	12,000
Meals Tax Payments (COR Tracking System)	3,050	3,150	3,200
State Income Estimates (Estimated Application)	4,513	4,500	4,500
State Income Returns (COR Tracking System)	1,064	1,000	1,000
Dog Tags Sold (Manual Tracking)	7,638	6,800	6,500
Service Quality			
DMV Select transactions (DMV reports)	4,795	8,900	9,200
Efficiencies			
Treasurer Automated Payment Plan	937	1000	1100
Lock Box Payments Processed - Taxes	59,585	59,650	60,400
Lock Box Payments Processed - Utilities	137,274	138,000	139,000
Online Payments - Taxes and Utilities	132,876	135,000	137,000



DEPARTMENTAL ACCOMPLISHMENTS

- The Treasurer's Office continued to achieve increased revenues by concentrating on delinquent tax collections. Early submission during the first week of January has proven to be successful in our efforts to intercept state income tax refunds for delinquent taxes. During the calendar year 2008, the Treasurer's Office collected \$995,340, which was a 210% increase from 2007. The calendar year of 2009 continues to show these efforts with increased collections of \$1,027,043.
- Administrative fees continued to increase as a result of our increased emphasis on delinquent tax collections. Revenues for administrative fees collected in FY2009 totaled \$65,695, which was a significant increase compared to FY2008 of \$26,954.
- The Treasurer's Office offers DMV Select services providing additional services to the citizens. Those who have a DMV Stop on their registrations as a result of delinquent taxes owed to Stafford County, can now pay their delinquent taxes, and have the convenience of renewing their vehicle registration, in the Treasurer's Office.
- The Treasurer's Office maintained their certification in the Deputy Treasurer Career Development Program through the Treasurer's Association of Virginia, which allows Stafford County eligibility of the maximum reimbursement granted from the State Compensation Board.
- Workload measures are reviewed, calculated and submitted each year to the State Compensation Board. Stafford County continues to be eligible for additional full-time employees (FTE), as indicated by workload measures submitted for calendar year 2008. These workload measure calculations indicate that the Treasurer's Office staffing requirement should be supported by 25 FTE. One additional FTE position was granted to Stafford County by the State Compensation Board effective July 1, 2009, which offset the Governor's budget reductions.



PARTNER AGENCIES

Donna S. Krauss
Assistant to the County Administrator for
Human Services
540-658-4622
dkrauss@co.stafford.va.us

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 and created an evaluation committee. 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 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.

NEW INITIATIVES

The Stafford Safety Net

The Stafford Safety Net was created to provide emergency assistance to our neediest citizens. Citizens who do not meet the qualifications or guidelines of traditional County programs through the Department of Social Services, religious organizations, or other non profit community based organizations which provide aid.

Community Support

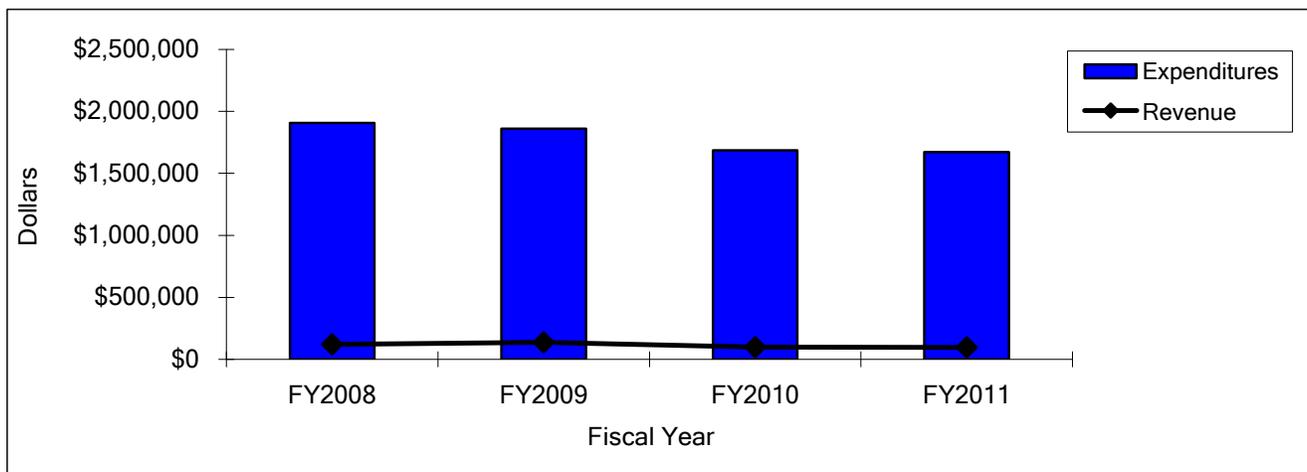
Continuing in our efforts to maintain and enhance a successful alliance with our partner agencies, Stafford County's website now supports a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the 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.co.stafford.va.us under Partner Agencies.



PARTNER AGENCIES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$1,908,585	\$1,860,399	\$1,686,815	\$1,671,377	(\$15,438)	-0.92%
Total	1,908,585	1,860,399	1,686,815	1,671,377	(15,438)	-0.92%
Revenue	119,780	137,595	96,888	96,117	(771)	-0.80%
Local Tax Funding	\$1,788,805	\$1,722,804	\$1,589,927	\$1,575,260	(\$14,667)	-0.92%



SIGNIFICANT BUDGET CHANGES

- Determination of funding: overall reduction to all agencies of 5% for the FY 11 proposed budget. Board's adopted methodology was utilized to prioritize the funding requests and distribute the funds to these agencies. Exceptions include a payment to the Lloyd F. Moss Clinic for the capital campaign agreement, and \$50,000 for the Economic Development Authority to be used for incentives to attract new business to the County or to retain existing businesses. Agencies prioritized as high by the committee whose funding requests were over \$35,000 received a 5% reduction. All other intergovernmental agencies received an additional 6% to 12% reduction.

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 Center	Serves court-involved youth. To change negative thinking patterns in the youth, we serve and teach alternate ways of decision-making, anger management and life skills.
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 Association in 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.
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 Child Abuse Prevention	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

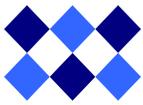
Agency Name	Mission
Rappahannock Big Brothers Big Sisters	To make a positive, measurable difference in the lives of the most at risk children by promoting self esteem and character development, expanding awareness of life's opportunities, and providing education, guidance and support through professionally supported on-to-one mentoring relationships.
Rappahannock Council against 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 Mediation Center	Provides mediation services, conflict management and resolution training to empower individuals to amicably resolve their conflicts using, when required, qualified third party mediators.
Rappahannock Refuge Inc, (Hope House)	Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.
Rappahannock Regional Disability Services Board	Provides input to state agencies on service needs and priorities of persons with physical and sensory disabilities, and provides information and resource referral to local governments regarding the Americans with Disabilities Act.
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

Agency Name	FY2009 Actual	FY2010 Adopted Budget	FY2011 Adopted Budget	FY2011 Changes '10 to '11	
Intergovernmental Agencies					
Chaplin Youth Group Home Commission	180,042	170,674	160,746	(9,928)	-5.8%
Economic Development Authority	0	0	50,000	50,000	100.0%
George Washington Regional Commission	80,193	71,624	67,327	(4,297)	-6.0%
Germanna Community College	20,184	18,166	17,076	(1,090)	-6.0%
Lloyd F. Moss Free Clinic	71,780	18,000	71,903	53,903	299.5%
Rappahannock Area Community Service Board (RACSB)	263,917	250,721	235,678	(15,043)	-6.0%
Rappahannock Area Health District	599,578	570,146	535,937	(34,209)	-6.0%
Rappahannock Area Office on Youth	141,464	137,840	126,812	(11,028)	-8.0%
Tri-County/City Soil and Water Conservation District	25,300	22,770	21,404	(1,366)	-6.0%
Community Agencies					
Community Fund (American Legion Post 290)	1,000	0	0	0	0.0%
DisAbility Resource Center	33,950	31,913	29,360	(2,553)	-8.0%
Fredericksburg Area Food Bank	25,000	24,250	23,551	(699)	-2.9%
Healthy Families Rappahannock Area	13,520	11,762	10,232	(1,530)	-13.0%
Hospice Support Care	3,500	3,290	3,027	(263)	-8.0%
Mental Health Association in Fredericksburg	15,750	13,703	12,196	(1,507)	-11.0%
Micah Ecumenical Ministries	5,000	4,850	4,705	(145)	-3.0%
Northern VA 4-H Educational and Conference Center	3,000	2,400	2,088	(312)	-13.0%
Rappahannock Area Agency on Aging	30,214	29,308	27,256	(2,052)	-7.0%
Rappahannock Area Council for Child Abuse Prevention	21,000	18,900	17,388	(1,512)	-8.0%
Rappahannock Area Court Appointed Special Advocates	0	7,400	6,808	(592)	100.0%
Rappahannock Big Brothers Big Sisters	15,000	12,000	10,680	(1,320)	-11.0%
Rappahannock Council Against Sexual Assault	17,357	16,836	15,657	(1,179)	-7.0%
Rappahannock Council on Domestic Violence	43,985	42,665	40,532	(2,133)	-5.0%
Rappahannock Emergency Medical Services Council, Inc.	33,321	7,074	6,154	(920)	-13.0%
Rappahannock Legal Services	36,502	34,312	31,910	(2,402)	-7.0%
Rappahannock Mediation Center	12,100	0	0	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	20,026	19,425	18,842	(583)	-3.0%
Rappahannock Regional Disability Services Board	960	768	0	(768)	-100.0%
Rebuilding Together (Christmas in April)	8,500	6,800	5,913	(887)	-13.0%
S.E.R.V.E., Inc.	55,812	48,556	45,157	(3,399)	-7.0%
The ARC of Rappahannock	7,260	6,534	6,011	(523)	-8.0%
Thurman Brisben Homeless Shelter	65,184	63,228	60,067	(3,161)	-5.0%
Volunteer & Information Services of the United Way	10,000	8,000	6,960	(1,040)	-13.0%
Total	\$1,860,399	\$1,686,815	\$1,671,377	(\$2,538)	-0.2%





SCHOOL FUND

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. The School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system. The School Nutrition Service Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with the provisions of food services within the public school system. The School Construction Fund, a governmental component unit fund, accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools. The Grants Fund, a governmental component unit fund, accounts for the revenues and expenditures associated with outside grant funding. The Workers' Compensation Fund, a governmental component unit fund accounts for revenues and expenditures associated with the administration of the worker's compensation insurance program for employees under a self-insurance program. The Health Services Fund, a governmental component unit fund, accounts for revenue and expenses associated provision of health-related benefits to employees under a comprehensive health benefits self-insurance program.

It is the duty of the Superintendent of Schools, with the advice of the School Board, to prepare the public education budget estimates. These must be approved by the School Board and submitted to the Board of Supervisors by the April 1 statutory deadline, unless the governing body has set an earlier date for receiving estimates. The estimate for public education submitted to the Board of Supervisors must show the amount of money estimated to be received from the State Basic School Aid Fund and the amount needed for the support of public schools, including instruction, operating and maintenance costs, the capital reserve fund and other costs. In adjusting the school budget, the governing body may make changes only in the total amount or in the amounts of major categories established by the State Board of Education. The Board of Supervisors may not adjust individual line items. The Board of Supervisors must adopt the school budget no later than May 1.

The Fiscal Year 2011 Adopted local school funding is \$126,319,712, with \$100,693,774 for operating and \$25,625,938 for debt service.

SCHOOL BOARD MEMBERS

Dana Reinboldt, Chairman
GRIFFIS-WIDEWATER DISTRICT

Patricia Healy, Vice-Chairman
ROCKHILL DISTRICT

Ty Schieber
GARRISONVILLE DISTRICT

Meg Bohmke
FALMOUTH DISTRICT

Stephanie Johnson
AQUIA DISTRICT

Doreen Phillips
HARTWOOD DISTRICT

Patricia Mancini
GEORGE WASHINGTON DISTRICT

Dr. David Sawyer
SUPERINTENDENT

Andre Nougare
DEPUTY
SUPERINTENDENT

Chris Quinn
ASSISTANT
SUPERINTENDENT
FOR INSTRUCTION

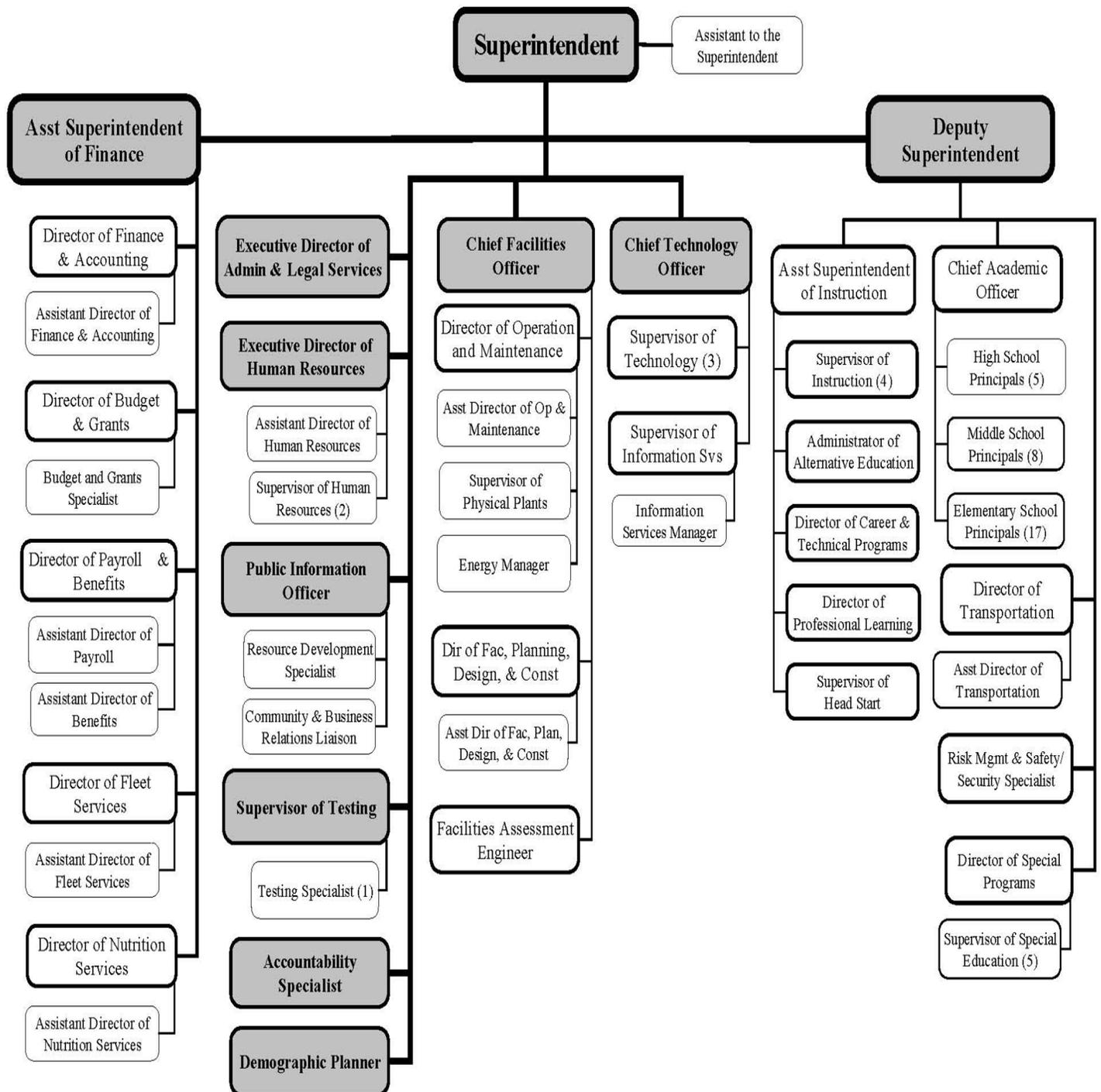
Andrea Bengier
CHIEF ACADEMICS
OFFICER

Wayne Carruthers, CPA
ASSISTANT SUPERINTENDENT
OF FINANCIAL SERVICES

STAFFORD COUNTY SCHOOL BOARD
31 Stafford Avenue
Stafford, Virginia 22554
(540) 658-6000
Fax: (540) 658-5963
<http://stafford.schoolfusion.us/>



PUBLIC SCHOOLS ORGANIZATION CHART





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 socioeconomic, preschool, or handicapping conditions and to programs and services, which encourage all students to graduate from high school.
- Teachers must be provided materials, supplies, instructional assistance, and administrative support for successful teaching and productive student learning. The school principal is the key person in establishing a favorable school culture for teachers, students, staff and parents. School improvement is most effective when recommendations are initiated and acted upon by the staff at the school site.
- Personnel must be recognized as the system's most valuable asset in the achievement of the vision, goals, and objectives of the School Board.
- Parents are essential partners in the social, intellectual, and psychological development of students, in planning for education and the future, and in the establishment of school-site goals and objectives.
- The school division is responsible for communicating its goals to the community and encouraging the community's involvement in successful student learning.
- Services must be provided to help students understand and deal with social issues, peer pressure, and planning for the future.



PUBLIC SCHOOLS BUDGET CALANDER

August

- 11 FY2011 Proposed Budget Calendar to School Board for Information

September

- 9 FY2011 Budget Baselines to the Superintendent's Leadership Team
- 22 Public Budget Hearing - School Board FY2011 Budget Priorities

October

- 12 Budget Priorities Presented to the Superintendent - School-Level and Departmental
- 14 Superintendent's SEA Budget Priority Meeting
- 20 FY2011 Joint Budget Work Session - Board of Supervisors and School Board

November

- 2 School-Site Facility-Specific Requests and Directors' New Requests due to Assistant Superintendents
- 10 Fleet Services - Steering Committee FY2011 Budget Meeting
- 16 All Requests including Revisions to FY2011 Baseline Budgets and Staffing Requests Due to Assistant Superintendent Financial Services

December

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

January

- 12 School Board to vote on FY2011 School board Budget Priorities
- 22 Presentation of the superintendent's FY2011 Recommended Budgets to Administrators

February

- 9 Presentation of Superintendent's FY2011 Recommended Budgets to the School Board
- 23 Public Budget Hearing

March

- 2 County Administrator to Present FY2011 County Proposed Budget to the Board of Supervisors
- 9 School Board Budget Work Session - Prior to School Board Meeting
- 23 School Board Consideration and Approval of the FY2011 School Budgets
- 31 School Board's Approved FY2011 Budgets to the Board of Supervisors

April

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

May

- 1 Legal Deadline for School Board's FY2010 Budgets' Funding Approval from the Board of Supervisors

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



SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

School Enrollment for FY2011 is estimated to be 26,757. These students will be housed in 30 schools. The 17 elementary schools include grades K-5, the eight middle schools include grades 6-8, and the five high schools include grades 9-12.

The School Operating Budget includes local school funding of \$100.7 million. The composite index for FY2011-FY2012 is .3362.

DEBT SERVICE

School Debt Service for FY2011 totals \$25,625,938 and is shown in the General Fund.

SUMMARY OF ALL SCHOOL FUNDS

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
School Operating Fund	\$241,842,789	\$242,405,000	\$248,480,087	\$222,931,208	(\$25,548,879)	-10.28%
State Fiscal Stabilization Fund (1)	\$0	\$0	\$0	\$14,330,732	\$14,330,732	100.00%
Nutrition Services Fund	\$10,665,821	\$10,750,103	\$11,609,917	\$11,609,917	\$0	0.00%
Construction Fund	\$21,214,991	\$15,340,380	\$21,479,336	\$8,173,465	(\$13,305,871)	-61.95%
Grant Fund	\$0	\$8,469,260	\$15,051,207	\$12,764,256	(\$2,286,951)	-15.19%
Total School Funds	\$273,723,601	\$276,964,743	\$296,620,547	\$269,809,578	(\$26,810,969)	-9.04%

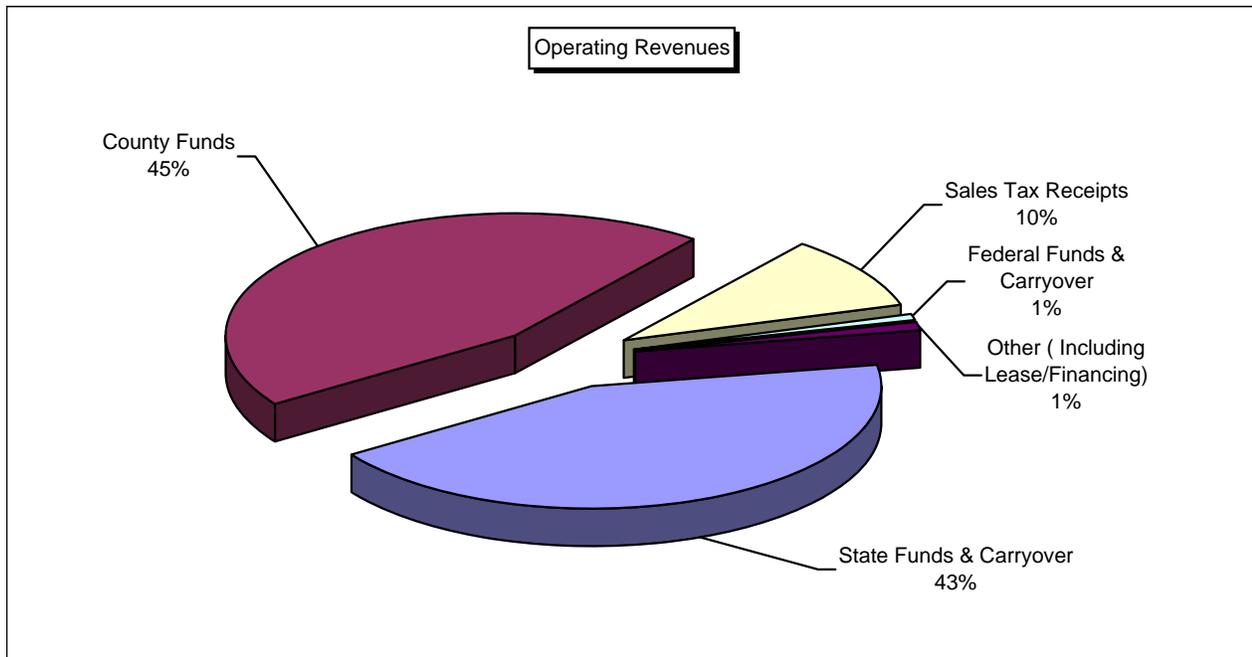
(1) The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.

Internal Service Funds	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Health Services Fund	\$29,096,331	\$26,398,496	\$23,084,264	\$24,891,303	\$1,807,039	7.83%
Workers' Compensation Fund	\$597,759	\$110,758	\$867,187	\$879,033	\$11,846	1.37%
Total	\$29,694,090	\$26,509,254	\$23,951,451	\$25,770,336	\$1,818,885	7.59%



SCHOOL OPERATING REVENUES

Source of Funds	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
State Funds & Carryover	\$115,342,569	\$106,053,574	\$96,532,132	(\$9,521,442)	-9.0%
County Funds	99,474,959	102,736,533	100,693,774	(2,042,759)	-2.0%
Sales Tax Receipts	22,896,910	22,653,287	21,577,802	(1,075,485)	-4.7%
Federal Funds & Carryover	2,398,651	1,450,000	1,620,000	170,000	100.0%
Other (Including Lease/Financing)	2,132,443	1,911,650	2,507,500	595,850	31.2%
State/Federal Stimulus Funds	0	8,975,043	0	(8,975,043)	100.0%
Carryover	0	4,700,000	0	(4,700,000)	0.0%
Total	\$242,245,532	\$248,480,087	\$222,931,208	(\$25,548,879)	-10.3%

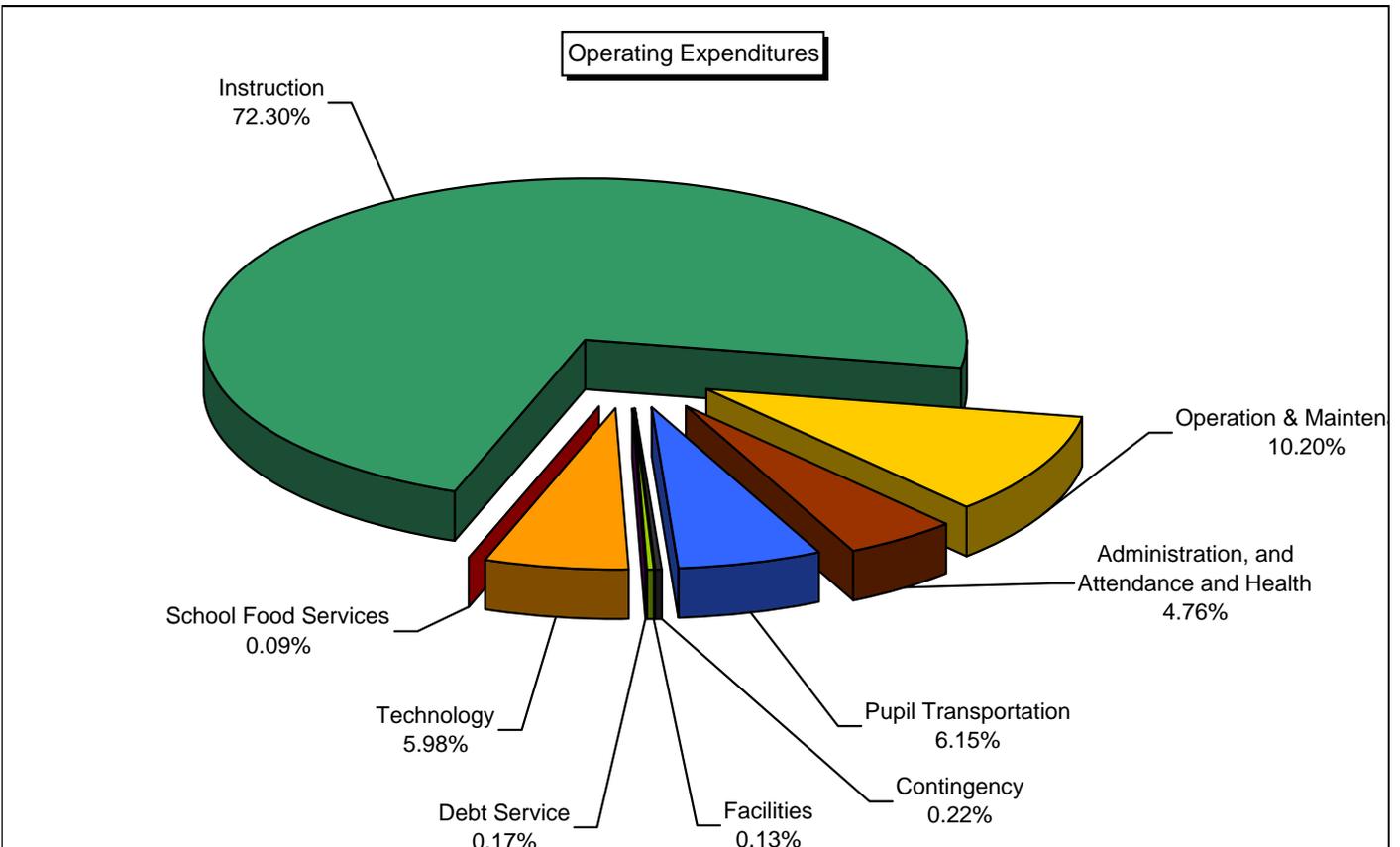


Fund Balance, Beginning of Year	\$9,189,151	\$9,029,683	\$9,029,683	\$0	0.00%
Fund Balance, End of Year	\$9,029,683	\$9,029,683	\$9,029,683	\$0	0.00%



SCHOOL OPERATING EXPENDITURES

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Instruction	\$174,831,060	\$181,399,909	\$161,162,015	(\$20,237,894)	-11.2%
Operation & Maintenance	22,835,219	22,674,826	22,740,220	65,394	0.3%
Administration, and Attendance and Health	12,803,403	13,211,799	10,618,167	(2,593,632)	-19.6%
Pupil Transportation	12,391,729	14,149,935	13,707,186	(442,749)	-3.1%
Contingency	6,064,822	500,000	500,000	0	0.0%
Facilities	516,015	300,000	300,000	0	0.0%
Debt Service	386,845	386,910	386,910	0	0.0%
Technology	12,359,400	15,658,138	13,324,216	(2,333,922)	-14.9%
School Food Services	216,507	198,570	192,494	(6,076)	-3.1%
Total	\$242,405,000	\$248,480,087	\$222,931,208	(\$25,548,879)	-10.3%

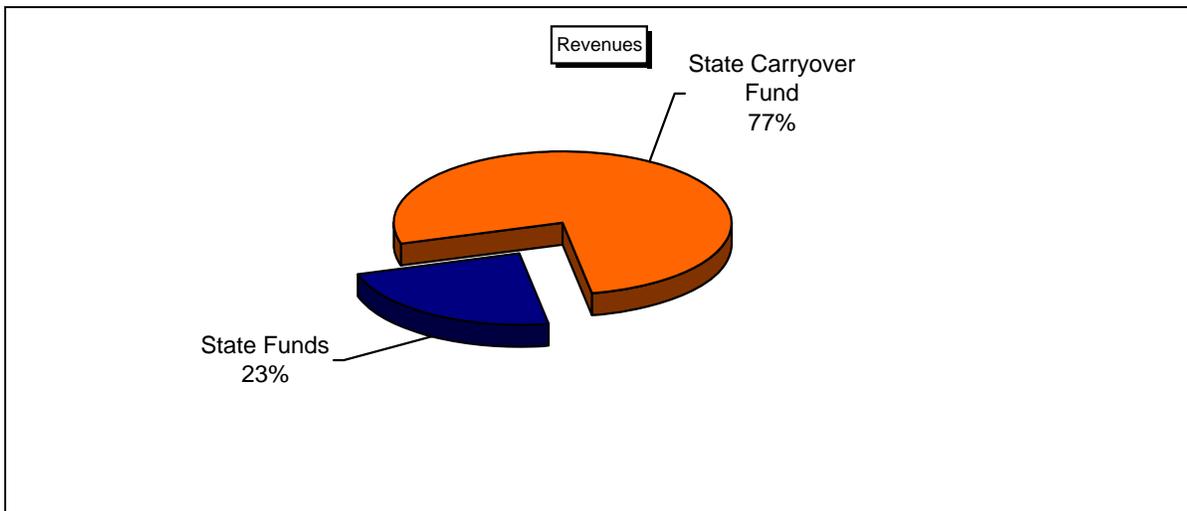


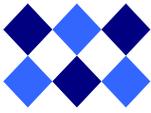


STATE FISCAL STABILIZATION FUND

The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.

Revenues	FY2009	FY2010	FY2010	FY2011	Change '10 to '11
	Actual	Adopted Budget	Adopted Budget		
State Funds	\$0	\$0	\$3,306,235	\$3,306,235	100.00%
State Carryover Fund	0	0	11,024,497	11,024,497	100.00%
Other Funds	0	0	0	0	100.00%
Total	\$0	\$0	\$14,330,732	\$14,330,732	100.00%
Expenditures					
Personnel	\$0	\$0	\$14,330,732	\$14,330,732	100.00%
Total	\$0	\$0	\$14,330,732	\$14,330,732	100.00%
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

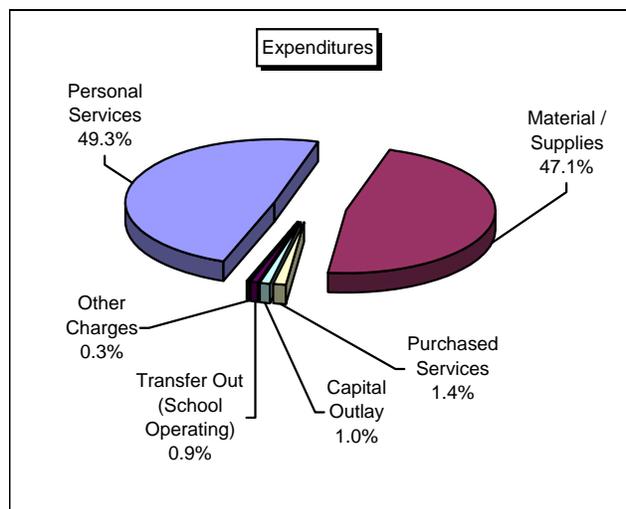
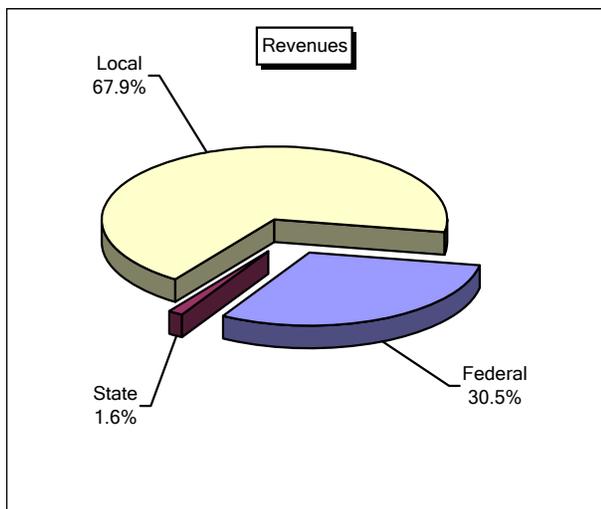
Revenues	FY2009	FY2010	FY2010	FY2011	Change '10 to '11
	Actual	Adopted Budget	Adopted Budget		
Federal	\$3,585,177	\$3,395,176	\$3,535,630	\$140,454	4.14%
State	\$176,196	\$183,697	\$186,856	\$3,159	1.72%
Local					
Lunch Sales	\$4,029,689	\$4,604,231	\$4,677,208	\$72,977	1.58%
A-la-carte	2,947,789	3,210,000	3,036,223	(173,777)	-5.41%
Breakfast Sales	156,835	87,300	171,000	83,700	95.88%
Interest	2,277	29,500	3,000	(26,500)	-89.83%
Total	\$7,136,590	\$7,931,031	\$7,887,431	(\$43,600)	-0.55%
Prior Year Carryover	\$0	\$100,013	\$0	(\$100,013)	-100.00%
Total	\$10,897,963	\$11,609,917	\$11,609,917	\$0	0.00%

Expenditures

Personal Services	\$5,251,112	\$5,951,447	\$5,723,801	(\$227,646)	-3.83%
Material / Supplies	5,203,626	5,279,470	5,476,298	196,828	3.73%
Purchased Services	146,669	152,700	162,843	10,143	6.64%
Capital Outlay	17,730	101,000	114,000	13,000	12.87%
Transfer Out (School Operating)	100,000	100,000	100,000	0	100.00%
Other Charges	30,966	25,300	32,975	7,675	30.34%
Total	\$10,750,103	\$11,609,917	\$11,609,917	\$0	0.00%

Fund Balance, Beginning of Year	\$1,580,757	\$1,728,617	\$1,628,604	(\$100,013)	-5.79%
--	-------------	-------------	-------------	-------------	--------

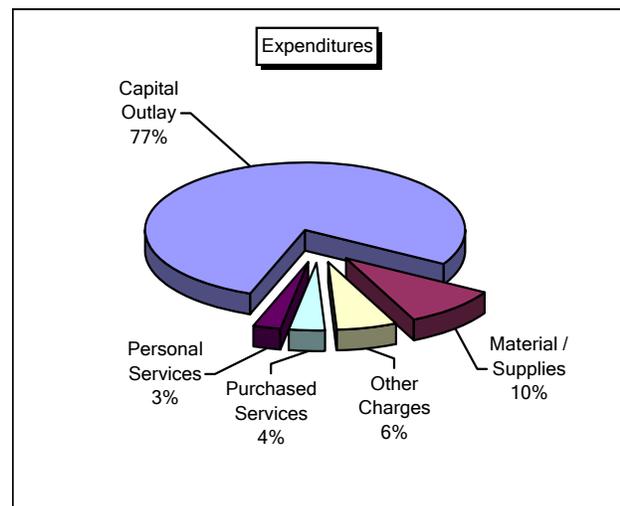
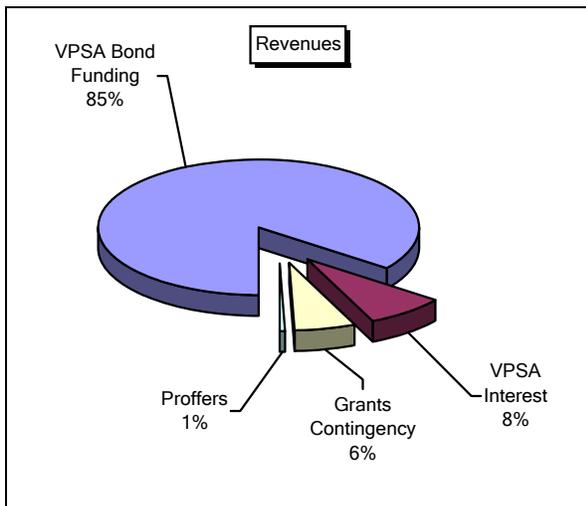
Fund Balance, End of Year	\$1,728,617	\$1,628,604	\$1,628,604	\$0	0.00%
----------------------------------	-------------	-------------	-------------	-----	-------





CONSTRUCTION FUND

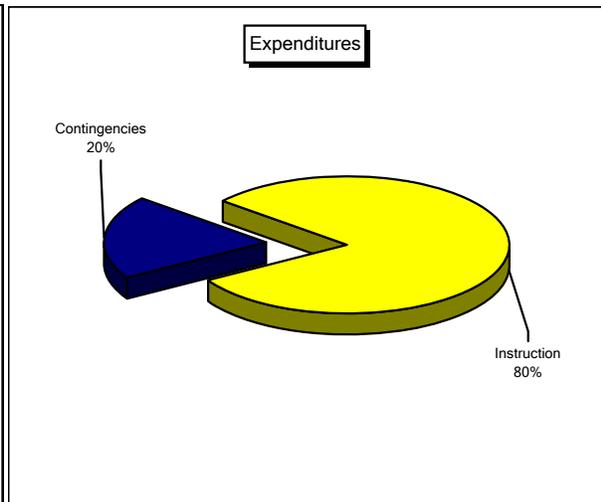
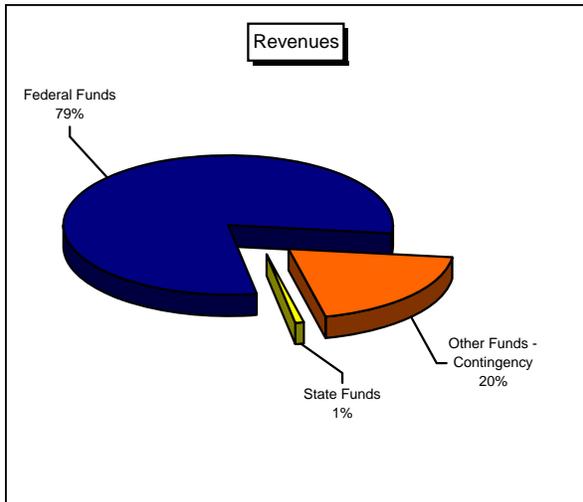
Revenues	FY2009	FY2010	FY2011	Change	
	Actual	Adopted Budget	Adopted Budget	'10 to '11	
VPSA Bond Funding	\$1,704,853	\$18,620,405	\$6,975,465	(\$11,644,940)	-62.54%
VPSA Interest	329,098	1,777,243	650,000	(\$1,127,243)	-63.43%
Grants Contingency	0	500,000	500,000	\$0	0.00%
Proffers	96,204	581,688	48,000	(\$533,688)	-91.75%
Other	8,225	0	0	0	0.00%
Total	\$2,138,380	\$21,479,336	\$8,173,465	(\$13,305,871)	-61.95%
Expenditures					
Capital Outlay	\$13,606,349	\$18,080,700	\$6,361,721	(11,718,979)	-64.81%
Material / Supplies	794,265	832,300	780,000	(52,300)	-6.28%
Other Charges	0	500,000	500,000	0	0.00%
Purchased Services	693,083	1,587,000	312,000	(1,275,000)	-80.34%
Personal Services	246,683	479,336	219,744	(259,592)	-54.16%
Total	\$15,340,380	\$21,479,336	\$8,173,465	(\$13,305,871)	-61.95%
Fund Balance, Beginning of Year	\$18,571,327	\$5,369,327	\$5,369,327	\$0	0.00%
Fund Balance, End of Year	\$5,369,327	\$5,369,327	\$5,369,327	\$0	0.00%





GRANT FUND

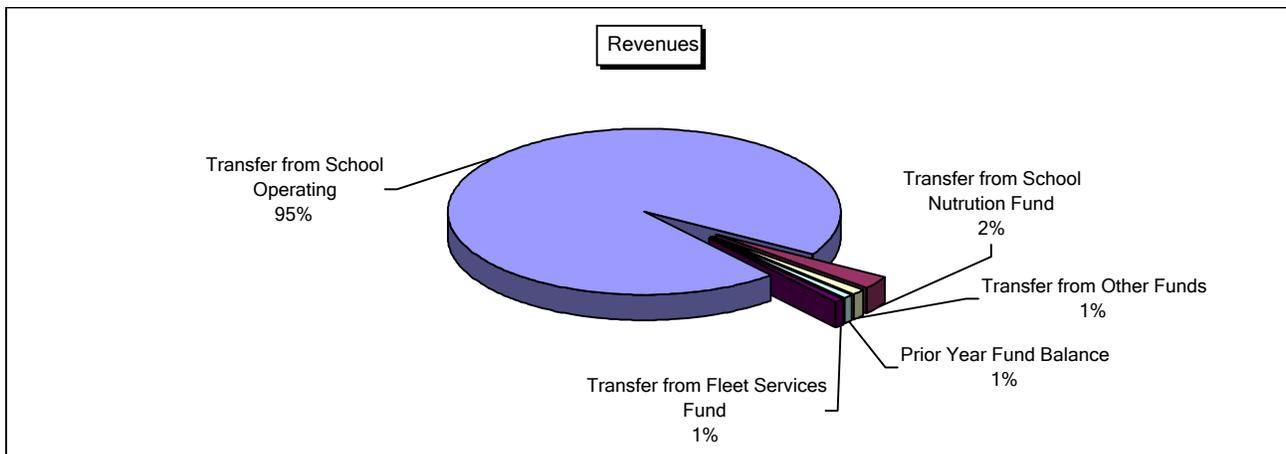
Revenues	FY2009 Actual	FY2010	FY2010	FY2011	
		Adopted Budget	Adopted Budget	Change '10 to '11	
Federal Funds	\$8,052,992	\$12,446,058	\$10,159,107	(\$2,286,951)	100.00%
Other Funds - Contingency	0	2,500,000	2,500,000	0	100.00%
State Funds	306,026	105,149	105,149	0	100.00%
Other Funds	110,242	0	0	0	100.00%
Total	\$8,469,260	\$15,051,207	\$12,764,256	(\$2,286,951)	100.00%
Expenditures					
Instruction	\$8,469,260	\$12,262,573	\$10,264,256	(\$1,998,317)	100.00%
Contingencies	0	2,788,634	2,500,000	(288,634)	100.00%
Total	\$8,469,260	\$15,051,207	\$12,764,256	(\$2,286,951)	100.00%
Fund Balance, Beginning of Year	\$0	\$0	\$0	\$0	0.00%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0.00%





SCHOOL WORKERS COMPENSATION FUND

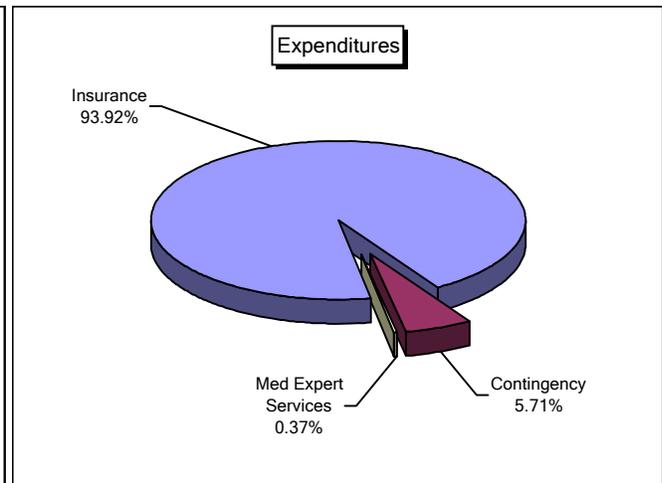
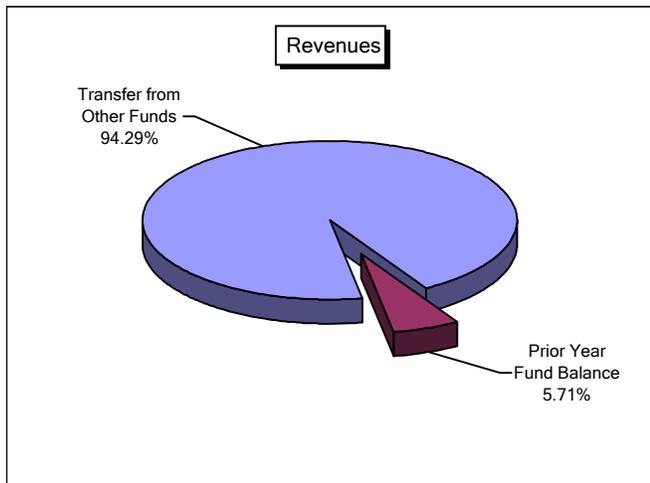
Revenues	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 to '11	
Transfer from School Operating	\$888,334	\$832,689	\$831,750	(\$939)	0%
Transfer from School Nutrition Fund	0	18,877	21,892	3,015	16%
Transfer from Other Funds	0	9,049	10,525	1,476	0%
Prior Year Fund Balance	0	0	7,976	7,976	0%
Transfer from Fleet Services Fund	0	6,572	6,890	318	0%
Total	\$888,334	\$867,187	\$879,033	\$11,846	1%
Expenditures					
Workers Compensation	1,023,395	867,187	879,033	11,846	1%
Personnel	\$87,363	\$0	\$0	\$0	0%
Total	\$1,110,758	\$867,187	\$879,033	\$11,846	1%
Fund Balance, Beginning of Year	\$1,458,772	\$1,236,348	\$1,236,348	\$0	0%
Fund Balance, End of Year	\$1,236,348	\$1,236,348	\$1,228,372	(\$7,976)	-1%

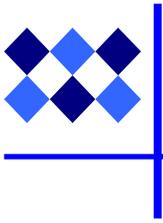




SCHOOL HEALTH INSURANCE FUND

Revenues	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 to '11	
Transfer from Other Funds	\$5,175,910	\$21,847,212	\$23,469,892	\$1,622,680	7%
Prior Year Fund Balance	0	1,237,052	1,421,411	184,359	15%
Health Employer Contribution	15,179,991	0	0	0	0%
Health Employee Contribution	4,596,522	0	0	0	0%
Daily Deposit	2,784,976	0	0	0	0%
Dental	38,673	0	0	0	0%
Health Insurance Credit	1,528,535	0	0	0	0%
Interest	80,105	0	0	0	0%
Miscellaneous	205,709	0	0	0	0%
Total	\$29,590,421	\$23,084,264	\$24,891,303	\$1,807,039	8%
Expenditures					
Insurance	\$20,417,458	\$21,756,152	\$23,378,424	\$1,622,272	7%
Contingency	0	1,237,052	1,421,411	184,359	15%
Med Expert Services	90,182	91,060	91,468	408	0%
Incurred but not Reported	140,000	0	0	0	0%
Consultants	13,497	0	0	0	0%
Personnel	219,486	0	0	0	0%
Other Post Employment Benefits	5,517,873	0	0	0	0%
Total	\$26,398,496	\$23,084,264	\$24,891,303	\$1,807,039	8%
Fund Balance, Beginning of Year	\$1,440,497	\$4,632,422	\$3,395,370	(\$1,237,052)	-27%
Fund Balance, End of Year	\$4,632,422	\$3,395,370	\$1,973,959	(\$1,421,411)	-42%



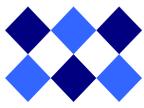


TRANSPORTATION FUND

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, Stafford Regional Airport Authority, and is available for a variety of transportation projects in the County.

Certain road projects will be 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.

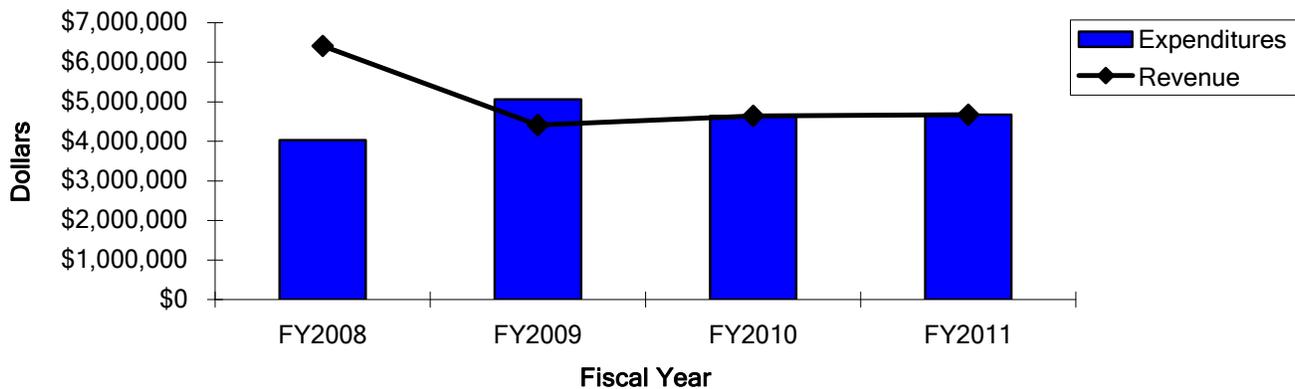


Our Mission: A special revenue fund established for the purpose of enhancing the efficiency and quality of transportation for County businesses and residents.

BUDGET SUMMARY

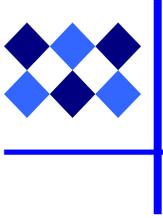
	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$246,993	\$351,791	\$0	\$0	\$0	0.00%
Operating	3,148,017	3,946,118	3,940,869	3,342,944	(597,925)	-15.17%
Capital	635,689	760,705	704,401	1,333,004	628,603	89.24%
Total	4,030,699	5,058,614	4,645,270	4,675,948	30,678	0.66%
Revenue	6,411,262	4,414,584	4,645,270	4,675,948	30,678	0.66%
Prior Year Funding	0	0	0	0	0	0.00%
Difference	(\$2,380,563)	\$644,030	\$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

- PRTC projects an increase of 32.7% over FY10 adopted for gas tax revenue
- VRE subsidy decreased by 11.4%
- FRED subsidy is level with FY10; FRED management estimates that level funding will mean deferring replacement of aging bus which serves the County, and a 3% decrease in service (approximately 2 hours per day)
- Stafford Regional Airport subsidy reduce by 25%



TRANSPORTATION

DEPARTMENTAL GOALS/OBJECTIVES:

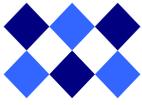
- Complete design and initiate construction of the first phase of the Poplar Road improvements
- Provide supplemental funding for selected road construction projects and other transportation initiatives
- Provide public transit service in the County with FREDericksburg Regional Transit (FRED)
- Provide commuter rail service in the County with Virginia Railway Express (VRE)
- Complete design and initiate right-of-way and utility relocation for Mountain View Road improvements

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outputs			
Number of daily riders on VRE system	15,800	16,400	17,500
Efficiencies			
County subsidy for VRE	\$2,974,507	\$2,971,727	\$2,634,002

DEPARTMENTAL ACCOMPLISHMENTS

- Completed improvements to Garrisonville Road (SR-610) from Mine Road/Staffordboro Boulevard to Onville Road
- Completed Transportation Demand Model
- Replaced and repaired approximately 200 street name signs
- Initiated design of the Poplar Road and Mountain View Road improvements
- Selected an engineering firm for the Design of Road Improvements - Phase 2 consisting of Garrisonville Road between Onville and Eustace Roads and Poplar Road north of Kellogg Mill Road
- Coordinated with FRED to revise bus routes in the northern part of the County



TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name

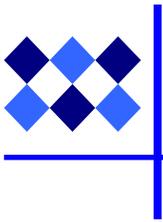
Mission

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. There are two VRE stations in Stafford. VRE currently carries approximately 15,600 passengers a day on both lines. The VRE is a cooperative venture of the Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC). Stafford participates in the PRTC. All jurisdictions served by VRE contribute a financial subsidy to the rail system. The largest expenditure of the County's Transportation Fund is the County's subsidy to VRE.

FRED Bus Service

The Fredericksburg Regional Transit System (FRED) provides bus transit service on eight fixed routes in Stafford County. The County's subsidy to FRED is derived from the Transportation Fund.

Stafford Regional Airport

The 550-acre Stafford Regional Airport serves as the "reliever airport" for general traffic to Washington Dulles International and Reagan National Airports and supports expansion of the region's global business opportunities. There is ample space for approximately 100 based aircraft.

The Stafford Regional Airport is located along Interstate 95, 30 miles south of the Capital Beltway I-495 interchange. It is centrally located within Stafford and is served by the Centreport Parkway (SR-8900) Exit 136 interchange. The Airport location is convenient to two commuter rail stations.

The accessibility of the Regional Airport makes it convenient for corporate executives to visit Stafford in search of business relocation or expansion sites. Commercial and industrial zoned properties in proximity to the airport will open up new opportunities for Stafford to attract high technology-based businesses.

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

Bicycle/Pedestrian Trails

The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Monies from the Transportation Fund will pay the County's match.

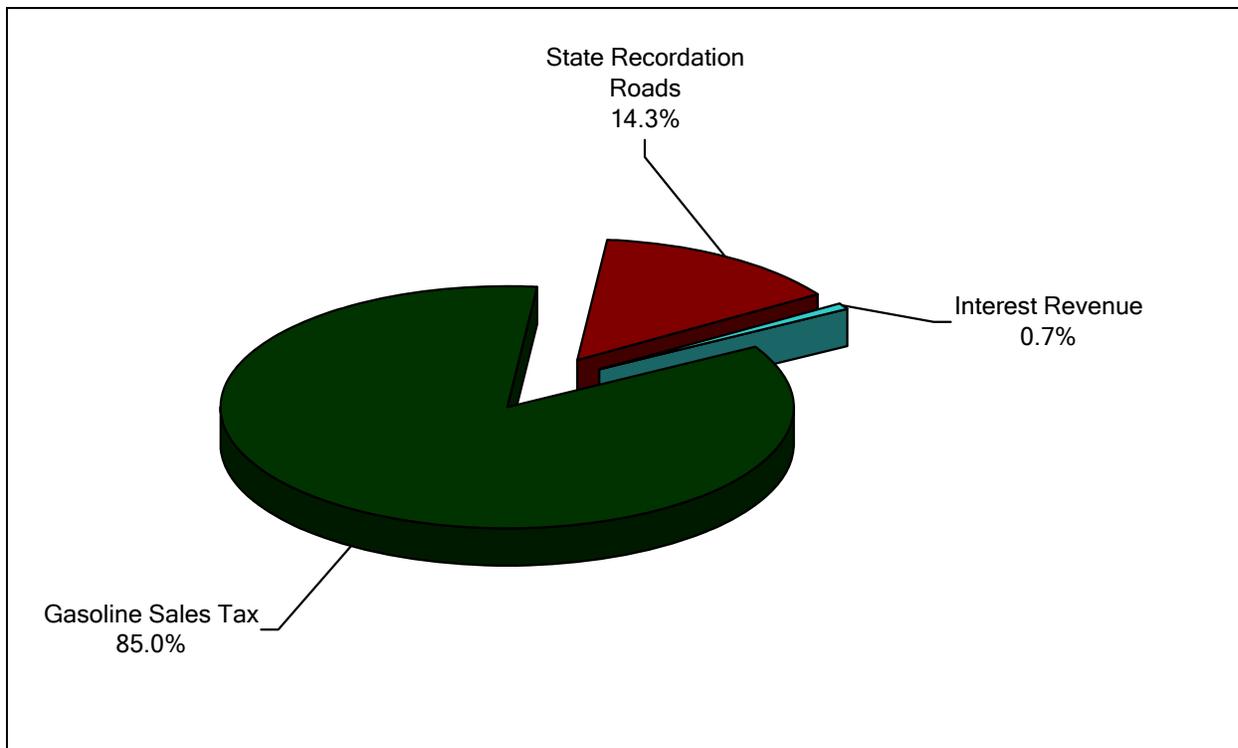
Local Road Projects

Local road projects include approved bond projects, defaulted developers' projects, and other special road projects as approved by the Board of Supervisors.



TRANSPORTATION FUND REVENUES

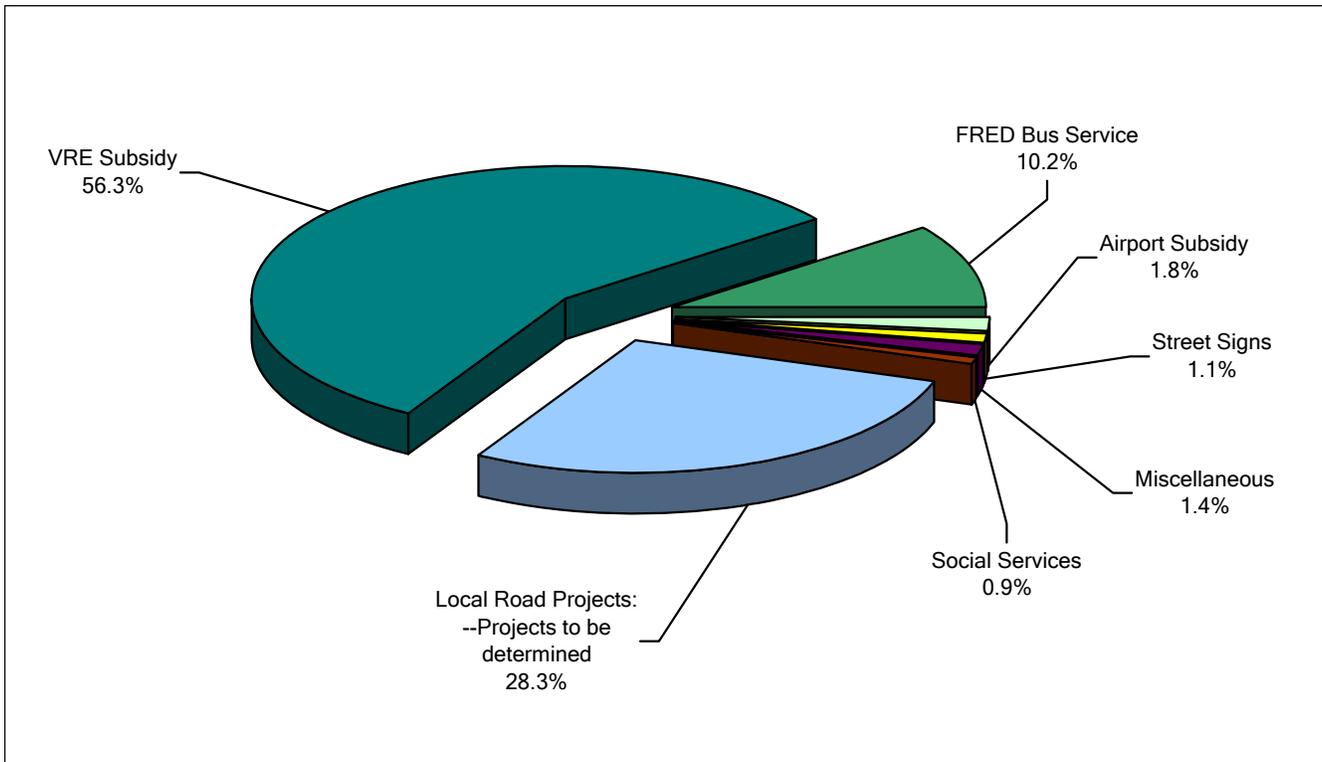
	FY2009 Actual	FY2010 Adopted	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Gasoline Sales Tax	\$3,587,601	\$2,995,020	\$3,972,948	\$977,928	32.65%
State Recordation Roads	672,389	668,000	668,000	0	0.00%
Interest Revenue	54,261	35,000	35,000	0	100.00%
Miscellaneous	100,086	947,250	0	0	0.00%
Total	\$4,414,337	\$4,645,270	\$4,675,948	\$30,678	0.66%





TRANSPORTATION FUND EXPENDITURES

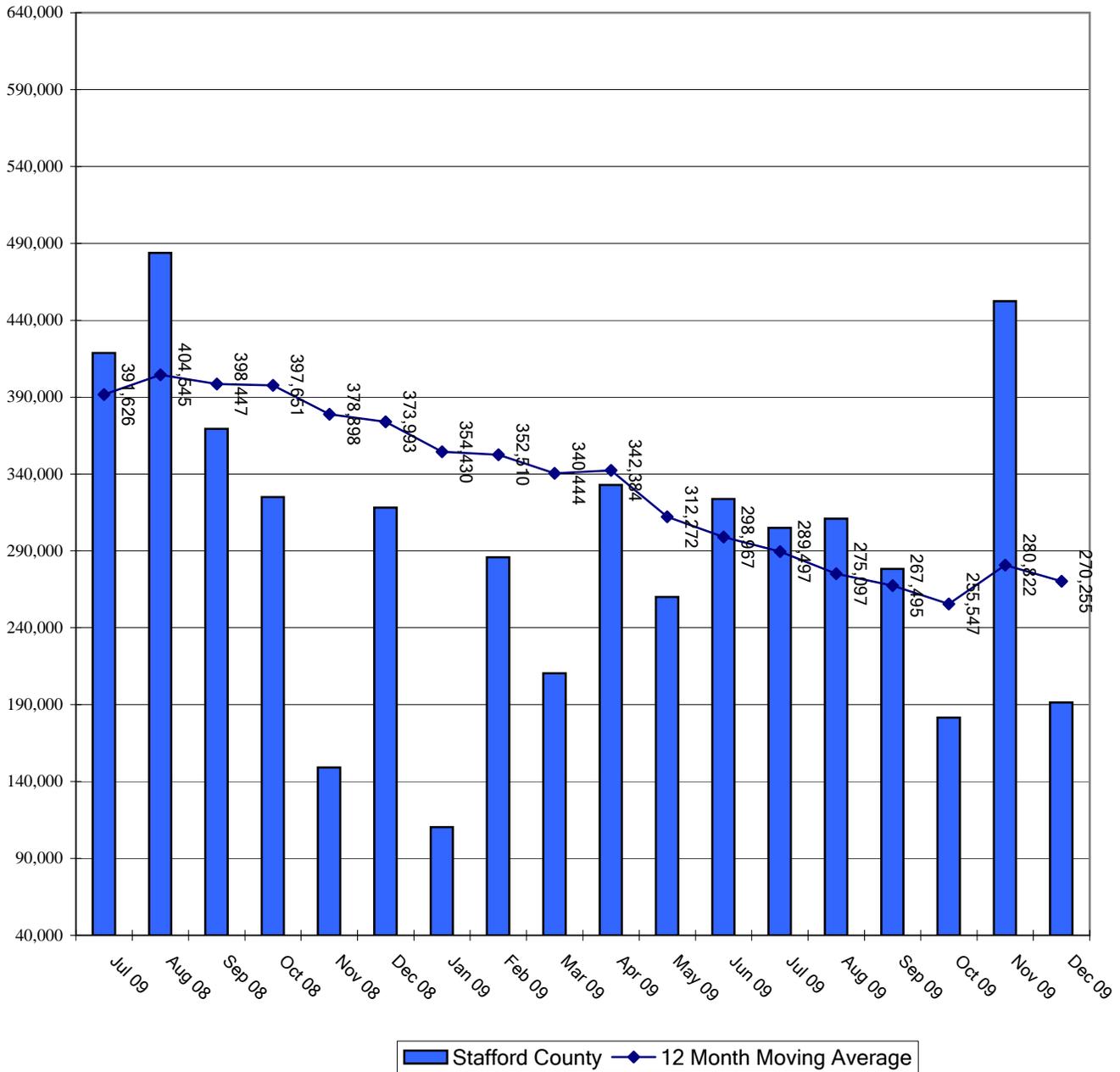
	FY2009 Actual	FY2010 Adopted	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
VRE Subsidy	\$2,974,507	\$2,971,727	\$2,634,002	(\$337,725)	-11.36%
FRED Bus Service	477,656	477,656	477,656	0	0.00%
Airport Subsidy	114,286	114,286	85,214	(29,072)	-25.44%
Street Signs	33,428	50,000	50,000	0	0.00%
Miscellaneous	385,881	72,200	67,000	(5,200)	-7.20%
Social Services	31,354	40,000	40,000	0	0.00%
Local Road Projects:					
Projects to be determined	637,286	785,451	1,322,076	536,625	68.32%
Airport Debt Service		133,950	0	0	100.00%
Personnel	351,791	0	0	0	0.00%
Bike Trails	52,425	0	0	0	100.00%
Total	\$5,006,189	\$4,645,270	\$4,675,948	\$164,628	3.54%





PRTC NET FUEL TAX COLLECTION

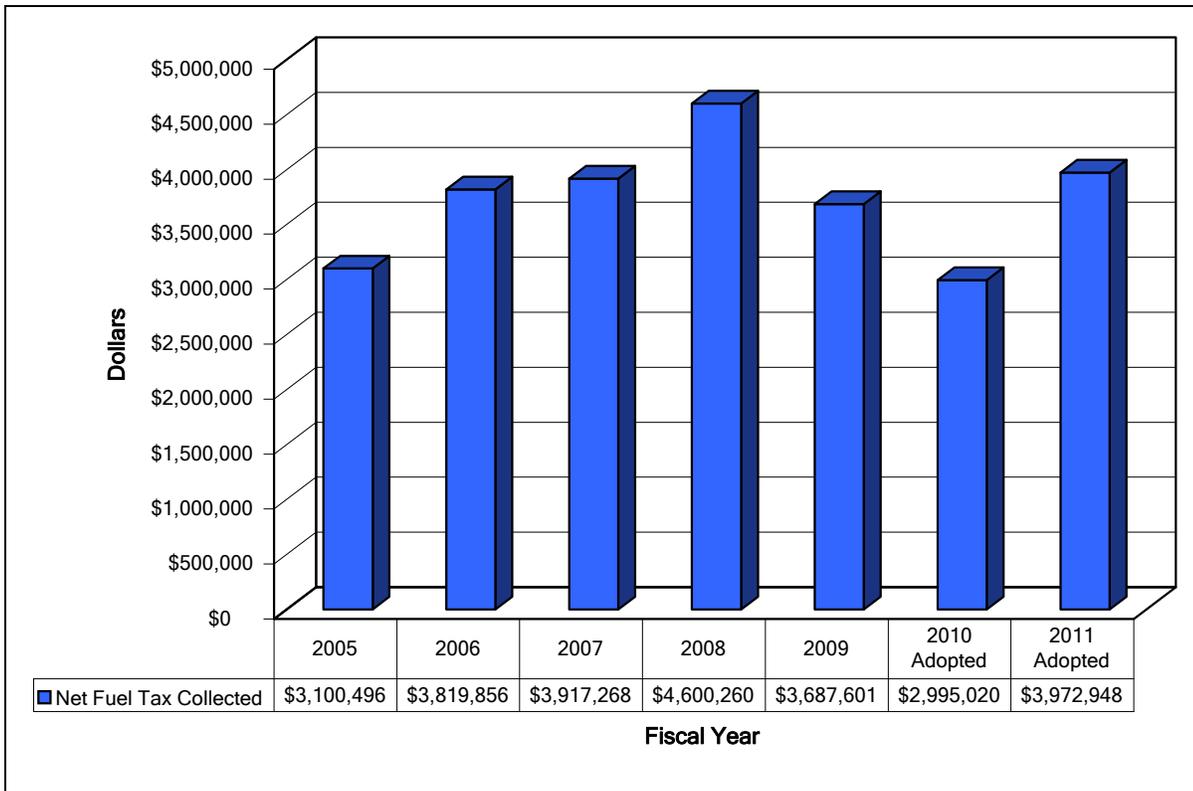
This graph shows the fuel tax collected, per gallon on a monthly bases, for FY 2009 and FY 2010 (through December). Until January 1, 2010, the tax was based on 2% of the retail price. After January 1, 2010, the calculation changed to 2.1% of the wholesale price of fuel. Fuel tax revenue fluctuation is 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 FY05 through FY09, with projections for FY10 and FY11.







UTILITIES FUND

Harry L. Critzer
Director
540-658-8633
hcritzer@co.stafford.va.us

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

Provision of Water Services:

Two reservoirs, Smith Lake and Abel Lake, supply water to Stafford County's treatment facilities. The Smith Lake treatment facility, rated at 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. Abel Lake, rated at 6 mgd, provides water to the southern region. Combined, these reservoirs hold over 3.4 billion gallons of water. If needed, interconnecting piping allows the transfer of water from one service area to the other. A third reservoir, Rocky Pen Run, is currently in the early construction stage and is expected to be available in 2013. It will provide an additional 5.1 billion gallons of water storage.

The water distribution system is comprised of more than 581 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities with current permitted capacities of 4.0 mgd and 6.5 mgd, respectively. Both treatment facilities utilize biological nutrient removal, ultraviolet light disinfection and the low-load aeration system that allows higher flow rates without adversely affecting treatment. The wastewater collection and transmission system consists of more than 414 miles of gravity sewers, 51 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 plant operators are fully trained and most are licensed. The treatment facilities and field crews maintain an excellent safety record.

Projected Demand for Service:

The number of billed customer accounts served by the Utilities Department is expected to reach 31,940 by the end of Fiscal Year 2011, assuming 1.5% growth FY10 to FY11. For the remainder of the planning period (FY12-FY16), demand is projected to grow at a moderately increasing rate from 1.5% to 2.2% per year.



ADOPTED FY2011 UTILITIES FUND BUDGET

Revenues/Sources

	User Fees	Expansion Fees	Total
Water/Sewer Fees	\$ 22,547,000	\$ -	\$ 22,547,000
Other Charges and Fees	1,232,000		1,232,000
Availabilities/ProRata Fees		8,038,000	8,038,000
Use of Money/Property	262,500	787,500	1,050,000
Grants		3,225,000	3,225,000
Bond Proceeds	-	24,200,000	24,200,000
Subtotal	\$ 24,041,500	\$ 36,250,500	\$ 60,292,000
Prior Year Fund Balance	5,736,433	(1,719,500)	4,016,933
Total Revenues	\$ 29,777,933	\$ 34,531,000	\$ 64,308,933

Expenditures

	Operating	Expansion	Total
Personnel & Operating			
Admin/Cust Service/Engineering	\$ 5,605,098	\$ -	\$ 5,605,098
Smith Lake Water TF	2,178,906		2,178,906
Abel Lake Water TF	2,289,901		2,289,901
Field Operations	4,534,959		4,534,959
Aquia WWTF	2,475,668		2,475,668
Little Falls Run WWTF	1,867,694		1,867,694
Maintenance	3,036,707		3,036,707
Total Personnel & Operating:	\$ 21,988,933	\$ -	\$ 21,988,933
Debt Service	371,000	3,335,000	3,706,000
Total Personnel, Operating & Debt Service	\$ 22,359,933	\$ 3,335,000	\$ 25,694,933

Capital Expenditures

342 Water Zone System Improvements	\$ 1,120,000	\$ 6,880,000	\$ 8,000,000
Celebrate Virginia Water Storage Tank	28,000	172,000	200,000
480 Water Zone System Improvements	16,000	99,000	115,000
310 Water Zone System Improvements	33,000	202,000	235,000
Water System Rehabilitation Program	500,000	-	500,000
Nutrient Removal Upgrades- Aquia WWTF	-	3,884,000	3,884,000
Nutrient Removal Upgrades- LFR WWTF	-	7,049,000	7,049,000
Little Falls Run Wastewater TF Expansion	-	4,000,000	4,000,000
Hickory Ridge Wastewater PS Replacement	655,000	-	655,000
Oaks of Stafford Wastewater PS Replacement	460,000	-	460,000
Route 3 Wastewater PS 68 Replacement	725,000	-	725,000
Sweetbriar Wastewater PS Replacement	670,000	-	670,000
Ebenezer FM Wastewater PS 38 Replacement	710,000	-	710,000
Claiborne Run Gravity Sewer Replacement	392,000	2,408,000	2,800,000
Falls Run Sewer Interceptor Replacement	573,000	3,523,000	4,096,000
Wayside Sewer Interceptor	171,000	1,049,000	1,220,000
Austin Run Wastewater PS & FM Upgrades	66,000	404,000	470,000
Wastewater System Rehabilitation Program	500,000	-	500,000
Equipment Replacement - Aquia WWTF	150,000	-	150,000
Route 1 North Sewer Line Upgrade	249,000	1,526,000	1,775,000
Equipment Replacement	400,000	-	400,000
Total Capital Expenditures	\$ 7,418,000	\$ 31,196,000	\$ 38,614,000
Total Expenditures	\$ 29,777,933	\$ 34,531,000	\$ 64,308,933



UTILITIES

Our mission is to provide water and wastewater services which satisfy the present and future needs and expectations of our customers.

Our performance is directed at meeting or exceeding all federal and state requirements. The Department of Utilities strives to provide effective, efficient and reliable service to our residential and business customers. The Department makes every effort to utilize innovative practices and cutting-edge technology in the accomplishment of its mission. Management is supportive and proactive in personnel matters, ensuring that staff members perform at the highest level and take pride in their jobs and the contributions they make to the success of the Department.

THINKING EFFICIENTLY

Where have we partnered within the organization?

- The different divisions in Utilities share resources, manpower and expertise regularly.
- Participation on the IT Leadership Team developed to coordinate key IT initiatives.
- Work with Social Services to assist customers having difficulties paying their bills due to financial difficulties
- Utilities provides 4X4 vehicles to the Sheriff's Office when requested due to inclement weather
- Provide assistance to the Department of Parks, Recreation and Community Facilities in engineering design and installation of water-related infrastructure
- We have partnered with Economic Development by using our bottled water as one means of "promoting" Stafford County

Where have we partnered with community organizations?

- We conduct treatment facility tours for school classes, Boy Scouts, Girl Scouts and other groups.
- We have a mutual aid agreement with the City of Fredericksburg and Spotsylvania County to provide water and sewer-related services each other on an emergency basis
- Participate with other northern Virginia, DC and Maryland localities in the solicitation of bids for providing water and wastewater treatment process chemicals in order to benefit large-quantity pricing
- Membership in the Virginia Association of Municipal Wastewater Agencies (VAMWA) that meets quarterly to discuss important regulatory issues and provide guidance, represents localities in negotiations with the Department of Environmental Quality, and testifies before the State Legislature regarding environmental issues
- Membership in the National Association of Clean Water Agencies (NACWA) that provides timely updates on national regulatory issues and lobbies Congress regarding issues affecting our industry
- Membership in the national and Virginia Section of the American Water Works Association which provides training opportunities as well as opportunities to interact with other professionals in the water industry to exchange ideas and experiences
- Membership in the Water Environment Federation and the Virginia Water Treatment Federation which provides training opportunities as well as opportunities to interact with other professionals in the wastewater industry to exchange ideas and experiences
- Participation on various state committees related to water and/or wastewater issues to assist in the development of new regulations



UTILITIES

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	FY2011		
				Adopted Budget	Changes '10 Adopted to '11 Adopted	
Revenue/Sources						
Water/Sewer Fees	\$19,988,123	\$20,638,965	\$21,819,900	\$22,547,000	\$727,100	3.33%
Other Charges and Fees	1,266,696	\$1,202,564	1,587,000	1,232,000	(\$355,000)	-22.37%
Availability/Prorata Fees	6,016,234	\$4,571,461	6,945,900	8,038,000	\$1,092,100	15.72%
Use of Money	3,344,436	\$2,516,857	1,575,200	1,050,000	(\$525,200)	-33.34%
Grants	1,857,407	0	0	3,225,000	\$3,225,000	100.00%
Revenue Bond Proceeds	0	0	110,000,000	24,200,000	(\$85,800,000)	-78.00%
Donated Assets	8,446,184	5,862,792	0	0	\$0	0.00%
Prior Year Fund Balance			26,569,846	4,016,933	(22,552,913)	-84.88%
Total Revenue/Sources	\$40,919,080	\$34,792,639	\$168,497,846	\$64,308,933	(\$104,188,913)	-61.83%
Expenditures						
Personnel*	\$10,992,288	\$10,386,687	\$10,466,505	\$10,501,688	35,183	0.34%
Operating	8,988,054	9,828,606	11,836,783	11,187,245	(649,538)	-5.49%
Operating -Capital Projects	1,114,471	1,059,352	8,016,600	1,550,000	(6,466,600)	-80.67%
Expansion-Capital Projects	19,009,236	14,720,583	131,618,300	37,064,000	(94,554,300)	-71.84%
Debt Service	4,159,086	4,038,599	5,509,658	3,706,000	(1,803,658)	-32.74%
OPEB Liability Reduction	0	1,050,000	1,050,000	300,000	(750,000)	-71.43%
Total Expenditures	\$44,263,135	\$41,083,827	\$168,497,846	\$64,308,933	(\$104,188,913)	-61.83%
Difference	(\$3,344,055)	(\$6,291,188)	\$0	\$0	\$0	
Funded Positions						
Full-Time Positions	141	144	141	141	0	0.00%
Part-Time Positions	10	10	7	2	(5)	-71.43%

* OPEB numbers are shown on separate line and not embedded in Personnel line

SIGNIFICANT BUDGET CHANGES

REVENUE /SOURCE VARIANCES:

Water/Sewer Fees variance of 3.33% attributable to:

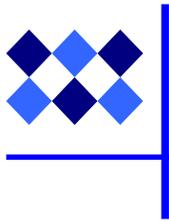
- FY11 adopted budget includes a 3% user fee rate increase from FY10 projected year-end levels

Other Charges and Fees variance of -22.37% attributable to:

- Reflects projected trend levels based on FY10 YTD actuals, including lower connection fees than what was experienced in previous years.

Availability Fees variance of +15.72% attributable to:

- Projected growth of 600 equivalent dwelling units (edu) connections in FY11 budget vs 532 within the FY10 budget. (FY11 projected edu level was projected based on continuing trend of FY10 actuals). FY11 budget numbers include a \$1300 increase to the Water availability rate to offset the lower level of connections experienced as a result of the economic downturn and to ensure that funds are available to pay annual debt service.



UTILITIES

SIGNIFICANT BUDGET CHANGES (Continued)

Use of Money and Property variance of -33.34% attributable to:

- Interest Income expected to decrease due to a projected decline in the Utilities fund balance related to planned capital expenditures throughout FY11.

Grants variance of +100.00% attributable to:

- Grant money related to Nutrient Removal Upgrade projects budgeted in FY11.

Revenue Bond Proceeds variance of -78.00% attributable to:

- The FY10 Budget assumed \$80M in Revenue Bond Proceeds associated with the construction of Rocky Pen Run reservoir. However, work did not progress as expected and the current projected borrowing schedule for Rocky Pen Run has been spread over the next three years to better support the projected expenditure schedule.

Prior Year Fund Balance of -84.88% attributable to:

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

EXPENDITURE VARIANCES:

Personnel variance of 0.34% attributable to:

- Extensive efforts to control costs through vacancy savings and management decisions to reduce funding of training, overtime and temporary help.

Operating variances of -5.49% primarily attributable to:

- Extensive efforts to control costs through operating efficiencies, reducing external contract work and reducing purchases for supplies, equipment, furniture and tools.

Operating-Capital Projects variance of -80.67% and Expansion-Capital Projects variance of -71.84% attributable to:

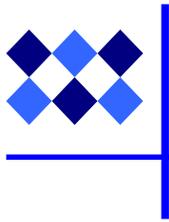
- Management decision, during economic downturn, to limit capital improvement projects to only those projects deemed "immediately critical".

Debt Service variance of -32.74% attributable to:

- Postponement in the expected borrowing schedule to finance capital improvement projects, particularly for the Rocky Pen Run Reservoir project.

OPEB Liability Reduction variance of -71.43% attributable to:

- Management decision to spread the reduction of the Other Post Employment Benefits (OPEB) liability across a longer timeframe in order to more efficiently manage cash during the economic downturn.



UTILITIES

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.



UTILITIES

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Budget
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	4.447	4.081	3.957
Billion Gallons of Wastewater Treated (Manual Tracking)	3.172	3.106	3.432
Outputs			
# of Water and Sewer Billed Accounts (HTE System)	31,045	31,470	31,940
# of Miss Utility Locate Requests Processed (Manual Tracking)	20,000	20,000	18,645
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	500	500	500
# of Water Meters Read (HTE System)	341,011	341,879	335,955
# of Delinquency Notices (HTE System)	21,013	21,066	22,064
# of Delinquent Water Turn-Offs (HTE System)	4,675	4,686	5,360
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)	\$1.06	\$1.22	\$1.28
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	\$1.32	\$1.34	\$1.11



UTILITIES FUND REVENUE

	FY 2009 Actual	FY 2010 Adopted Budget	Adopted Budget	FY 2011 Changes '10 Adopted to '11 Adopted	
Revenues					
Water & Sewer Fees	\$20,638,965	\$21,819,900	\$22,547,000	\$727,100	3.33%
Other Charges & Fees	1,202,564	1,587,000	1,232,000	(355,000)	-22.37%
Availability Fees	3,460,298	5,533,500	6,240,000	706,500	12.77%
ProRata Fees	1,111,163	1,412,400	1,798,000	385,600	27.30%
Use of Money & Property	2,516,857	1,575,200	1,050,000	(525,200)	-33.34%
	<u>\$28,929,847</u>	<u>\$31,928,000</u>	<u>\$32,867,000</u>	<u>\$939,000</u>	<u>2.94%</u>
Other Sources					
Revenue Bonds		110,000,000	24,200,000	(85,800,000)	-78.00%
Grants			3,225,000	3,225,000	100.00%
Donated Assets	5,862,792				
Prior Year Fund Balance	-	26,569,846	4,016,933	(22,552,913)	-84.88%
	<u>\$5,862,792</u>	<u>\$136,569,846</u>	<u>\$31,441,933</u>	<u>-\$105,127,913</u>	<u>-76.98%</u>
Total	<u>\$34,792,639</u>	<u>\$168,497,846</u>	<u>\$64,308,933</u>	<u>(\$104,188,913)</u>	<u>-61.83%</u>

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 31,940 billed customer accounts by June 2011. The average residential monthly bill is projected to be \$41.90 in FY11 based on usage of 5,000 gallons. This is well below the Virginia average, which is \$51.12 for the same volume of usage.

Other Charges & Fees

This category includes all other fees that are not included in the categories listed above.

Availability Fees

Customers desiring to use the Stafford water or wastewater system pay a one-time fee, per equivalent dwelling unit (edu). Beginning in FY11, 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.

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.

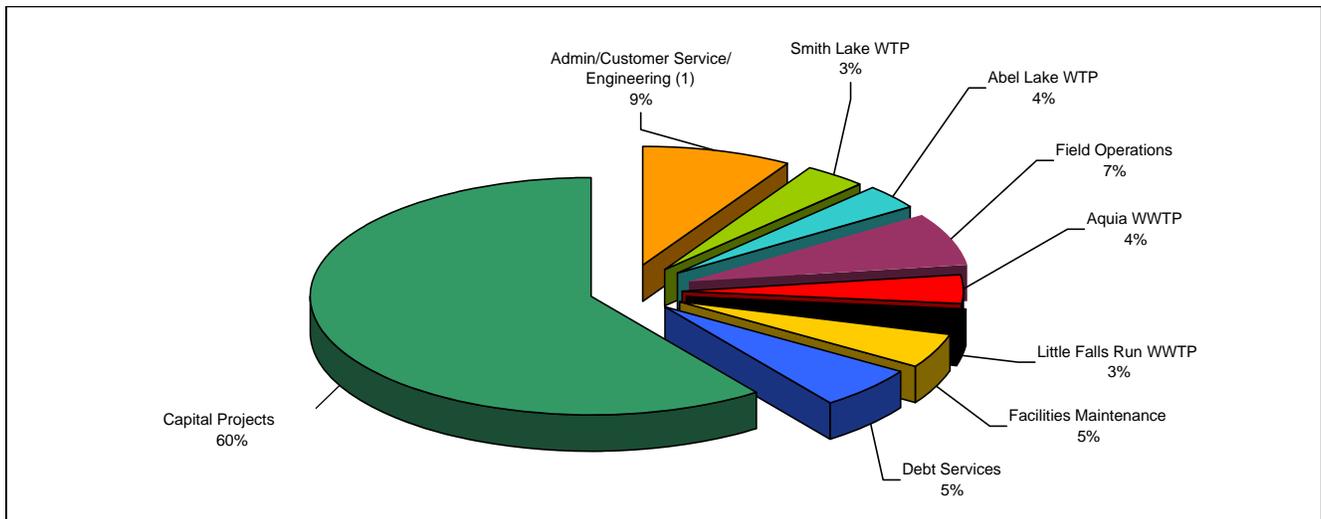
Revenue Bonds

In FY11, it is expected that \$24.2M of construction projects will be financed: \$10M for Rocky Pen Run Reservoir and \$14.2M for the wastewater treatment facilities upgrades. (Note: The FY10 Budget showed \$110M in Revenue Bond Proceeds related to 'multi-year' construction projects; however, a portion of the overall construction costs for Rocky Pen Run were paid out of the Utilities cash balance and low-interest reimbursement loans were obtained through the Virginia Resources Authority (VRA) to finance construction underway at the wastewater treatment facilities.)



UTILITIES FUND EXPENDITURES

Expenditures	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Admin/Customer Service/ Engineering	\$5,059,005	\$6,826,413	\$5,605,098	(\$1,221,315)	-17.89%
Smith Lake WTP	2,274,790	2,319,004	2,178,906	(\$140,098)	-6.04%
Abel Lake WTP	2,213,779	2,260,507	2,289,901	\$29,394	1.30%
Field Operations	4,033,449	4,404,403	4,534,959	\$130,556	2.96%
Aquia WWTP	2,365,340	2,512,179	2,475,668	(\$36,511)	-1.45%
Little Falls Run WWTP	1,694,559	1,889,269	1,867,694	(\$21,575)	-1.14%
Facilities Maintenance	2,574,371	3,141,513	3,036,707	(\$104,806)	-3.34%
Total Personnel & Operating	\$20,215,293	\$23,353,288	\$21,988,933	(\$1,364,355)	-5.84%
Debt Services	4,038,599	5,509,658	3,706,000	(\$1,803,658)	-32.74%
Capital Projects (1)	15,779,935	139,634,900	38,614,000	(\$101,020,900)	-72.35%
OPEB Liability Reduction	\$1,050,000				
Total Expenditures	\$41,083,827	\$168,497,846	\$64,308,933	(\$104,188,913)	-61.83%



Notes:

(1) The FY10 Adopted Budget included \$80M associated with the construction of Rocky Pen Reservoir, which is a multi-year construction project scheduled to open in 2013. Additionally, the FY10 Adopted Budget included \$25M associated with the upgrade of the wastewater treatment facilities, which are also multi-year projects.

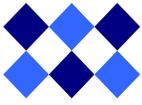


PROJECTED AVAILABLE CASH BALANCE

Projected 6/30/2010

	Operating	Expansion	
6/30/2009 Cash Balance	\$ 30,807,401	\$ 27,109,634	\$ 57,917,035
FY10 Projections:			
Revenues/Sources:			
Water & Sewer Fees	21,400,000		
Availability & Pro Rata Fees		6,405,000	
Other Charges & Fees	1,214,000		
Uses of Money & Propoerty	90,000		
Bond Proceeds		810,000	
Grants		12,000,000	
		3,000,000	
	22,704,000	22,215,000	
Expenses:			
Personnel	(11,505,000)		
Operating	(10,130,000)		
Capital Projects	(1,500,000)	(19,370,000)	
Debt Service	(424,000)	(3,819,000)	
	(23,559,000)	(23,189,000)	
Change in cash balance	(855,000)	(974,000)	
Projected 6/30/10 Cash Balance	\$ 29,952,000	\$ 26,136,000	\$ 56,088,000
Less:			
Debt Service Reserve	(531,000)	(4,782,000)	
Advance Payments	(1,735,000)		
Repair & Replacement Reserve	(4,500,000)		
Operating Reserve	(2,225,000)		
Total Reserved Funds	(8,991,000)	(4,782,000)	
Projected Available Cash	\$ 20,961,000	\$ 21,354,000	\$ 42,315,000

Note: Projected year-end reserve levels reflect the Utilities Fiscal Policy adopted by the Stafford County Board of Supervisors on June 15, 2010 (R10-145).



UTILITIES FUND APPENDIX

UTILITIES FUND APPENDIX: LIST OF CONTENTS

- I. FINANCIAL AND RATE STRUCTURE
- II. BILLING AND COLLECTION PROCEDURES
- III. UTILITIES FISCAL POLICY
- IV. WATER TREATMENT CHARTS
- V. WASTEWATER TREATMENT CHARTS

I. FINANCIAL AND RATE STRUCTURE

Stafford County operates the Utilities system as a self-supporting entity. The Utility Department has three major sources of revenue.

- *Monthly user fees* pay the operations and maintenance costs of the system 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.

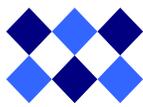
The intent of the County in fixing its rates and fees is to cover all costs of providing service to its customers. The rates are structured so that new customers connecting to the system pay the majority of the cost associated with the growth of the system and current users pay the entire cost associated with current operations, including upkeep.

Stafford County has authority to establish and revise water and wastewater rates and adopts an annual budget and capital improvements program. System earnings and issuance of revenue bonds provide financing for capital improvements.

II. BILLING AND COLLECTION PROCEDURES

Customers receive a monthly bill for services, which is due within 25 days of the bill date. Meters are read monthly and are only estimated if the meter is inaccessible or cannot be read due to inclement weather.

A 10% penalty will be 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 FUND APPENDIX

III. 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 will be subdivided into two categories: A Capacity Expansion Fund and an Operating Fund.
2. Sources and uses of funds will be tracked by category and used in the monitoring of rate and fee adequacy.

A. CAPACITY EXPANSION FUND

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

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

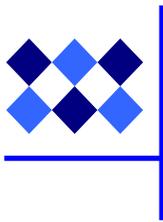
Revenues from these financing sources will be used to pay for:

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

B. OPERATING FUND

The County will seek to fund Operations with user fees, in accordance with the Rates section of this fiscal policy. Operating funds will be 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.

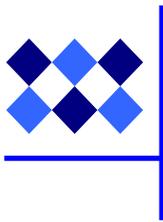


UTILITIES FUND APPENDIX

III. 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.



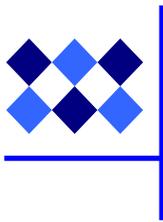
UTILITIES FUND APPENDIX

III. 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 APPENDIX

III. 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 (this ratio will be met no later than FY 2011)
- 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

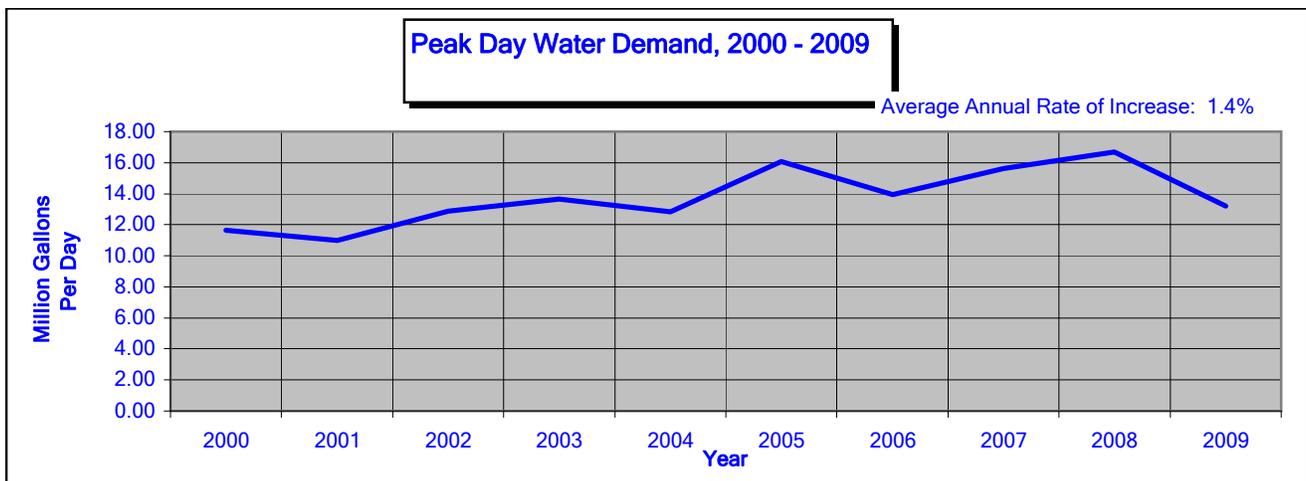
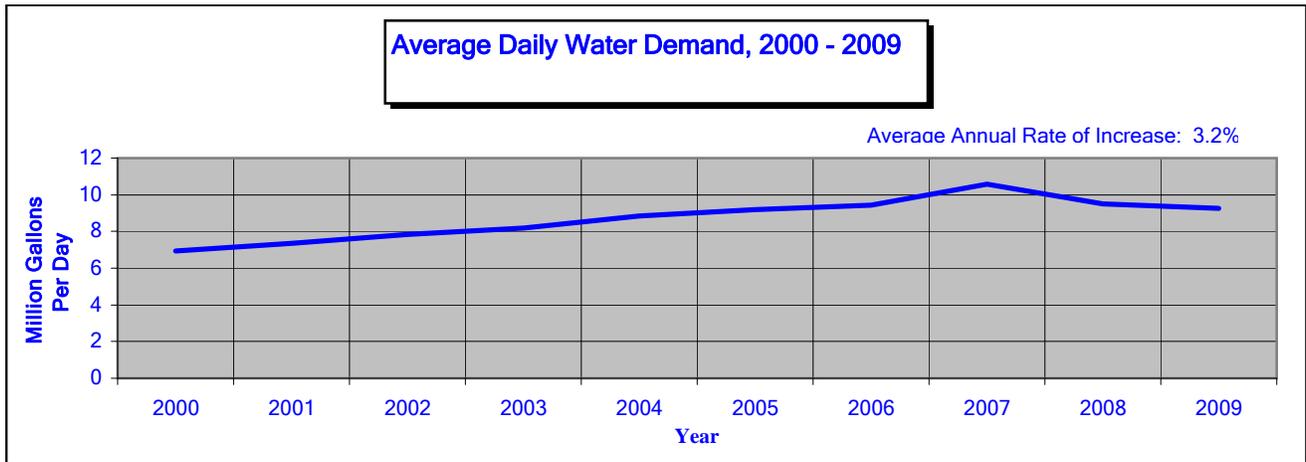
To help meet the fiscal policy objectives, formal forecasting and monitoring processes will be used. These processes are intended to (1) give the County adequate lead time to phase in smaller annual rate increases for large capital projects and avoid much larger rate increases later; (2) only incur financing 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.



IV. UTILITIES FUND WATER TREATMENT

Excluding demand in FY08, which reflects mandatory water restrictions that were in place, daily water demand has increased at an average annual rate of 3.2% since 2000.

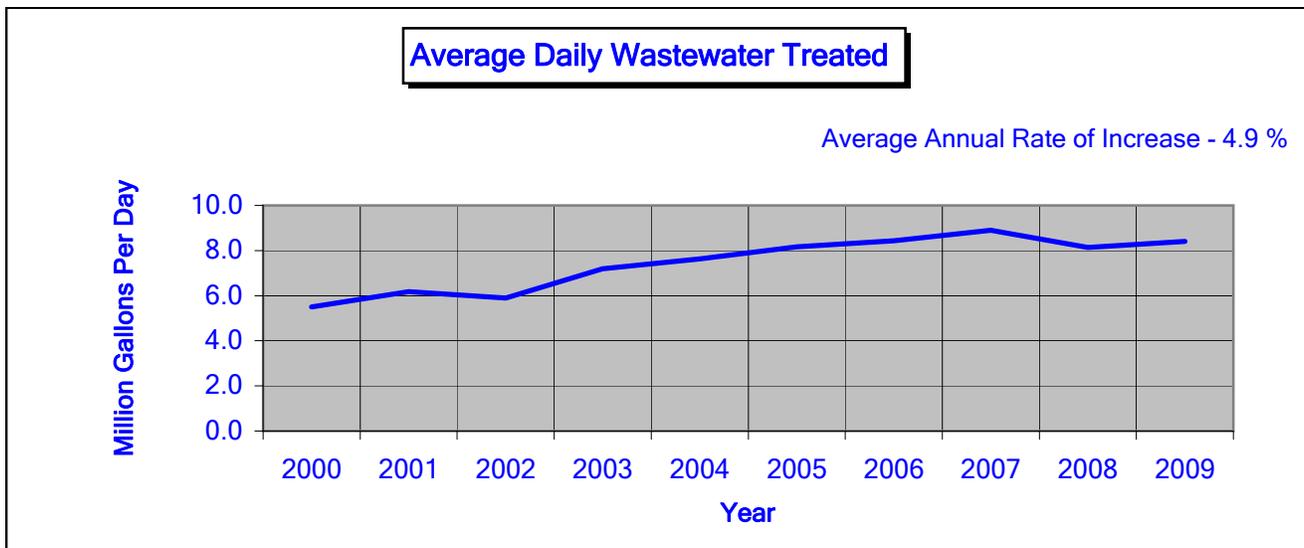




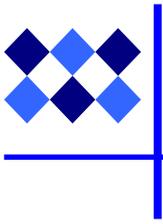
V. UTILITIES FUND WASTEWATER TREATMENT

The average daily wastewater treated has increased at an average annual rate of 4.9% since 2000.

Increasingly stringent discharge limits as well as the need to place additional treatment equipment in service as flows increased have contributed toward the increase in operating costs. Efforts to further reduce nitrogen in the wastewater discharged are expected to increase operating costs in the future.

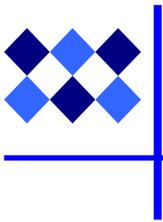






ASSET FORFEITURE FUND

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.

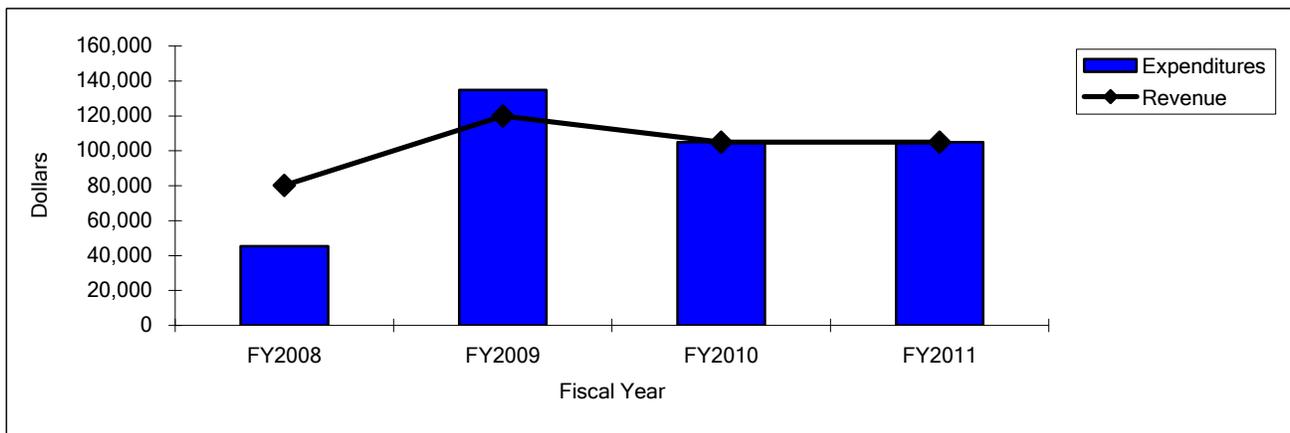


ASSET FORFEITURE FUND

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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Operating	\$45,303	\$48,406	\$105,000	\$105,000	\$0	0.00%
Capital	0	86,461	0	0	0	0.00%
Total	45,303	134,867	105,000	105,000	0	0.00%
Revenue	80,141	0	0	0	0	0.00%
Prior Year Fund Balance	0	120,000	105,000	105,000	0	0.00%
Difference	<u>(\$34,838)</u>	<u>\$14,867</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>



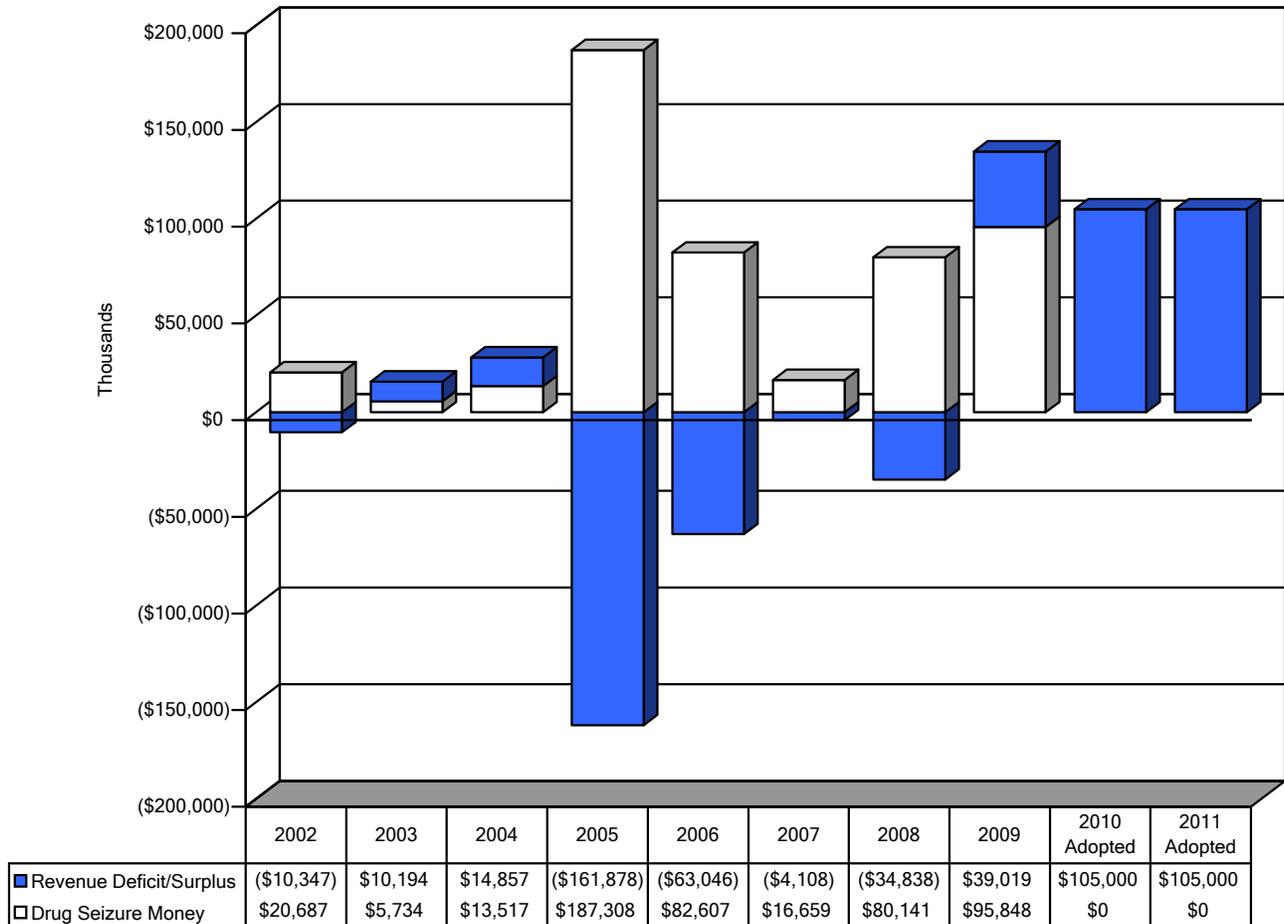
GOALS/OBJECTIVES

- 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.



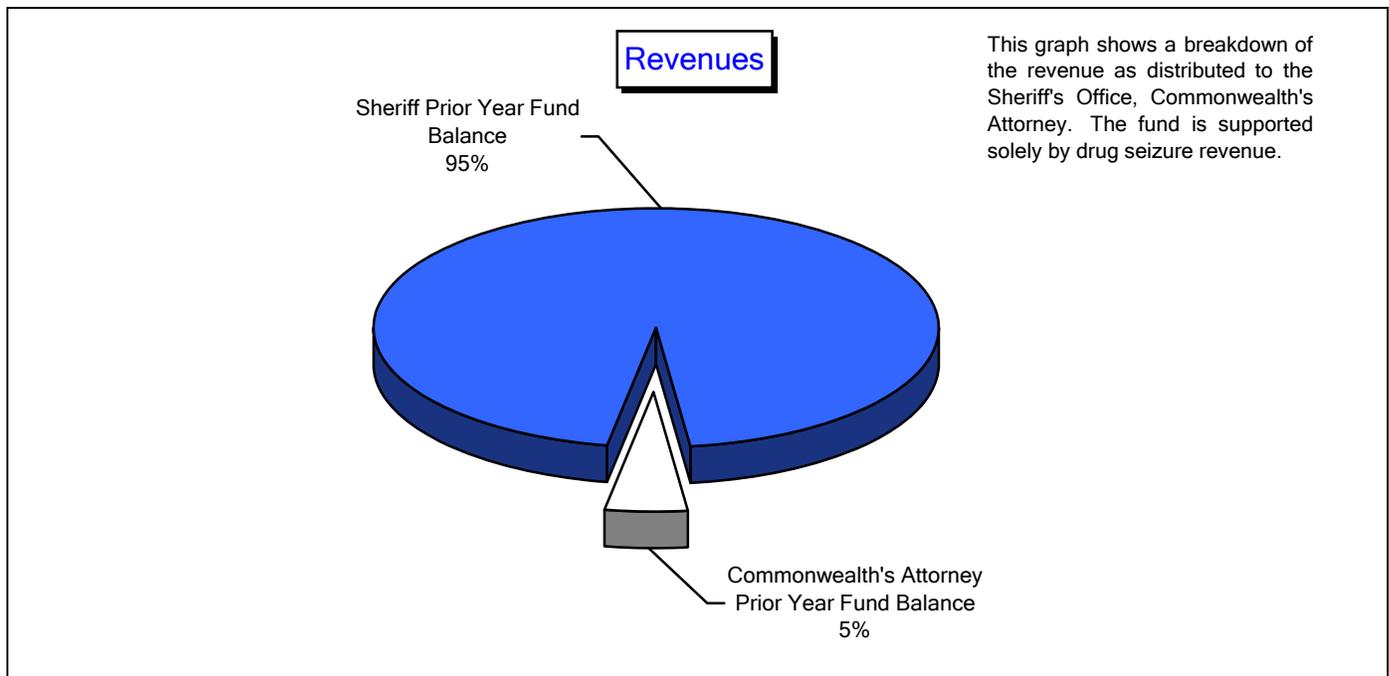
	2002	2003	2004	2005	2006	2007	2008	2009	2010 Adopted	2011 Adopted
Revenue Deficit/Surplus	-100%	64%	52%	-637%	-322%	-33%	-77%	29%	100%	100%
Drug Seizure Money	200%	36%	48%	737%	422%	133%	177%	71%	0%	0%

The Fiscal Year '02, '05, '06, '07 and '08 negative Costs represent revenues exceeding actual expenditures. This revenue is held in fund balance and appropriated as needed in subsequent years.



ASSET FORFEITURE FUND REVENUES

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Sheriff Prior Year Fund Balance	\$0	\$100,000	\$100,000	\$0	0.00%
Commonwealth's Attorney Prior Year Fund Balance	0	5,000	5,000	0	0.00%
Sheriff	76,198	0	0	0	0.00%
Commonwealth's Attorney	19,650	0	0	0	0.00%
Total	\$95,848	\$105,000	\$105,000	\$0	0.00%



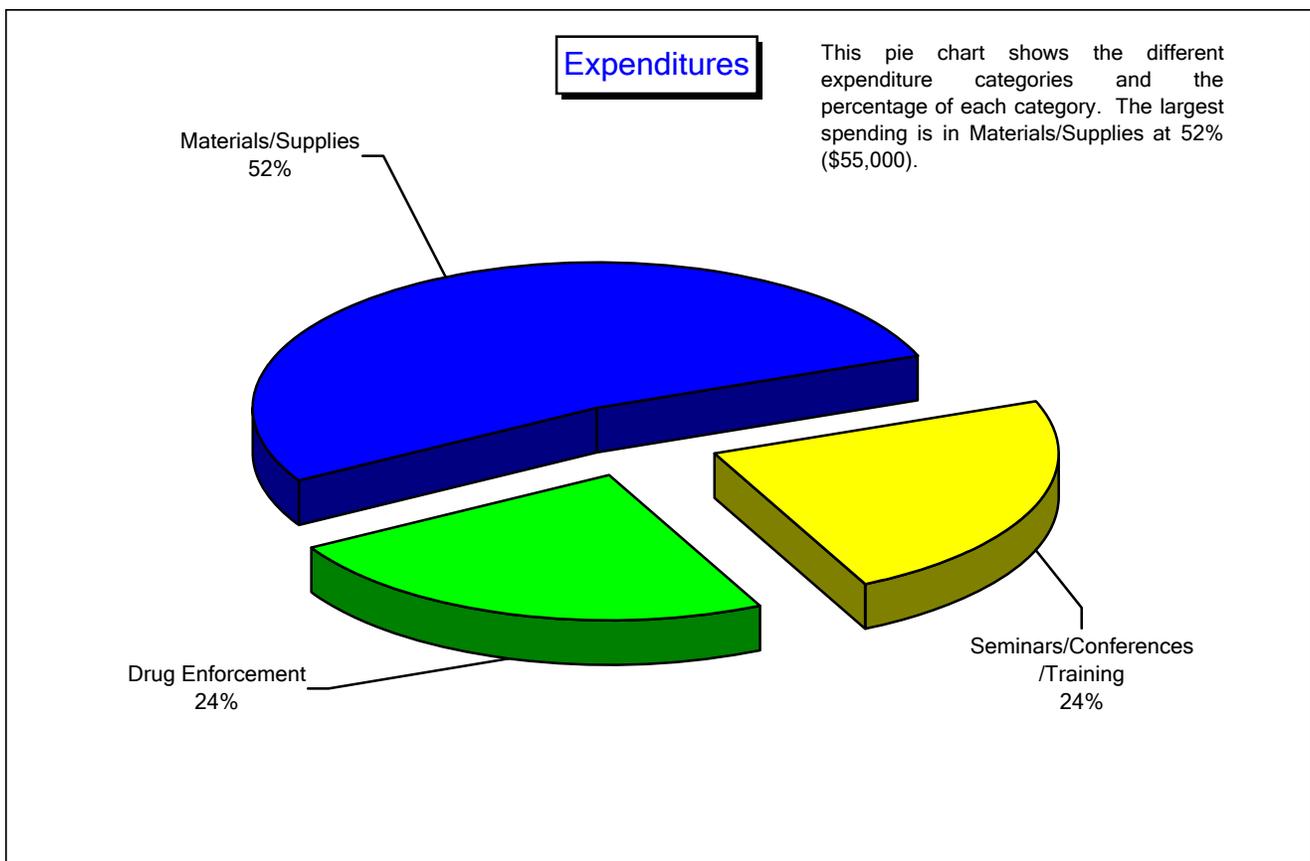
FUND BALANCE

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Fund Balance, Beginning of Year	\$295,985	\$256,966	\$151,966	(\$105,000)	-41%
Revenues minus Use of Fund Balance	95,848	0	0	0	0%
Expenditures	(134,867)	(105,000)	(105,000)	0	0%
Fund Balance, End of Year	\$256,966	\$151,966	\$46,966	(\$105,000)	-69%



ASSET FORFEITURE FUND EXPENDITURES

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Materials/Supplies	\$17,581	\$55,000	\$55,000	\$0	0.00%
Seminars/Conferences/Training	4,825	25,000	25,000	0	0.00%
Drug Enforcement	26,000	25,000	25,000	0	0.00%
Motor Vehicles & Equipment	86,461	0	0	0	0.00%
Total	\$134,867	\$105,000	\$105,000	\$0	0.00%



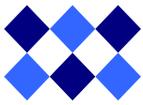




FLEET SERVICES FUND

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.

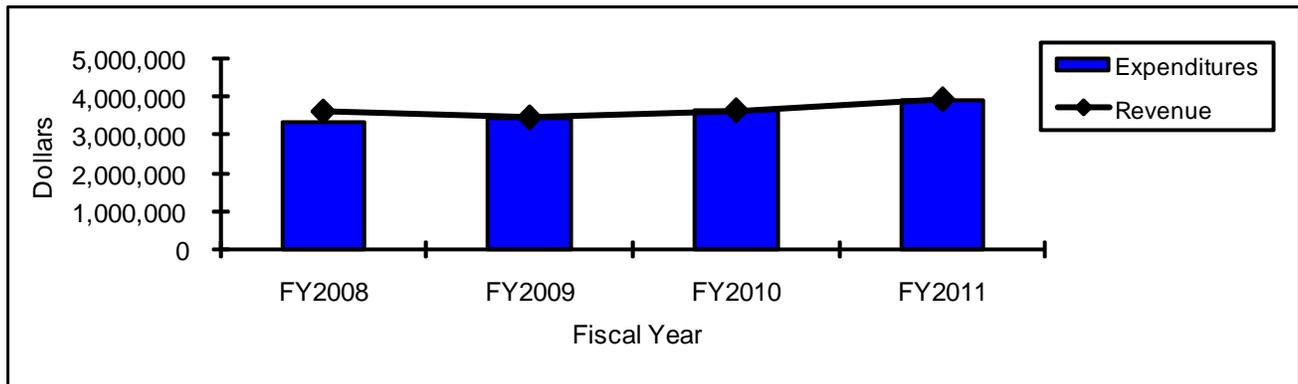
Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification plan.

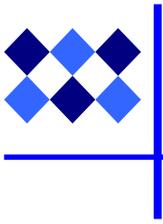
THINKING EFFICIENTLY:

- Installed waste oil heaters. Using waste oil heaters in our shop area we reduced our propane costs by \$10,000 and our disposal fees for used oil by \$3,500.
- Reduced electricity cost by replacing shop lights with more efficient and effective lighting.
- 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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$1,840,074	\$1,920,998	\$1,942,791	\$1,883,338	(\$59,453)	-3.06%
Operating	1,474,680	1,422,892	1,682,630	1,964,866	282,236	16.77%
Capital	0	95,211	19,000	73,830	54,830	288.58%
Total	3,314,754	3,439,101	3,644,421	3,922,034	277,613	7.62%
Revenue	3,612,471	3,463,751	3,644,421	3,922,034	277,613	7.62%
Inc/(Dec) to Fund Balance	\$297,717	\$24,650	\$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

- Utilize FASTER to improve our decision making abilities using accurate and timely information regarding: replacement criteria, fuel and oil consumption analysis, vehicle downtime analysis, vehicle depreciation and analysis of type repairs.
- Enhance regional training with Spotsylvania County for technicians and administration.
- Monitor vehicle fuel efficiency and explore the use of additional hybrid or other fuel efficient vehicles.
- Work with our customers to provide reports to assist them in the necessary funding for vehicle replacement.
- Continue to provide fleet monitoring and enhanced reporting.

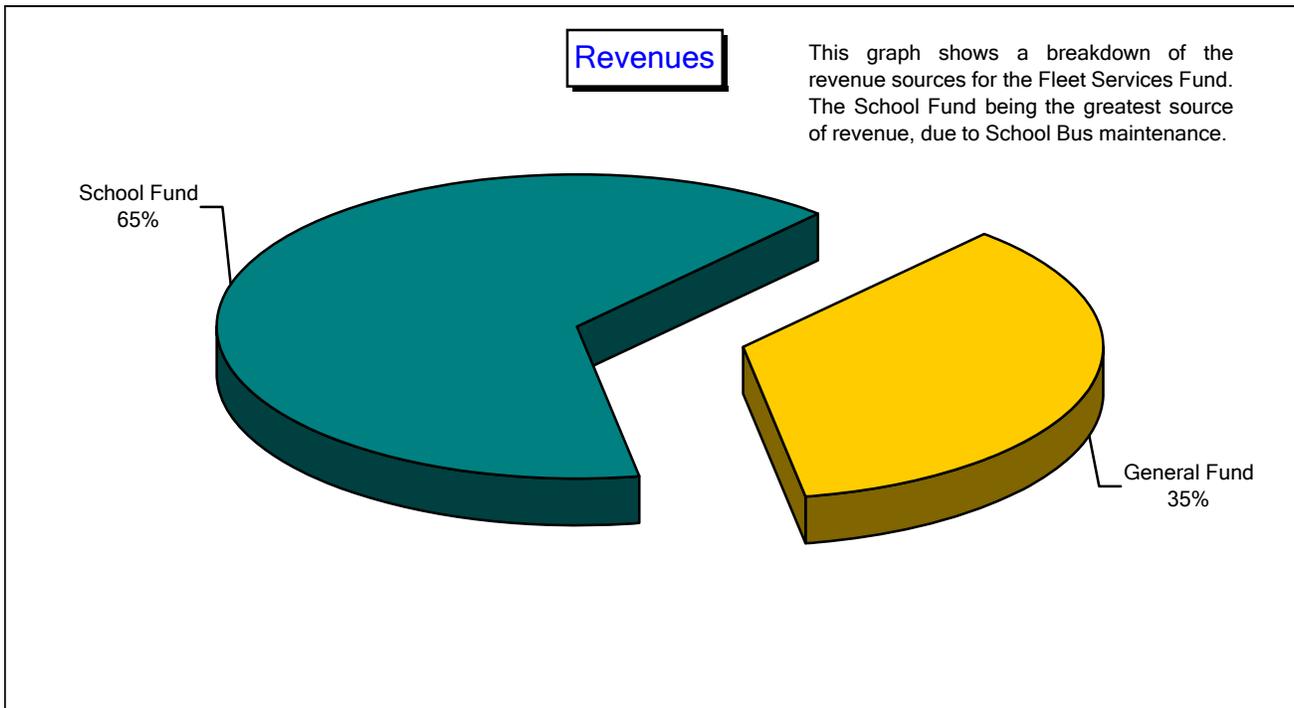
ACCOMPLISHMENTS

- Implemented new fleet maintenance program.
- Developed a supplemental pay plan for certified employees.
- Pursue additional cost savings measures to include performance contracting, warranty reimbursement and sublet labor agreements.
- Integrate gas card vendor into new MIS system to include school bus billing and fuel analysis.
- Investigated use of synthetic engine oil to reduce maintenance costs and increase engine cycle life.
- Explored the feasibility of on site car wash equipment.



FLEET SERVICES FUND REVENUES

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
School Fund	\$2,455,121	\$2,363,990	\$2,532,605	\$168,615	7.13%
General Fund	782,477	1,067,431	1,389,429	321,998	30.17%
Utilities Fund	161,432	208,000	0	(208,000)	-100.00%
Landfill Fund	0	5,000	0	(5,000)	-100.00%
Other Funds	275	0	0	0	0.00%
Miscellaneous	64,446	0	0	0	0.00%
School Construction Fund	0	0	0	0	0.00%
Total	\$3,463,751	\$3,644,421	\$3,922,034	\$277,613	7.62%



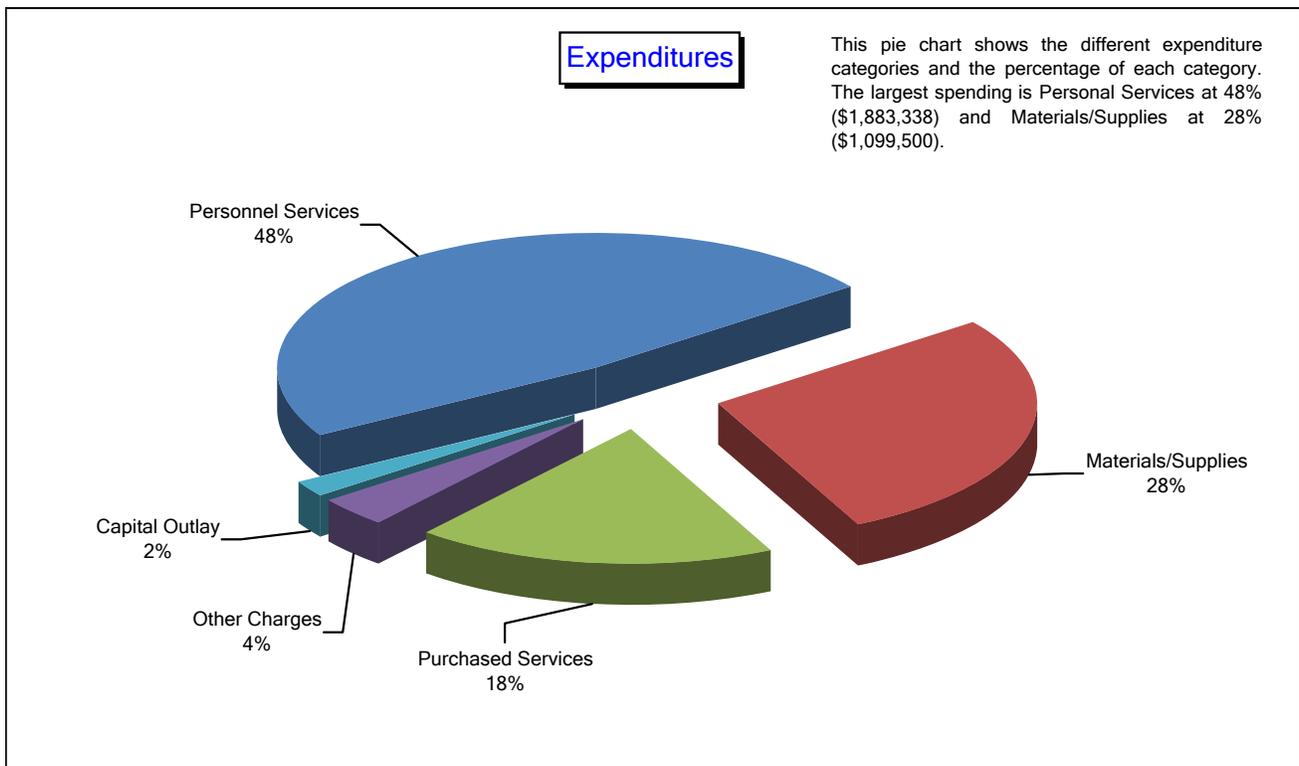
FUND BALANCE

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Beginning of Year Fund Balance	\$2,241,467	\$2,266,117	\$2,266,117	\$0	0%
End of Year Fund Balance	\$2,266,117	\$2,266,117	\$2,266,117	(\$0)	0%



FLEET SERVICES FUND EXPENDITURES

	FY2009 Actual	FY2010 Adopted Budget	School Fund Allocation	General Fund & Other Funds Allocation	FY2011 Adopted Budget	Changes '10 Adopted to '11 Adopted	
Personnel Services	\$1,920,998	\$1,942,791	\$1,261,837	\$621,501	\$1,883,338	(\$59,453)	-3.06%
Materials/Supplies	935,462	1,037,999	640,715	458,785	1,099,500	61,501	5.92%
Purchased Services	444,732	552,080	480,736	236,780	717,516	165,436	29.97%
Other Charges	42,698	92,551	99,851	47,999	147,850	55,299	59.75%
Capital Outlay	0	19,000	49,466	24,364	73,830	54,830	288.58%
Depreciation	95,211	0	0	0	0	0	0.00%
Total	\$3,439,101	\$3,644,421	\$2,532,605	\$1,389,429	\$3,922,034	\$277,613	7.62%

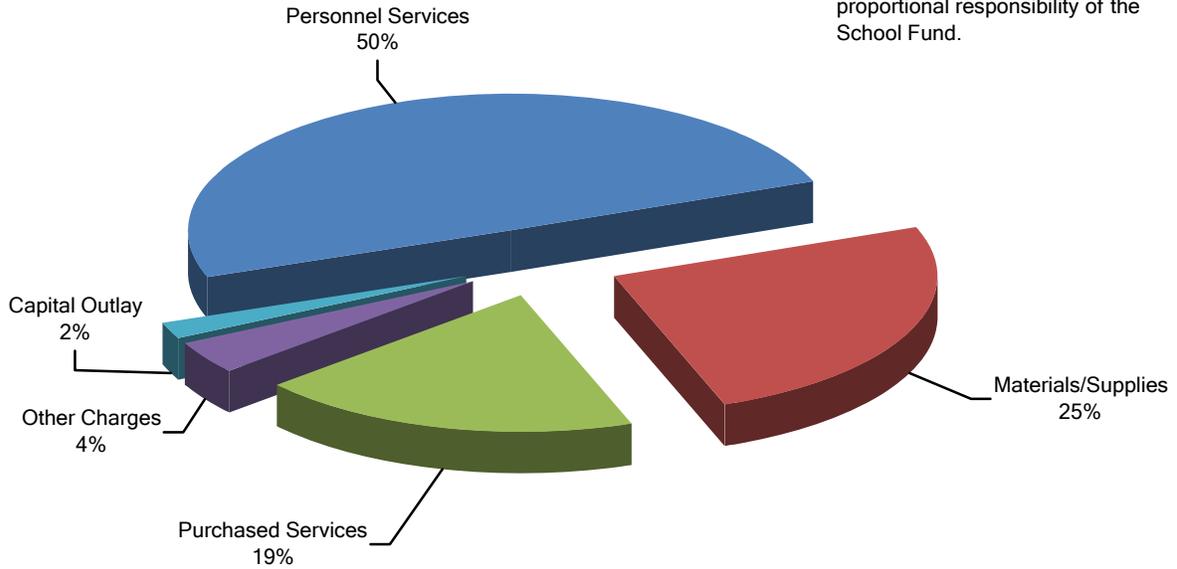




FLEET SERVICES FUND EXPENDITURES

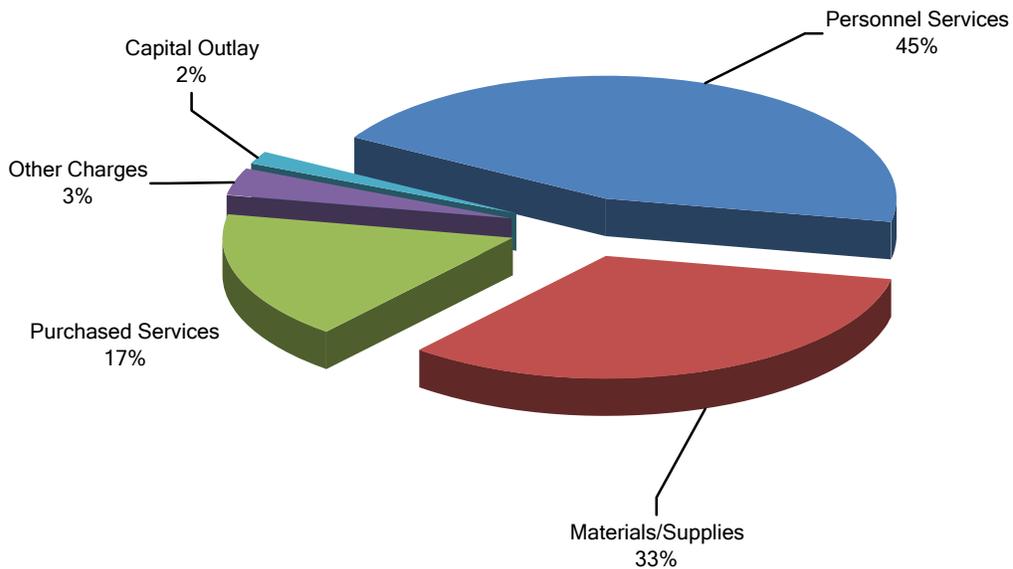
School Fund Allotment

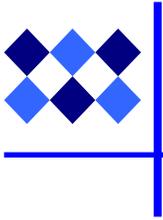
This graph depicts the major expenditure categories of the Fleet Services Fund and the proportional responsibility of the School Fund.



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 .

General & Other Fund Allotments





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.



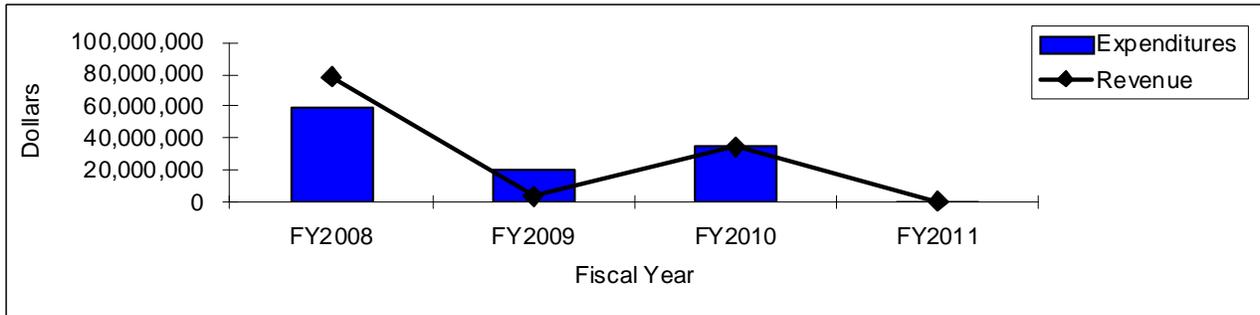
CAPITAL IMPROVEMENTS FUND

Keith C. Dayton
 Director
 540-658-5125
 kdayton@co.stafford.va.us

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

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$0	\$0	\$297,374	\$230,475	(\$66,899)	-22.50%
Operating	204,637	207,235	0	0	0	0.00%
Capital	58,765,203	20,116,272	34,496,400	0	(34,496,400)	-100.00%
Total	58,969,840	20,323,507	34,793,774	230,475	(34,563,299)	-99.34%
Revenue	78,526,653	3,388,567	34,793,774	230,475	(34,563,299)	-99.34%
Inc/(Dec) to Fund Balance	\$19,556,813	(\$16,934,940)	\$0	\$0	\$0	0.00%



SIGNIFICANT BUDGET CHANGES

- Funding for projects will be budgeted and appropriated when approved by the Board.



CAPITAL IMPROVEMENTS FUND

Funds for capital projects will be budgeted and appropriated when they are approved by the Board .

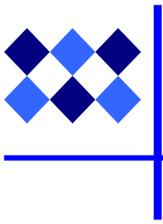
Revenues	FY2009	FY2010	Adopted Budget	FY2011	
	Actual	Adopted Budget		Changes	'10 Adopted to '11 Adopted
VPSA Bonds	\$1,704,853	\$18,620,405	\$0	(\$18,620,405)	-100%
Other Bonds & Misc Proceeds	0	14,375,995	0	(14,375,995)	100%
Lease Proceeds	649,060	1,500,000	0	(1,500,000)	-100%
Interest	639,291	297,374	230,475	(66,899)	-22%
State Reimbursement	250,000	0	0	0	0%
Miscellaneous Revenue	80,745	0	0	0	0%
Transfer from the General Fund	64,618	0	0	0	0%
Prior Year Fund Balance *	0	0	0	0	0%
Total	\$3,388,567	\$34,793,774	\$230,475	(\$34,563,299)	-99%
Expenditures					
School Construction VPSA	\$1,704,853	\$18,620,405	\$0	(\$18,620,405)	-100%
Radio Communication System	8,822,891	10,000,000	0	(10,000,000)	100%
Fire and Rescue Vehicles	684,512	1,500,000	0	(1,500,000)	-100%
Miscellaneous Capital Costs	0	4,285,995	0	(4,285,995)	-100%
Personnel	207,235	297,374	230,475	(66,899)	-22%
Information Technology	0	90,000	0	(90,000)	-100%
JDR Court Building	23,400	0	0	0	0%
Courthouse Renovations	171,478	0	0	0	0%
Rescue Building Renovations	7,500	0	0	0	0%
England Run Library	1,351,946	0	0	0	0%
Fire and Rescue Stations	3,553,144	0	0	0	0%
Improvements to Sites	250,000	0	0	0	0%
Improvements to Buildings	36,269	0	0	0	0%
Parks Projects	0	0	0	0	100%
Public Safety Building	756,198	0	0	0	0%
Transfer to General Fund	1,676,752	0	0	0	0%
Debt Service	1,077,329	0	0	0	0%
Total	\$20,323,507	\$34,793,774	\$230,475	(\$34,563,299)	-99%

FUND BALANCE

	FY2009	FY2010	Adopted Budget	FY2011	
	Actual	Adopted Budget		Changes	'10 Adopted to '11 Adopted
Fund Balance, Beginning of Year	\$40,196,892	\$23,261,952	\$23,261,952	\$0	0%
Revenues	3,388,567	34,793,774	230,475	(34,563,299)	-99%
Expenditures	(20,323,507)	(34,793,774)	(230,475)	34,563,299	-99%
Fund Balance, End of Year	\$23,261,952	\$23,261,952	\$23,261,952	\$0	0%

*Parks Interest





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.

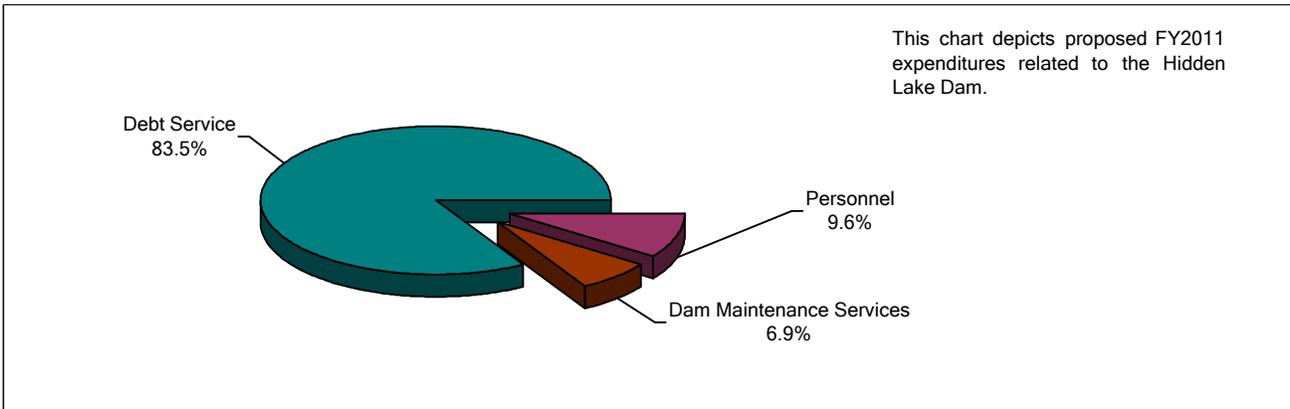


HIDDEN LAKE SPECIAL REVENUE FUND

The following schedule shows the budget for the Hidden Lake Service District Special Revenue Fund.

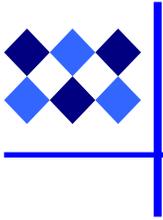
Revenues	FY2009	FY2010	Adopted Budget	FY2011	
	Actual	Estimated		Changes 10 Adopted to '11 Adopted	
Real Property Tax - Special Assessment	\$74,706	\$72,000	\$72,000	\$0	0%
Interest	413	938	601	(337)	-36%
VRA Loan Proceeds	6,324	0	100	100	100%
Total	\$81,443	\$72,938	\$72,701	(\$237)	0%

Expenditures					
	FY2009	FY2010	Adopted Budget	FY2011	
	Actual	Estimated		Changes 10 Adopted to '11 Adopted	
Debt Service	\$32,006	\$60,907	\$60,670	(\$237)	0%
Personnel	20,813	7,031	7,031	0	0%
Dam Maintenance Services		5,000	5,000	0	0%
Architect/Engineering	46,847	0	0	0	0%
Miscellaneous Capital Costs	682,230	0	0	0	0%
Total	\$781,896	\$72,938	\$72,701	(\$237)	0%



FUND BALANCE

	FY2009	FY2010	Adopted Budget	FY2011	
	Actual	Estimated		Changes 10 Adopted to '11 Adopted	
Fund Balance, Beginning of Year	\$760,018	\$59,565	\$59,565	\$0	0%
Revenues	81,443	72,938	72,701	(237)	0%
Expenditures	(781,896)	(72,938)	(72,701)	237	0%
Fund Balance, End of Year	\$59,565	\$59,565	\$59,565	\$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.

[Road Impact Fee - South East Fund](#)

Accounts for impact fee receipts from new development in a designated service area in the southeastern portion of the County. Disbursements from this fund are for road improvements attributable to the new development.

[Garrisonville Road Service District Fund](#)

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

[Warrenton Road Service District Fund](#)

Accounts for ad valorem tax receipts from property owners in the district to pay debt service for road improvements in the district.

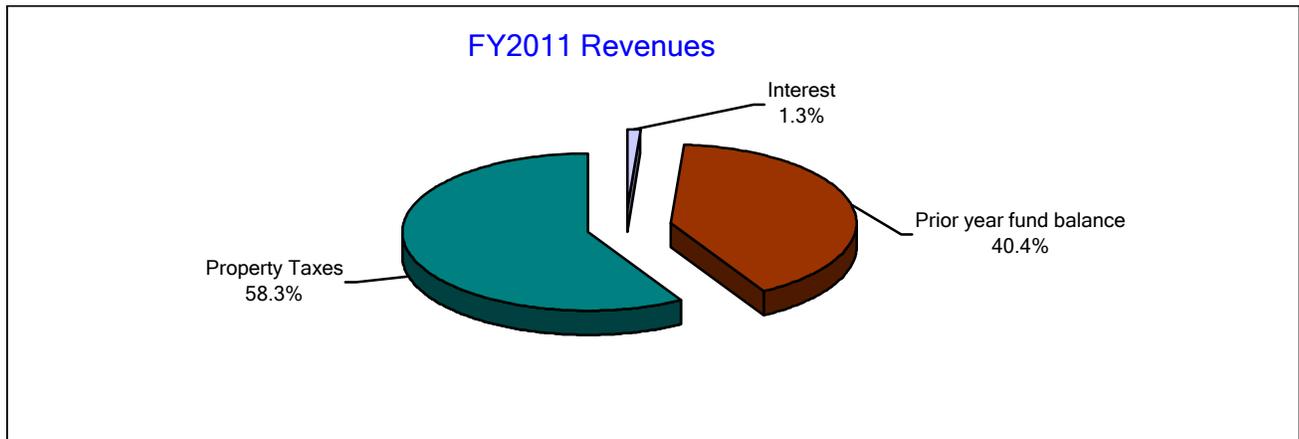
In FY 2011, there is a budget for the Garrisonville Road Service District Fund only.



GARRISONVILLE ROAD SERVICE DISTRICT FUND

The following schedule shows the budget for Garrisonville Road Service District Fund.

Revenues	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Property Taxes	\$507,849	\$0	\$507,000	\$507,000	100%
Interest	\$11,025	\$0	\$11,025	\$11,025	100%
Prior year fund balance	0	0	351,975	351,975	100%
Total	\$518,874	\$0	\$870,000	\$870,000	100%
Expenditures					
Road Improvements	0				
Rt 610, Garrisonville Rd design	\$0	\$0	\$870,000	\$870,000	100%
Total	\$0	\$0	\$870,000	\$870,000	100%



FUND BALANCE

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Fund Balance, Beginning of Year	\$508,206	\$1,027,080	\$1,027,080	\$0	0%
Revenues	518,874	0	518,025	518,025	100%
Expenditures	0	0	(870,000)	(870,000)	100%
Fund Balance, End of Year	\$1,027,080	\$1,027,080	\$675,105	(\$351,975)	-34%



TOURISM FUND

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 FY09, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.



TOURISM FUND

The mission of the Tourism arm of the Dept. of Economic Development is to use the available funds gathered from the Lodging tax to promote Hotel stays and visits to local Attractions in Stafford County. Lengthen hotel stays and increasing spending at area attractions, restaurants and shopping venues.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Parks & Recreation, Planning and GIS

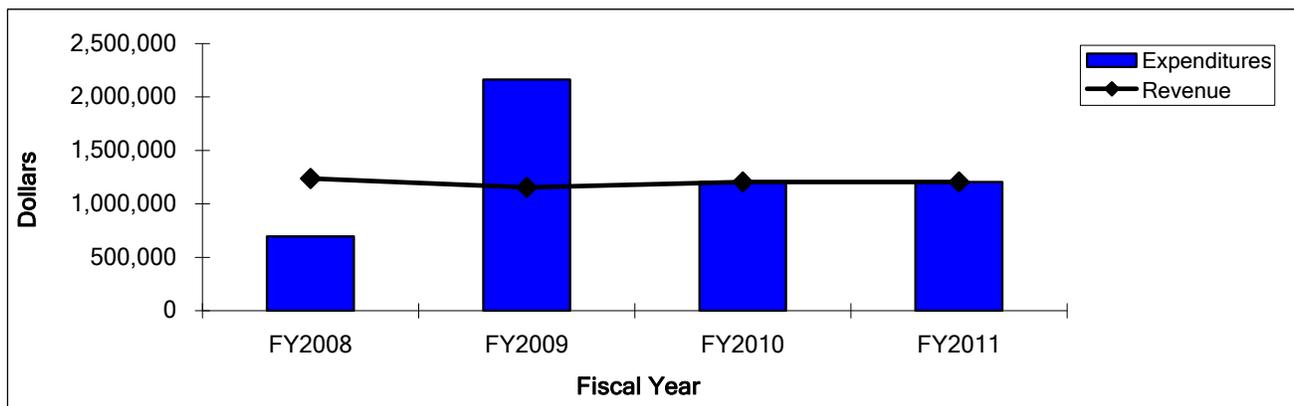
Where have we partnered with community organization?

- Tourism Efforts support MANY Promotional Partnerships
- Fredericksburg Regional Tourism Partnerships, National Park Service, Stafford Hospital Center, Stafford NAACP, Stafford Historic Society and Heritage Tourism, Recreational and Leisure Attractions throughout the county.

BUDGET SUMMARY

	FY2008 Actual	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Change '10 to '11	
Costs						
Personnel	\$143,048	\$137,953	\$168,394	\$170,979	\$2,585	1.54%
Operating	483,624	485,704	556,606	554,021	(2,585)	-0.46%
Transfer to the General Fund	0	1,491,385	480,000	480,000	0	0.00%
Capital	67,954	48,868	0	0	0	0.00%
Total	694,626	2,163,910	1,205,000	1,205,000	0	0.00%
Revenue	1,236,717	1,154,624	1,205,000	1,205,000	0	0.00%
Difference	(\$542,091)	\$1,009,286	\$0	\$0	\$0	0.00%

* A portion of the Deputy County Administrator/Director of Economic, Development, Assistant Director of Economic Development, the Economic Development Technician, Senior Administrative Assistant and the Redevelopment Administrator and 100% of the Tourism Manager are funded through the Tourism Fund.





CORE SERVICES:

- Market Stafford’s Hotel Offerings by increasing and lengthening Hotel Stays; thereby increasing lodging revenue.
- Increase taxable hospitality-related sales in Stafford.
- Increase visitation to all Stafford attractions.
- Support New and Re-energize initiatives that enhance the visitor experience in Stafford.
- Niche Marketing to Target Group Tour/Travelers to match Stafford’s offerings and assets.

DEPARTMENTAL GOALS/OBJECTIVES

- Tax Burden Lightened - better information to hotel customers facilitating increased spending by visitors - and lighter tax burden.
- Increase Attraction Visitation to more than 270,000 for FY 2011 - more revenue from outside the area - more jobs locally and more taxable sales.
- Wayfinding Signs Installation in 2011 - use Stafford Tourism logo with colonial boy and red flag - throughout all other marketing - enhance “Branding” of tourism attractions as being located in Stafford.
- Maintain partnership in area marketing through regional tourism marketing program.
- Increase local awareness of attractions through earned media and paid advertising.

DEPARTMENTAL SERVICE LEVELS

	FY2009 Actual	FY2010 Budget	FY2011 Plan
Outcomes			
Restaurant/Motel Sales (Dept. of Taxation)	115M	125M	120M
Attractions Visitation	225,00	250,000	270,000
Outputs			
Tracking Lodging of Reunion Groups			60 groups

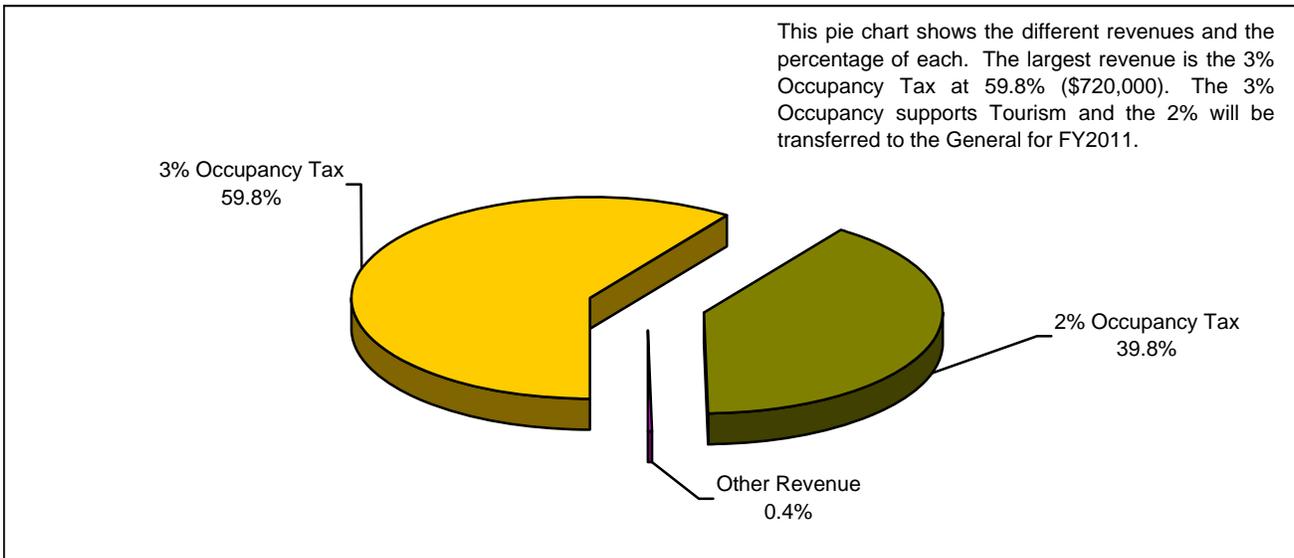
DEPARTMENTAL ACCOMPLISHMENTS

- Supported Many Attraction Based Special Events and Programs in FY 2010
 - Yankees in Falmouth, Trail to Freedom Tour, 4th of July at Ferry Farm, CW Sunday at Hartwood
- Education of County History -this promotes our Heritage Tourism Sites
 - 40’ History Wall display at Stafford Hospital Center - introduces the community to sites like the White Oak Museum, Chatham and George Washington’s Boyhood Home.
- Worked with Partners on using Stafford LOGO on their marketing products to proliferate our Brand.
- Electronic Newsletters - Monthly
- Funded Contractor for Government Island’s Opening
- Developed a Plan & Earned a Grant to promote Stafford as “Marine Corps Reunion HQ”
- Worked with CW150th Program Planning with special attention to Stafford Sites



TOURISM FUND REVENUES

Revenues	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
3% Occupancy Tax	\$689,356	\$720,000	\$720,000	\$0	0.00%
2% Occupancy Tax	460,092	480,000	480,000	0	0.00%
Other Revenue	5,176	5,000	5,000	0	0.00%
Total	\$1,154,624	\$1,205,000	\$1,205,000	\$0	0.00%



FUND BALANCE

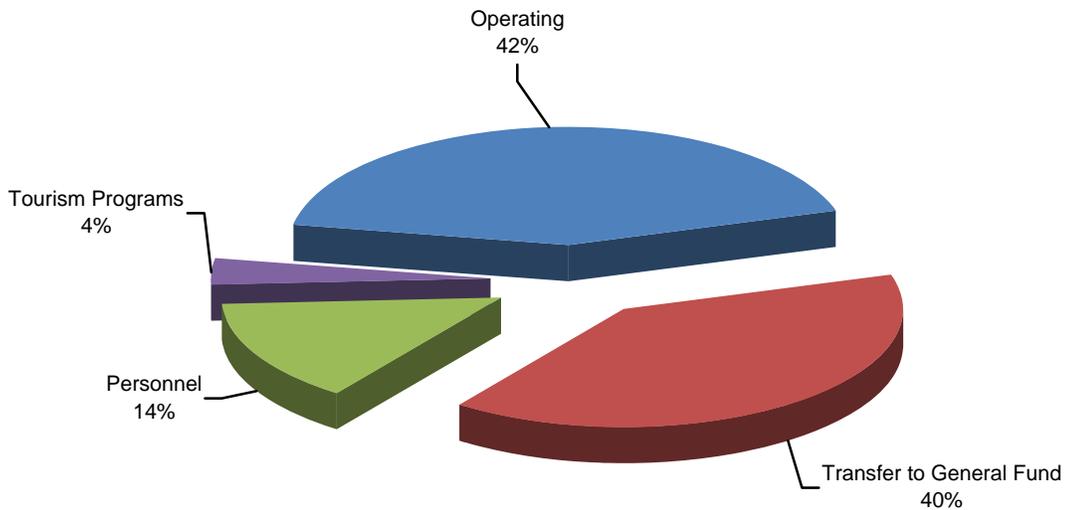
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Fund Balance, Beginning of Year	\$2,032,237	\$1,022,951	\$1,022,951	\$0	0%
Revenues	1,154,624	1,205,000	1,205,000	0	0%
Expenditures	(2,163,910)	(1,205,000)	(1,205,000)	0	0%
Fund Balance, End of Year	\$1,022,951	\$1,022,951	\$1,022,951	\$0	0%
Fund Balance Allocation:	<u>\$1,022,951</u>	<u>\$1,022,951</u>	<u>\$1,022,951</u>		
Reserved:					
Museum	19,835	19,750	19,750		
Government Island	261,042	599,000	599,000		
Encumbrances		37,916	37,916		
Wayfinding (Sign Program)		366,285	366,285		
Unreserved:	<u>\$742,074</u>	<u>\$0</u>	<u>\$0</u>		
Fund balance, end of year	<u>\$1,022,951</u>	<u>\$1,022,951</u>	<u>\$1,022,951</u>		



TOURISM FUND EXPENDITURES

Expenditures	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Operating	\$413,785	\$517,486	\$510,901	(\$6,585)	-1.27%
Transfer to General Fund	1,491,385	480,000	480,000	0	0.00%
Personnel	137,953	168,394	170,979	2,585	1.54%
Tourism Programs	49,319	39,120	43,120	4,000	10.22%
Capital (Government Island)	48,868	0	0	0	0.00%
Museum	22,600	0	0	0	0.00%
Total	\$2,163,910	\$1,205,000	\$1,205,000	\$0	0.00%

This pie chart shows the different expenditure categories and the percentage of each category. The largest spending is Operating at 42% (\$510,901).





TOURISM PARTNER AGENCIES

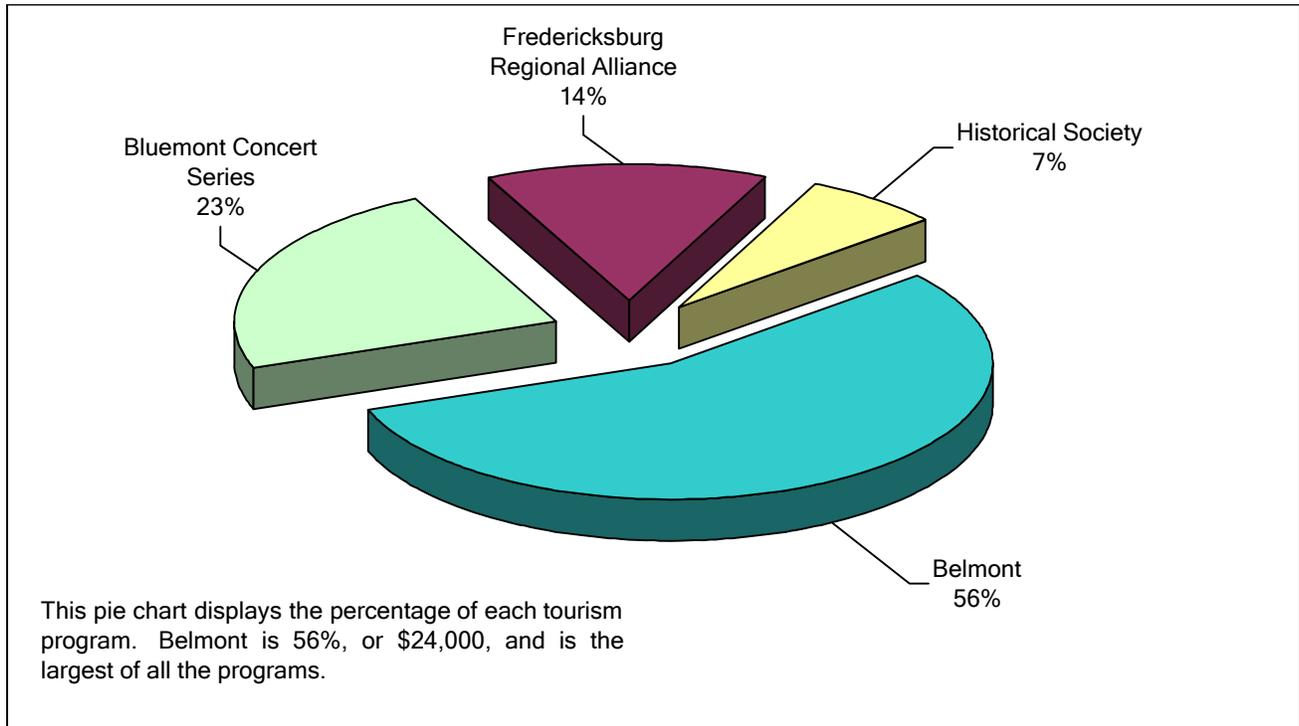
Agency Name	Mission
Gari Melchers Home & Studio, Belmont	Preserves and protects the home, garden and studio of the former residence of renowned American artist Gari Melchers and is the Stafford Visitor Center
Bluemont Concert Series	Encourage and present a wide variety of high quality cultural events 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 will be paid from the General Fund in the Department of Economic Development / Legislative Affairs.

Program Name	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Belmont	\$20,000	\$20,000	\$24,000	\$4,000	20%
Bluement Concert Series	35,000	10,000	10,000	0	0%
Fredericksburg Regional Alliance	16,319	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
Total	\$74,319	\$39,120	\$43,120	\$4,000	10%







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 experience slow growth in FY 2011, with a slight recovery to begin in FY 2012. This model does not anticipate a return to the level of rapid growth recently experienced in the County. The plan reflects the anticipated future needs of County agencies, contrasting those needs with a revenue forecast for the same period. Revenue forecasting, based on historical trends, is intended to be responsibly conservative. Expenditure forecasts are based on projected needs by individual agencies. The gap between the projected revenues and expenditures provides an opportunity to identify needs and to begin planning and prioritizing for future years. The County is required to present a balanced budget each year.

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 0.5% for the FY 2011 budget year, 1% in FY 2012, and 3% thereafter. The model assumes:

- that real estate taxes are equalized in reassessment years
- all other tax rates remain constant

Development fees are projected to remain flat through FY 2011, with a return to “normal” activity in later years. Fees will be evaluated regularly, with expected increases of approximately 4%.

Most other fees are projected to grow by 3%.

GENERAL FUND EXPENDITURES

Personnel expenditures are projected to grow at a rate of 3% annually through the planning period. This category includes all benefits associated with personnel costs.

Operating and capital expenditures for FY 2012 through FY 2015 are projected to grow at an inflation rate of 4% annually.

Included in operating cost projections are:

- operating costs associated with the FY 2011-2014 CIP
- costs of replacement vehicles and equipment that have been postponed since economic conditions began to deteriorate in FY 2007
- increasing staffing levels for public safety beginning in FY 2012
- Many agencies project increased staffing needs as the economy recovers.
- Debt service is estimated using the current debt schedules, the FY 2011-2014 CIP, and the County’s Principles of High Performance Financial Management Affordability Guidelines. An interest rate of 5.5% is assumed for future debt issuance.
- For FY 2012 through FY 2015, total local school funding growth is projected to be 3%.

SUMMARY

The model includes some modest optimism that economic conditions will improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, which reflects historical trends. The Board of Supervisors strives to maintain the tax burden at the current level. County agencies were asked to forecast their future *needs*, and were not directed to consider limited financial constraints.

As would be expected using these assumptions, in this model, expenditures exceed revenues. The gap between revenues and expenditures for fiscal years 2012 through 2015 ranges between \$7.9 million and \$26.2 million. The model is intended to be a planning tool. The imbalance provides a basis for decision-making for future years

Five Year Models are also included for the Utilities Fund and the Transportation Fund.



GENERAL FUND FIVE YEAR PLAN REVENUE AND EXPENDITURE SUMMARY

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	FY2012 Forecast	FY2013 Forecast	FY2014 Forecast	2015 Forecast
Funding Sources							
Local Revenues							
General Property Taxes	176,446,931	177,839,187	177,069,361	178,006,000	183,294,000	188,741,000	194,349,000
Other Local Taxes	26,292,260	26,208,400	28,176,523	28,459,000	29,262,000	30,088,000	30,938,000
Permits and Fees	13,412,466	13,702,525	12,347,229	12,713,915	13,074,249	13,386,043	13,877,663
Use of Money and Property	830,348	1,149,977	614,675	620,853	629,902	640,000	650,000
Subtotal Local Revenues	216,982,005	218,900,089	218,207,788	219,799,769	226,260,151	232,855,043	239,814,663
State Revenues							
Shared Expenses	5,239,690	5,729,638	5,580,808	5,748,000	5,920,000	6,098,000	6,281,000
Categorical Aid	682,585	619,159	912,220	940,000	968,000	997,000	1,027,000
Social Services	5,885,004	5,874,441	6,029,619	6,212,093	6,437,068	6,641,875	6,901,781
Comprehensive Services Act	2,149,964	1,914,778	1,919,063	1,943,754	1,943,754	1,943,754	1,943,754
Non Categorical Aid	860,545	1,033,000	860,500	886,000	913,000	940,000	968,000
Subtotal State Revenues	14,817,788	15,171,016	15,302,210	15,729,847	16,181,822	16,620,629	17,121,535
Federal Revenues	1,448,556	289,376	30,185	31,000	32,000	33,000	34,000
Subtotal General Fund Revenues	233,248,349	234,360,481	233,540,183	235,560,616	242,473,973	249,508,672	256,970,198
Other Financing Sources	4,654,054	4,625,182	609,470	616,000	622,000	628,000	634,000
Total Sources	237,902,403	238,985,663	234,149,653	236,176,616	243,095,973	250,136,672	257,604,198
Uses of Funds							
General Government Administration	11,965,237	11,965,973	11,459,586	12,263,762	12,760,040	13,278,573	13,803,141
Judicial Administration	5,168,893	5,172,771	5,097,618	5,510,458	5,830,153	6,158,923	6,497,328
Public Safety	36,837,660	39,350,885	41,185,669	44,623,323	47,618,528	52,274,242	54,941,716
Health & Welfare	13,578,456	14,323,515	13,906,044	14,555,747	15,283,787	16,138,049	17,155,493
Parks & Recreation	9,081,483	9,597,958	9,749,728	9,678,569	11,004,968	11,738,450	13,788,521
Community Development	12,878,047	12,110,928	12,936,290	14,479,980	15,491,921	14,681,075	15,763,253
Miscellaneous	141,018,539	145,963,633	139,348,532	142,934,741	148,861,346	155,727,050	161,870,938
Total Uses	230,528,315	238,485,663	233,683,467	244,046,581	256,850,743	269,996,362	283,820,390
Funding Gap:	7,374,088	500,000	466,186	(7,869,965)	(13,754,769)	(19,859,690)	(26,216,192)



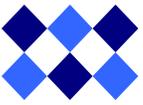
GENERAL FUND FIVE YEAR PLAN REVENUE SUMMARY

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	FY2012 Forecast	FY2013 Forecast	FY2014 Forecast	FY2015 Forecast
Funding Sources							
General Property Taxes							
Real Property - Current	130,476,154	133,688,650	131,841,300	132,501,000	136,476,000	140,570,000	144,787,000
Personal Property - Current	33,170,680	34,711,437	35,063,461	35,239,000	36,296,000	37,385,000	38,507,000
Real Property - Delinquent	4,436,373	3,100,000	3,100,000	3,131,000	3,209,000	3,289,000	3,371,000
Public Service Corps	2,227,589	2,100,000	2,227,600	2,250,000	2,306,000	2,364,000	2,423,000
Personal Property - Delinquent	2,997,147	1,700,000	1,700,000	1,717,000	1,760,000	1,804,000	1,849,000
Interest and Penalties	1,836,507	1,600,000	1,836,000	1,854,000	1,900,000	1,948,000	1,997,000
Real Property - Roll Back	55,122	100,000	80,000	81,000	83,000	85,000	87,000
Merchants Capital	839,726	472,000	833,000	841,000	862,000	884,000	906,000
Mobile Homes	168,648	150,100	169,000	171,000	175,000	179,000	183,000
Machinery & Tools	238,985	217,000	219,000	221,000	227,000	233,000	239,000
Subtotal	176,446,931	177,839,187	177,069,361	178,006,000	183,294,000	188,741,000	194,349,000
Other Local Taxes							
Local Sales & Use Tax	10,288,383	9,855,000	9,394,000	9,488,000	9,773,000	10,066,000	10,368,000
Utility Customers' Taxes	6,564,254	6,493,400	9,046,113	9,137,000	9,411,000	9,693,000	9,984,000
Local Meals Tax	5,203,051	5,350,000	5,500,000	5,555,000	5,722,000	5,894,000	6,071,000
Recordation Taxes - Local	1,825,410	2,000,000	1,825,410	1,844,000	1,862,000	1,881,000	1,900,000
Motor Vehicle Licenses	2,239,127	2,310,000	2,239,000	2,261,000	2,318,000	2,376,000	2,435,000
Bank Stock Taxes	172,035	200,000	172,000	174,000	176,000	178,000	180,000
Subtotal	26,292,260	26,208,400	28,176,523	28,459,000	29,262,000	30,088,000	30,938,000
Permits and Fees							
Service Charges & Other							
Ambulance Fees	2,006,661	1,800,000	1,800,000	1,818,000	1,836,000	1,854,000	1,873,000
Cablevision Franchise Fees	1,239,128	1,200,000	1,200,000	1,212,000	1,224,000	1,236,000	1,248,000
Animal Licenses & Charges	134,054	108,850	66,110	67,000	68,000	69,000	70,000
Miscellaneous Revenues	3,389,433	3,727,849	3,063,819	3,094,000	3,125,000	3,156,000	3,188,000
Fines & Forfeitures	690,101	728,000	732,000	739,000	746,000	753,000	761,000
Excess Fees of Clerk	299,273	180,000	180,000	182,000	186,000	186,000	188,000
Parks & Recreation Fees	1,453,439	1,490,726	1,529,964	1,677,264	1,793,710	1,793,886	1,956,008
Code Administrative	2,650,887	2,684,000	2,758,106	2,821,685	2,906,336	3,051,652	3,204,235
Planning Fees	1,549,490	1,783,100	1,017,230	1,102,966	1,191,204	1,286,505	1,389,420
Subtotal	13,412,466	13,702,525	12,347,229	12,713,915	13,074,249	13,386,043	13,877,663
Revenue from Money and Property							
Interest	610,937	902,000	400,845	404,853	408,902	413,000	417,000
Rent	219,411	247,977	213,830	216,000	221,000	227,000	233,000
Subtotal	830,348	1,149,977	614,675	620,853	629,902	640,000	650,000
State Revenues							
State Shared Expenses	5,239,690	5,729,638	5,580,808	5,748,000	5,920,000	6,098,000	6,281,000
State/Fed - Social Services	5,885,004	5,874,441	6,029,619	6,212,093	6,437,068	6,641,875	6,901,781
Comprehensive Services Act	2,149,964	1,914,778	1,919,063	1,943,754	1,943,754	1,943,754	1,943,754
Non-Categorical Aid	860,545	1,033,000	860,500	886,000	913,000	940,000	968,000
State Reimbursement	309,715	269,584	579,223	597,000	615,000	633,000	652,000
State Fire Program Fund	251,575	251,575	238,997	246,000	253,000	261,000	269,000
Emergency Medical Service	101,559	98,000	94,000	97,000	100,000	103,000	106,000
Litter Grant	19,736	-	-	-	-	-	-
Subtotal	14,817,788	15,171,016	15,302,210	15,729,847	16,181,822	16,620,629	17,121,535
Federal Revenue							
	1,448,556	289,376	30,185	31,000	32,000	33,000	34,000
Other Financing Sources							
	4,654,054	4,625,182	609,470	616,000	622,000	628,000	634,000
Subtotal	237,902,403	238,985,663	234,149,653	236,176,616	243,095,973	250,136,672	257,604,198
Use of Fund Balance							
	-	-	-	-	-	-	-
Total Sources	237,902,403	238,985,663	234,149,653	236,176,616	243,095,973	250,136,672	257,604,198

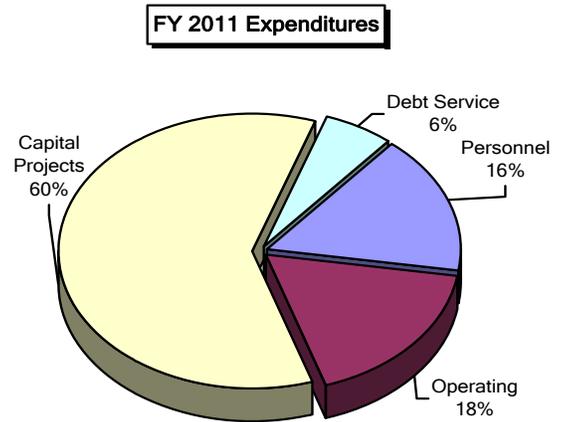
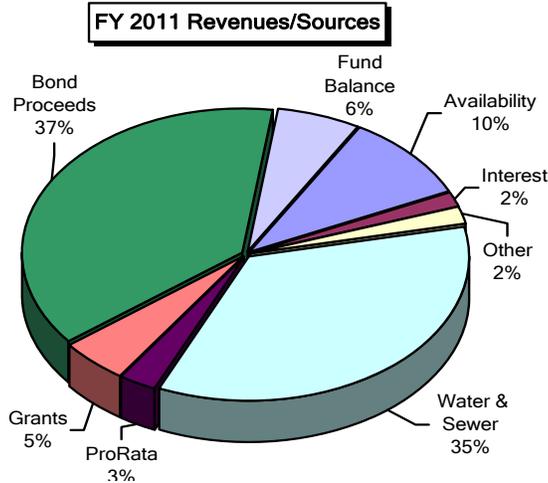


GENERAL FUND FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2009 Actual	FY2010 Adopted	FY2011 Adopted	FY2012 Forecast	FY2013 Forecast	FY2014 Forecast	FY2015 Forecast
Uses of Funds							
Administration							
Board of Supervisors	612,642	543,054	536,599	513,000	526,000	539,000	553,000
Commissioner of the Revenue	2,612,169	2,724,039	2,541,020	2,742,364	2,756,762	2,794,192	2,792,421
County Administration	1,091,313	1,061,761	982,380	1,047,000	1,109,000	1,175,000	1,245,000
County Attorney	1,154,814	1,062,337	1,016,906	1,127,000	1,193,000	1,401,000	1,483,000
Finance & Budget	1,593,152	1,525,682	1,504,444	1,537,000	1,595,000	1,632,000	1,693,000
Human Resources	617,230	647,057	564,731	587,000	622,000	658,000	697,000
Information Technology	2,024,226	2,091,526	2,050,354	2,320,000	2,455,000	2,457,000	2,591,000
Registrar & Electoral Board	404,676	386,290	384,823	406,398	411,278	416,381	421,721
Treasurer	1,855,015	1,924,227	1,878,329	1,984,000	2,092,000	2,206,000	2,327,000
Administration Subtotal	11,965,237	11,965,973	11,459,586	12,263,762	12,760,040	13,278,573	13,803,141
Judicial Administration							
Commonwealth's Attorney	2,784,583	2,800,725	2,789,759	3,075,560	3,263,865	3,453,951	3,645,962
Courts	2,384,310	2,372,046	2,307,859	2,434,899	2,566,288	2,704,973	2,851,367
Judicial Administration Subtotal	5,168,893	5,172,771	5,097,618	5,510,458	5,830,153	6,158,923	6,497,328
Public Safety							
Corrections	7,015,137	8,225,515	7,269,624	7,997,000	8,697,000	9,567,000	10,524,000
Fire and Rescue	12,482,567	13,330,184	13,310,039	13,684,000	13,856,000	14,034,000	14,219,000
Sheriff	17,310,529	17,795,186	20,606,006	22,942,323	25,065,528	28,673,242	30,198,716
Solid Waste	29,427	-	-	-	-	-	-
Public Safety Subtotal	36,837,660	39,350,885	41,185,669	44,623,323	47,618,528	52,274,242	54,941,716
Health & Welfare							
Human Services, Office of	4,397,390	4,227,358	4,226,063	4,366,000	4,591,000	4,779,000	4,974,000
Partner Agencies	1,860,399	1,686,815	1,671,377	1,671,377	1,671,377	1,722,000	1,774,000
Social Services	7,320,667	8,409,342	8,008,604	8,518,370	9,021,410	9,637,049	10,407,493
Health & Welfare Subtotal	13,578,456	14,323,515	13,906,044	14,555,747	15,283,787	16,138,049	17,155,493
Parks, Rec & Comm Facilities							
	9,081,483	9,597,958	9,749,728	9,678,569	11,004,968	11,738,450	13,788,521
Community Development							
Capital Projects	112,675	198,400	1,033,585	1,018,809			
Central Rapp. Regional Library	4,584,972	4,254,098	4,585,717	4,723,000	5,101,000	5,509,000	5,950,000
Cooperative Extension	203,165	196,426	183,633	190,460	194,702	199,113	203,701
Econ. Dev./Legislative Affairs	1,327,825	1,005,410	836,945	1,147,924	1,161,149	1,174,902	1,189,205
Planning and Zoning	2,613,696	2,504,751	2,408,729	2,610,697	2,778,454	2,824,810	3,266,535
Public Works	4,035,714	3,951,843	3,887,681	4,789,089	6,256,616	4,973,250	5,153,812
Community Development Subtotal	12,878,047	12,110,928	12,936,290	14,479,980	15,491,921	14,681,075	15,763,253
Miscellaneous							
Schools Operating Transfer	99,474,959	102,736,533	100,693,774	102,552,541	106,003,284	109,688,969	113,949,953
Debt Service - Schools	30,574,129	29,260,623	25,625,938	26,926,490	25,526,756	24,137,527	23,006,225
Future Debt Service - Schools	-	-	-	630,273	2,482,543	4,206,464	5,217,771
Debt Service - General Government	9,846,235	12,185,406	10,879,943	10,335,543	9,654,574	9,360,651	9,178,296
Future Debt Service - General Gov't.	-	-	-	276,895	2,915,189	5,986,439	8,101,693
Non-Departmental	968,383	1,781,071	2,148,877	2,213,000	2,279,000	2,347,000	2,417,000
Other Transfers	154,833	-	-	-	-	-	-
Miscellaneous Subtotal	141,018,539	145,963,633	139,348,532	142,934,741	148,861,346	155,727,050	161,870,938
Total Uses	230,528,315	238,485,663	233,683,467	244,046,581	256,850,743	269,996,362	283,820,390



UTILITIES FUND



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 2009 data reflects actual amounts and the Fiscal Year 2010 data reflects year-end estimates based on revenues and expenses to-date. Projections for 2011 through 2015 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes 1.5% growth in billed customer accounts from FY10 to FY11 and then moderately increasing growth rates (from 1.5% to 2.2%) 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.

Availability Fees

Assumes approx 600 additional equivalent dwelling units (EDU) in 2011, with growth reaching 950 equivalent dwelling units by fiscal year 2016. Effective July 1, 2010, availability fees are \$6900 for water and \$3500 for sewer per EDU. Availability fees are used to pay for system expansions, changes in regulations or changes in technology.

ProRata Fees

Assumes developers will contribute 100% of their proportionate share of project costs. Rates are provided separately for each water pressure zone and sewer drainage shed, based on the estimated cost impacts of development projects on the appropriate water pressure or sewer drainage zone.

Revenue Bond Proceeds

Bond proceeds will be used to partially finance large capital projects, particularly the construction of Rocky Pen Run reservoir and the Nutrient Removal upgrades to the wastewater treatment facilities.

Personnel & Operating Expenditures

Most Utilities personnel costs are projected to increase 6% per year and operating costs are projected to increase 3% per year. Cost projections also include a \$2M increase expected with the opening of Rocky Pen Reservoir. Additionally, \$300,000 related to Other Post Employment Benefits (OPEB) is included each year from FY11 through FY13 and \$150,000 is included for OPEB in FY14.

Use of Money and Property

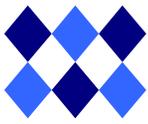
Interest earned on the Utilities Fund Balance is expected to decline over the five year planning period as cash balances are spent down relative to the construction of large capital projects, particularly the construction of Rocky Pen Reservoir and the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

Debt Service

Assumes future debt is issued at a 5.5% interest rate for the Rocky Pen Run project. Lower interest rate loans have been provided through the State Revolving Loan Fund in conjunction with the Department of Environmental Quality (DEQ) to finance the Nutrient Removal Upgrade projects at the wastewater treatment facilities.

Capital Projects

Includes all capital projects included in the capital improvement plan.



UTILITIES FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2009 Actual	FY2010 Estimated	FY2011 Adopted	FY2012 Forecast	FY2013 Forecast	FY2014 Forecast	FY2015 Forecast
Rate Change: User Fees	0.00%	0.00%	3.0%	7.00%	8.00%	8.00%	6.50%
Availability Fees	\$9,100	\$9,100	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400
Projected Growth	0.00%	1.38%	1.48%	1.58%	1.79%	2.00%	2.19%
Billed Customer Accts (W)	31,045	31,470	31,940	32,430	33,010	33,670	34,410
Revenues/Sources							
Water/Sewer Fees	\$20,638,964	\$21,400,000	\$22,547,000	\$24,347,000	\$26,463,000	\$28,763,000	\$31,263,000
Other Charges and Fees	1,202,448	1,214,000	1,232,000	1,251,000	1,273,000	1,298,000	1,326,000
Availability Fees	3,460,298	5,005,000	6,240,000	6,760,000	7,800,000	8,840,000	9,880,000
Pro Rata Fees	1,111,163	1,400,000	1,798,000	1,996,000	2,303,000	2,610,000	2,917,000
Use of Money/Property	2,516,857	900,000	1,050,000	869,400	558,600	823,200	552,300
Grants	0	3,000,000	3,225,000	800,000	0	0	0
Revenue Bond Proceeds	0	12,000,000	24,200,000	23,000,000	40,000,000	12,000,000	0
Total Sources	\$28,929,730	\$44,919,000	\$60,292,000	\$59,023,400	\$78,397,600	\$54,334,200	\$45,938,300
Uses							
Operations							
Personnel	\$10,386,687	\$10,455,000	\$10,501,688	\$11,137,717	\$12,055,980	\$13,529,339	\$14,341,099
Operating	9,828,606	10,130,151	11,187,245	11,617,737	12,320,829	13,612,946	14,211,915
OPEB Liability Reduction	1,050,000	1,050,000	300,000	300,000	300,000	150,000	-
Operating-Capital Projects*	1,059,352	1,500,000	5,026,500	1,543,000	2,487,000	2,876,000	-
Expansion-Capital Projects							
Pro Rata Funded*	898,261	2,106,497	23,754,360	11,221,417	8,607,689	-	-
Availability/Bond Funded*	13,822,322	18,163,447	47,039,787	38,716,250	17,144,794	3,004,000	2,415,000
Debt Service							
Existing Debt Service	4,038,599	4,243,000	3,706,000	3,556,756	787,250	753,750	753,750
New Debt Service	-	-	-	2,106,108	3,651,323	5,105,391	7,105,391
Total Uses	\$41,083,827	\$47,648,095	\$101,515,580	\$80,198,985	\$57,354,865	\$39,031,426	\$38,827,155
Total Sources Over Uses	(\$12,154,097)	(\$2,729,095)	(\$41,223,580)	(\$21,175,585)	\$21,042,735	\$15,302,774	\$7,111,145
Fund Balance							
Fund Balance, Beginning of Year	\$70,432,430	\$57,917,035	\$56,088,000	\$40,500,000	\$26,400,000	\$50,500,000	\$37,600,000
"Roll-Over" Committed Funds**	\$0	\$900,000	\$26,535,324	\$33,607,995	\$36,673,739	\$8,510,748	\$2,185,150
Previous Yr "Roll-Over" Funds	(\$361,298)	0	(900,000)	(26,535,324)	(33,607,995)	(36,673,739)	(8,510,748)
Fund Balance, End of Year	\$57,917,035	\$56,088,000	\$40,500,000	\$26,400,000	\$50,500,000	\$37,600,000	\$38,400,000
Restricted Cash - Debt Set Asides	3,208,060	5,313,000	6,391,000	6,833,000	7,708,000	7,708,000	7,708,000
Restricted - Advance Payments	1,688,000	1,735,000	1,759,000	1,784,000	1,809,000	1,834,000	1,860,000
Restricted - Rocky Pen Run	6,938,000	-	-	-	-	-	-
Committed - Operating Reserve	5,076,000	2,225,000	2,541,000	2,840,000	3,363,000	4,329,000	4,733,000
Designated - Repair/Replacement	4,300,000	4,500,000	4,613,000	4,728,000	4,846,000	4,991,000	5,141,000
Designated - Extension Reserve	5,000,000	-	-	-	-	-	-
Uncommitted Cash	\$31,706,975	\$42,315,000	\$25,196,000	\$10,215,000	\$32,774,000	\$18,738,000	\$18,958,000
Debt Ratio 1 (Min=1.5)	1.87	2.20	2.98	2.28	3.16	2.59	2.21
Debt Ratio 2 (Min=1.25)	1.36	1.45	1.89	1.43	2.02	1.62	1.40
Debt Ratio 3 (Min=1.5)	6.53	7.44	6.52	3.06	5.46	3.05	2.51
Debt Ratio 4 (Min=1.0)***	0.85	0.19	0.19	0.28	0.47	0.28	0.34

COVENANT REQUIREMENTS: (No. 1 must be met AND either 2 or 3)

1. Net Revenues: 1.50 times Senior Debt Service
2. Net Revenues less 50% of Availability Fees: 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 50% of capital expenditure projections, assuming levels are budgeted at total amount of contract, but larger projects extend over multiple years.

*** Debt Ratio 4 is projected to reach target in FY18.



TRANSPORTATION FUND

	FY2009 Actual	FY2010 Estimated	FY2011 Adopted	2012	Fiscal Year			
					2013	2014	2015	
Revenues								
Gasoline Sales Tax	\$3,587,601	\$3,663,160	\$3,972,948	\$4,099,270	\$4,251,797	\$4,362,427	\$4,500,133	*
State Recordation Tax	672,389	710,146	668,000	668,000	750,000	750,000	750,000	
Interest Revenue	54,261	8,051	35,000	35,000	35,000	35,000	35,000	
Miscellaneous	100,333	20,855	0	0	0	0	0	
Prior Year Fund Balance	0	1,516,676	0	0	0	0	0	
Total Sources	\$4,414,584	\$5,918,888	\$4,675,948	\$4,802,270	\$5,036,797	\$5,147,427	\$5,285,133	
Expenditures								
VRE Subsidy	\$2,974,507	\$2,971,727	\$2,634,002	\$2,938,318	\$2,487,964	\$2,725,473	\$2,427,469	**
deferred Spotsy VRE contribution(credit)	0	0	0	0	(479,420)	0	0	
FRED Bus Service	477,656	477,656	477,656	477,656	477,656	477,656	477,656	
Airport Subsidy	114,286	114,286	85,214	0	0	0	0	
Airport debt service	0	133,950	0	0	0	0	0	
Miscellaneous	346,241	145,461	67,000	67,000	69,010	71,080	73,213	
Street Signs	33,428	23,867	50,000	50,000	50,000	50,000	50,000	
Social Services	31,354	40,000	40,000	40,000	40,000	40,000	40,000	
Local Road Projects	676,926	7,888	1,322,076	1,229,296	2,391,587	1,783,218	2,216,795	
Mountain View Design	0	250,000	0	0	0	0	0	
Poplar Rd, N of Kellogg Mill Rd	0	1,570,000	0	0	0	0	0	
Personnel	351,791	169,953	0	0	0	0	0	
Trails	52,425	14,100	0	0	0	0	0	
Rollovers/Commitments	0	0	0	0	0	0	0	
Total Uses	\$5,058,614	\$5,918,888	\$4,675,948	\$4,802,270	\$5,036,797	\$5,147,427	\$5,285,133	
Surplus/(Deficit)	(\$644,030)	\$0	\$0	\$0	\$0	\$0	\$0	
Beginning of Year Fund Balance	\$6,946,660	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	
<u>Reserved</u>								
Road projects	\$0	\$3,321,000	\$3,321,000	\$3,321,000	\$3,321,000	\$3,321,000	\$3,321,000	
Encumbrances	121,967	210,363	0	0	0	0	0	
Bike Trails	0	1,019,865	1,019,865	1,019,865	1,019,865	1,019,865	1,019,865	
<u>Unreserved:</u>	<u>6,180,663</u>	<u>234,726</u>	<u>445,089</u>	<u>445,089</u>	<u>445,089</u>	<u>445,089</u>	<u>445,089</u>	
Fund Balance, end of year	\$6,302,630	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	\$4,785,954	

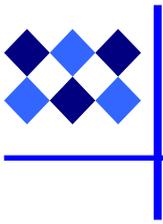
In November, 2008, Stafford County voters approved a \$70 million road bond referendum. Project schedules are under review. The five year projection will be updated once the timing of the projects is determined.

* Gasoline sales tax revenue projections from VRE budget presentation 11/18/09.

** VRE subsidy projection provided by PRTC, reflects VRE Six-Year Plan

FY11 funding for Mountain View Road design and Poplar Rd (north of Kellogg Mill Rd) taken from reserve for road projects.





PERSONNEL SECTION

The personnel section contains schedules that present the position summary information for each fund, new positions added and personnel budget by fund. An overview of the Department of Human Resources, listing of internal committees and a listing of the Boards, Authorities and Commission and Committees



POSITION SUMMARY COUNTY FUNDS AUTHORIZED

	FY 2009 Actual		FY 2010 Adopted Budget		FY 2011 Adopted Budget		Change '10 to '11	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7	0.0%	0.0%
Commissioner of the Revenue (1)	34	1	33	1	32	1	(3.0)%	0.0%
Commonwealth's Attorney	26	1	26	1	26	1	0.0%	0.0%
Cooperative Extension	0	4	0	4	0	4	0.0%	0.0%
County Administration (2)	11	2	11	2	10	2	(9.1)%	0.0%
County Attorney (3)	9	0	9	0	8	0	(11.1)%	0.0%
Courts	25	2	25	2	25	2	0.0%	0.0%
Economic Development./Legislative Affairs (4, 5)	7	1	7	1	6	1	(14.3)%	0.0%
Finance and Budget	21	3	18	2	18	2	0.0%	0.0%
Human Resources (6)	7	1	7	1	6	1	(14.3)%	0.0%
Human Services, Office of	2	0	2	0	2	0	0.0%	0.0%
Information Technology (7)	21	2	23	2	22	2	(4.3)%	0.0%
Internal Audits, Office of (8)	3	0	2	0	2	0	0.0%	0.0%
Parks, Recreation & Community Facilities	64	131	64	122	64	122	0.0%	0.0%
Planning and Zoning (9)	35	2	31	2	30	2	(3.2)%	0.0%
Public Works (10)	49	1	48	1	47	1	(2.1)%	0.0%
Registrar & Electoral Board	3	1	4	0	4	0	0.0%	0.0%
Social Services	60	7	60	7	60	7	0.0%	0.0%
Solid Waste (11)	2	0	0	0	0	0	0.0%	0.0%
Treasurer (12)	20	3	20	3	19	3	(5.0)%	0.0%
Sub-Total Non-Public Safety Departments	399	169	390	158	381	158	(2.3)%	0.0%
Fire and Rescue	98	0	110	0	110	0	0.0%	0.0%
Sheriff (13)	187	17	187	17	224	18	19.8%	5.9%
Sub-Total Public Safety Departments	285	17	297	17	334	18	12.5%	5.9%
Fund Total Positions - General	684	186	687	175	715	176	4.1%	0.6%
Fund Total Positions - E-911 (13)	37	0	37	0	0	0	(100.0)%	0.0%
Fund Total Positions - Transportation (14)	2	0	0	0	0	0	0.0%	0.0%
Fund Total Positions Utilities	141	10	144	11	144	4	0.0%	(63.6)%
Grand Total County Funds	864	196	868	186	859	180	(1.0)%	(3.2)%

(1) Reduction in force of one full-time position in the Commissioner of Revenue

(2) Reduction in force of one full-time position in the County Administration

(2) Reduction in force of one full-time position in the County Attorney

(4) Position Counts for the Tourism Fund are included in the General Fund, Economic Development/Legislative Affairs Department

(6) Reduction in force of one full-time position in the Department of Human Resources

(7) Reduction in force of one full-time position in the Department of Information Technology

(8) Two full-time positions in the Office of Internal Audits are unfunded

(11) Two full-time Solid Waste positions transferred to R-Board FY2009 last year to report in General Fund

(12) Reduction in force of one full-time position in the Treasurer's Office

(13) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund 37 positions has been combined with the Sheriff's Budget for FY2011.

(14) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008

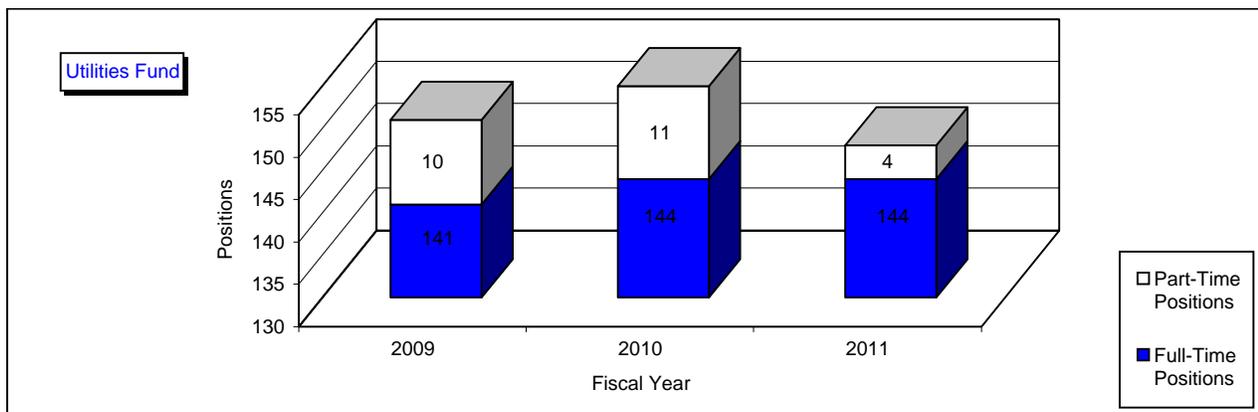
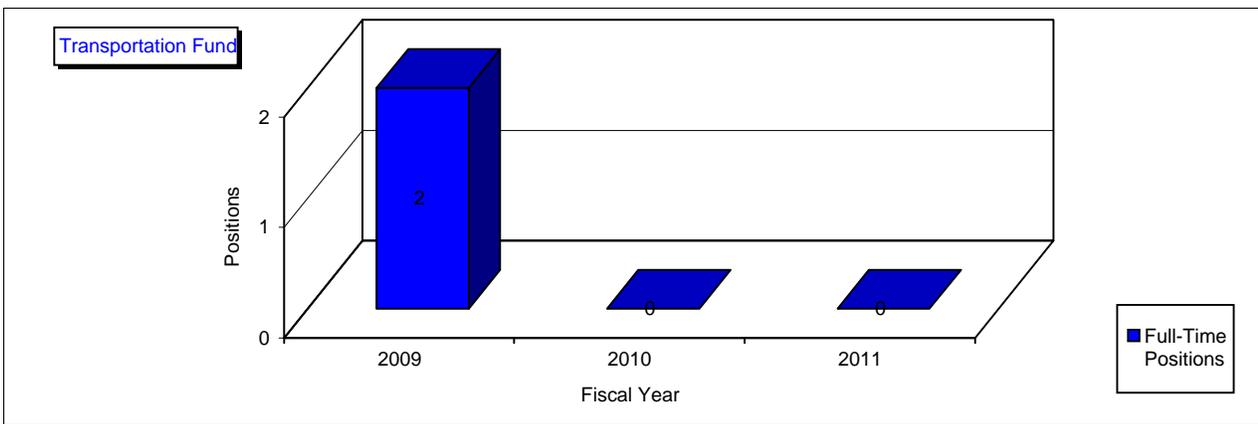
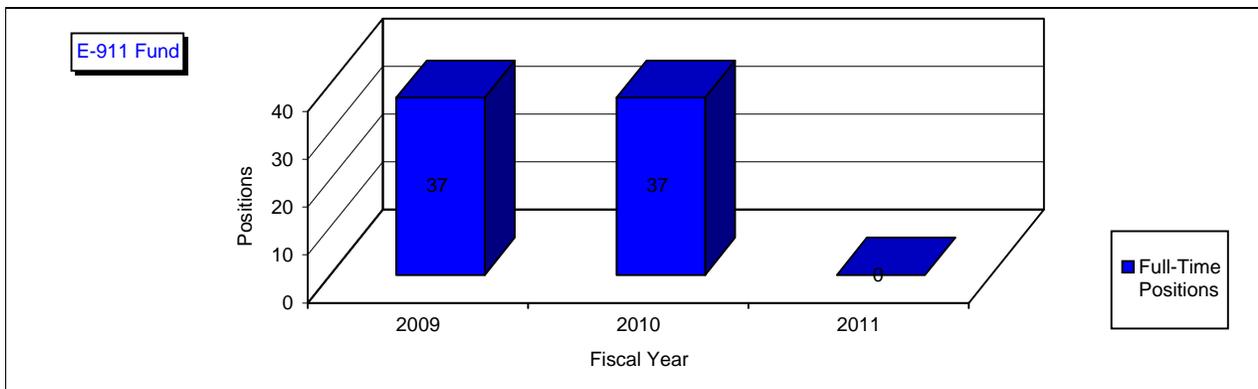
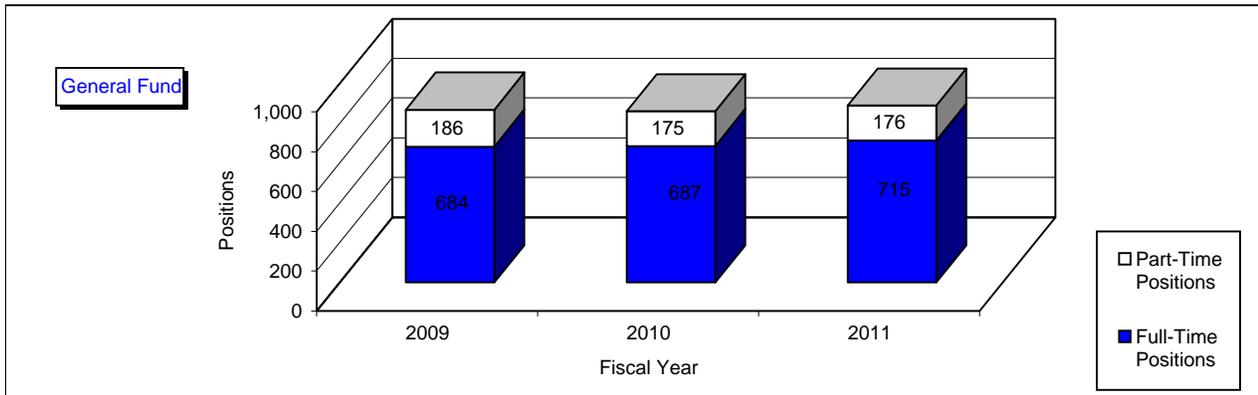


FY 2011 POSITION FUNDING SUMMARY GENERAL FUND

	Full-Time Authorized Strength			Part-Time Authorized Strength		
	Funded Positions	Unfunded Positions	Total	Funded Positions	Unfunded Positions	Total
Board of Supervisors	0	0	0	7	0	7
Commissioner of the Revenue	30	2	32	0	1	1
Commonwealth's Attorney	25	1	26	1	0	1
Cooperative Extension	0	0	0	4	0	4
County Administration	9	1	10	0	2	2
County Attorney	7	1	8	0	0	0
Courts	23	2	25	2	0	2
Economic Development./Legislative Affairs	6	0	6	1	0	1
Finance and Budget	16	2	18	0	2	2
Human Resources	5	1	6	1	0	1
Human Services, Office of	2	0	2	0	0	0
Information Technology	19	3	22	2	0	2
Internal Audits, Office of	0	2	2	0	0	0
Parks, Recreation & Community Facilities	57	7	64	119	3	122
Planning and Zoning	24	6	30	1	1	2
Public Works	40	7	47	0	1	1
Registrar & Electoral Board	4	0	4	0	0	0
Social Services	57	3	60	5	2	7
Treasurer	18	1	19	1	2	3
Sub-Total Non-Public Safety Departments	342	39	381	144	14	158
Fire and Rescue	110	0	110	0	0	0
Sheriff	224	0	224	18	0	18
Sub-Total Public Safety Departments	334	0	334	18	0	18
Fund Total Positions - General	676	39	715	162	14	176
Fund Total Positions Utilities	141	3	144	2	2	4
Grand Total All Funds	817	42	859	164	16	180



COUNTY FUNDS POSITION GRAPHS



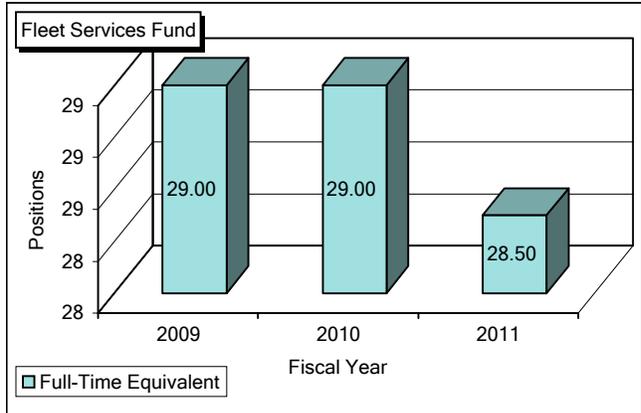
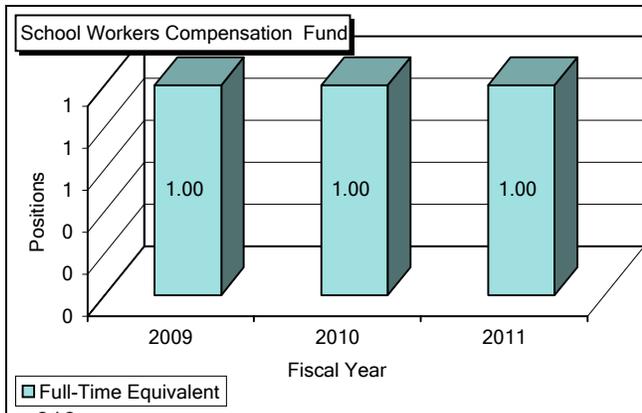
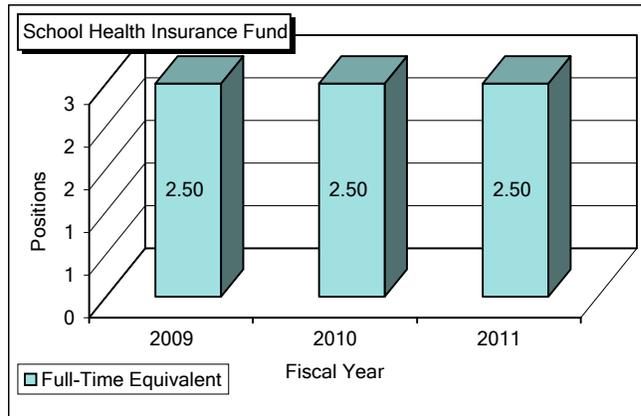
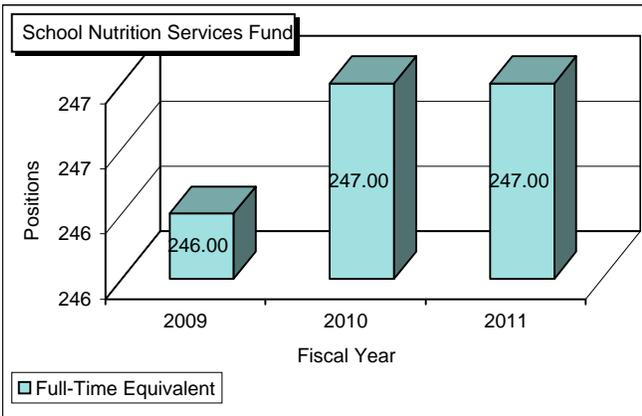
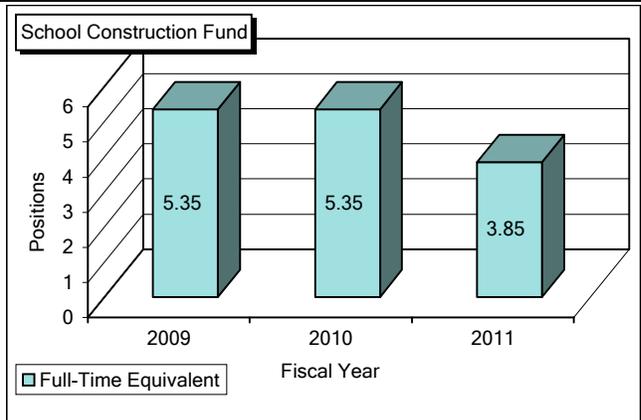
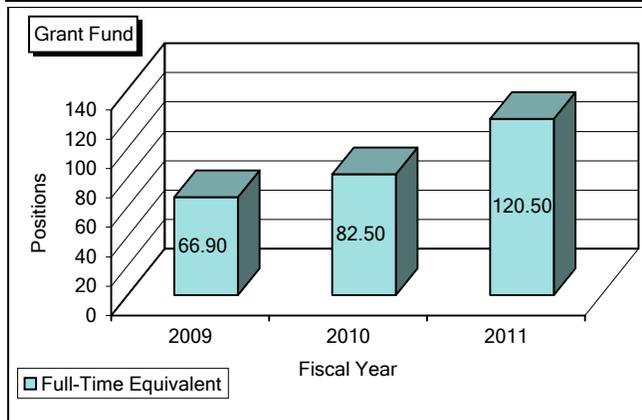
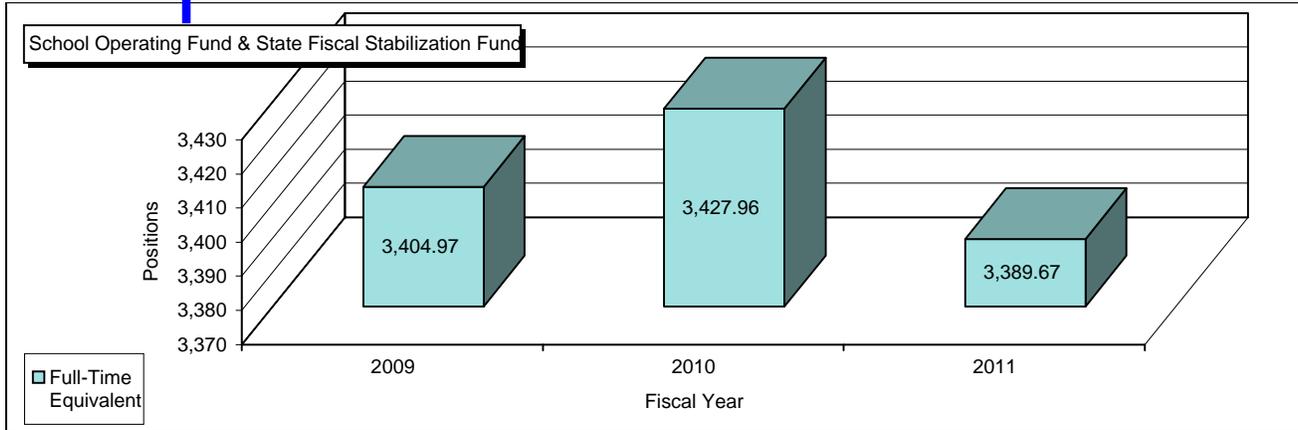


POSITION SUMMARY SCHOOL FUNDS

	FY 2009 Actual Full-Time Equivalent	FY 2010 Adopted Budget Full-Time Equivalent	FY 2011 Adopted Budget Full-Time Equivalent	Change '10 to '11 Full-Time Equivalent
Fund Total - School Operating & State Fiscal Stabilization Fund	3,404.97	3,427.96	3,389.67	(1.1)%
Fund Total - Grants	66.90	82.50	120.50	46.1%
Fund Total - School Construction	5.35	5.35	3.85	(28.0)%
Fund Total - School Nutrition Services	246.00	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	29.00	29.00	28.50	(1.7)%
Grand Total All Funds	3,755.72	3,795.31	3,793.02	(0.1)%



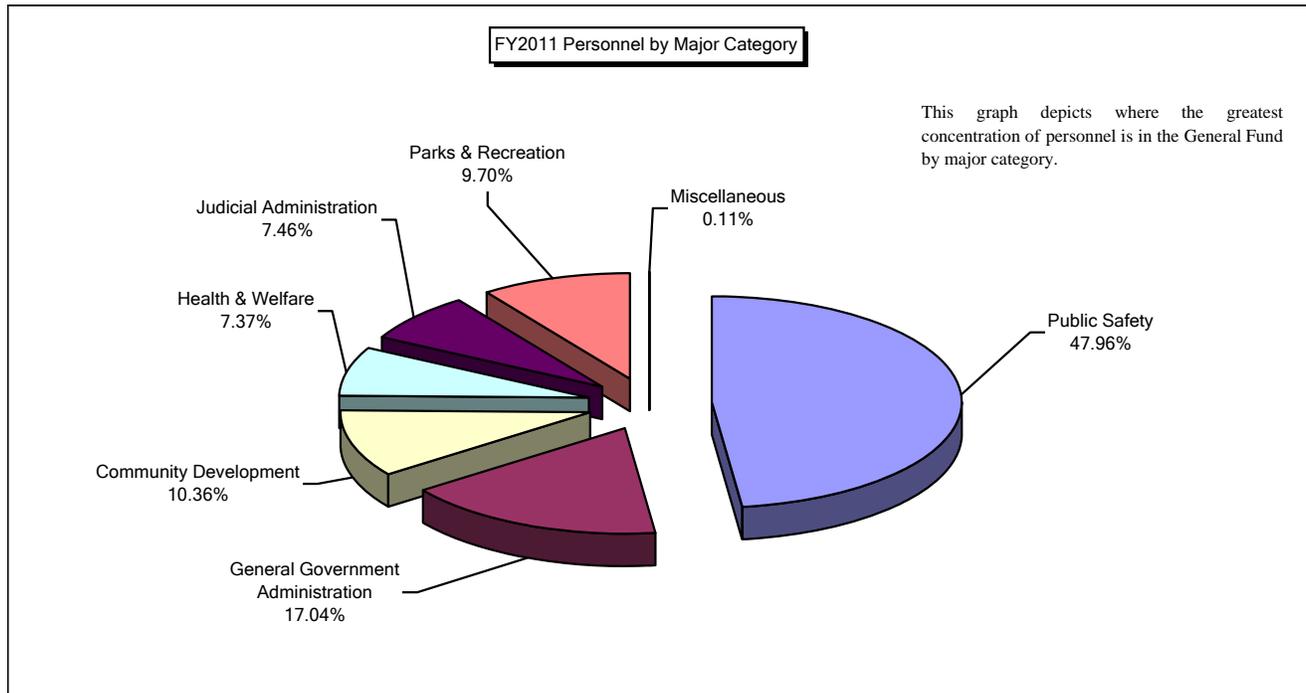
SCHOOL FUNDS POSITION GRAPHS





GENERAL FUND PERSONNEL BY MAJOR CATEGORY

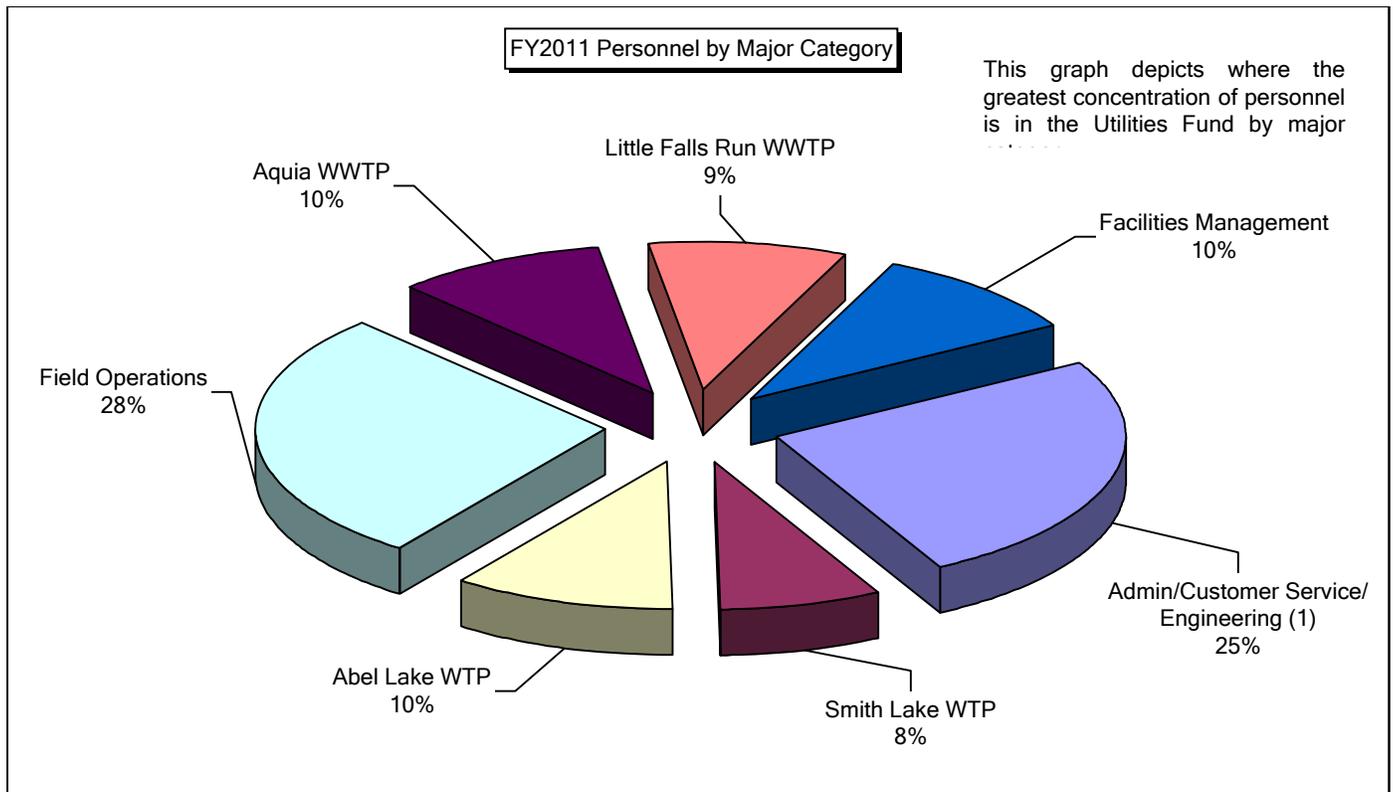
	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Public Safety	\$22,764,491	\$24,577,817	\$26,988,481	\$2,410,664	9.81%
General Government Administration	10,108,971	10,174,397	9,591,550	(582,847)	-5.73%
Community Development	6,440,451	6,104,620	5,829,490	(275,130)	-4.51%
Health & Welfare	3,931,858	4,266,003	4,145,765	(120,238)	-2.82%
Judicial Administration	4,201,715	4,219,682	4,199,405	(20,277)	-0.48%
Parks & Recreation	5,320,694	5,433,057	5,460,387	27,330	0.50%
Miscellaneous	0	0	60,000	60,000	100.00%
Total	\$52,768,180	\$54,775,576	\$56,275,078	\$1,499,502	2.74%





UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Admin/Customer Service/ Engineering (1)	\$3,502,806	\$3,506,396	\$2,754,128	(\$752,268)	-21.45%
Smith Lake WTP	895,440	832,582	828,961	(3,621)	-0.43%
Abel Lake WTP	1,075,085	1,039,383	1,094,455	55,072	5.30%
Field Operations	2,893,812	2,923,293	3,009,802	86,509	2.96%
Aquia WWTP	1,024,632	1,021,347	1,058,208	36,861	3.61%
Little Falls Run WWTP	949,113	993,530	989,115	(4,415)	-0.44%
Facilities Management	1,095,799	1,199,974	1,067,019	(132,955)	-11.08%
Total Expenditures	\$11,436,687	\$11,516,505	\$10,801,688	(\$714,817)	-6.21%

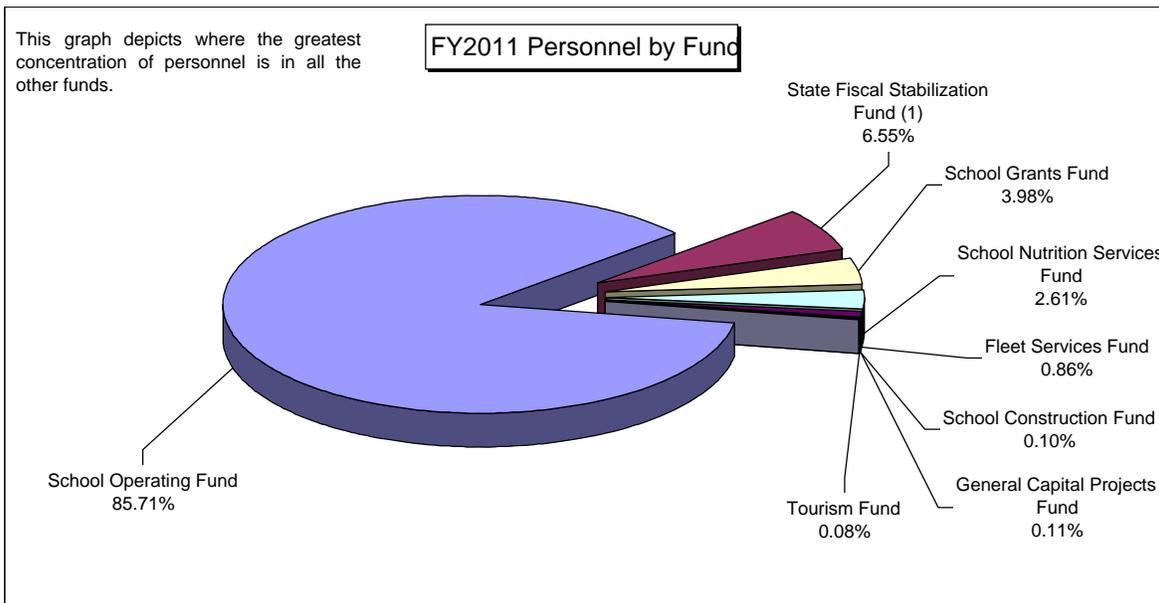


(1) Include funding for OPEB liability.



OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
School Operating Fund	\$199,172,918	\$210,402,151	\$187,645,965	(\$22,756,186)	-10.82%
State Fiscal Stabilization Fund (1)	0	0	14,330,732	14,330,732	100.00%
School Grants Fund	7,556,531	8,442,852	8,711,771	268,919	3.19%
School Nutrition Services Fund	5,251,112	5,951,447	5,723,801	(227,646)	-3.83%
Fleet Services Fund	1,920,998	1,942,791	1,883,338	(59,453)	-3.06%
School Construction Fund	246,683	479,336	219,744	(259,592)	-54.16%
General Capital Projects Fund	0	297,374	230,475	(66,899)	100.00%
Tourism Fund	137,953	168,394	170,979	2,585	1.54%
E-911 Fund (2)	2,277,608	2,436,834	0	(2,436,834)	-100.00%
School Health Insurance Fund	219,486	0	0	0	0.00%
School Workers Compensation Fund	87,363	0	0	0	0.00%
Transportation Fund (3)	351,791	0	0	0	0.00%
Total Expenditures	\$217,222,443	\$230,121,179	\$218,916,805	(\$11,204,374)	-4.87%



(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.

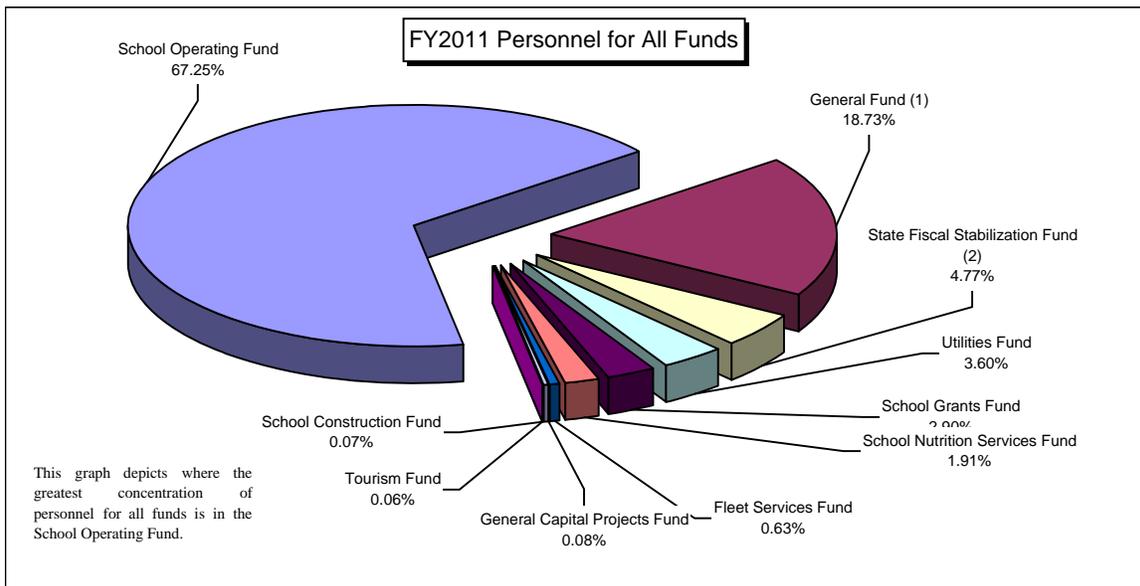
(2) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund 37 positions has been combined with the Sheriff's Budget for FY2011.

(3) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008



PERSONNEL FOR ALL FUNDS

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
School Operating Fund	\$199,172,918	\$210,402,151	\$201,976,697	(\$8,425,454)	-4.00%
General Fund (1)	52,768,180	54,775,576	56,275,078	1,499,502	2.74%
State Fiscal Stabilization Fund (2)	0	0	14,330,732	14,330,732	100.00%
Utilities Fund	11,436,687	11,516,505	10,801,688	(714,817)	-6.21%
School Grants Fund	7,556,531	8,442,852	8,711,771	268,919	3.19%
School Nutrition Services Fund	5,251,112	5,951,447	5,723,801	(227,646)	-3.83%
Fleet Services Fund	1,920,998	1,942,791	1,883,338	(59,453)	-3.06%
General Capital Projects Fund	0	297,374	230,475	(66,899)	100.00%
School Construction Fund	246,683	479,336	219,744	(259,592)	-54.16%
Tourism Fund	137,953	168,394	170,979	2,585	1.54%
E-911 Fund	2,277,608	2,436,834	0	(2,436,834)	-100.00%
School Health Insurance Fund	219,486	0	0	0	0.00%
School Workers Compensation Fund	87,363	0	0	0	0.00%
Transportation Fund (3)	351,791	0	0	0	0.00%
Total	\$281,427,310	\$296,413,260	\$300,324,303	\$3,911,043	1.32%



(1) To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund 37 positions has been combined with the Sheriff's Budget for FY2011.

(2) The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget.

(3) Two full-time positions transferred from the Transportation Fund to Public Works in the General Fund per Board action 11-5-2008



DEPARTMENT OF HUMAN RESOURCES

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

Significant components of the Department of Human Resources are:

[Recruitment and Selection](#) - Recruits quality candidates for vacancies and, through a comprehensive hiring process, recommends the most qualified person for the position.

[Equal Opportunity Employment Issues](#) - Ensures that the County offers equal opportunities for employment while also offering career advancement opportunities for the workforce.

[Training](#) - Coordinates training opportunities to provide the community with a competent workforce capable of rendering quality service.

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

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

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

[Employee Performance Issues](#) - Administers a performance management program that evaluates employee performance through annual evaluations and links performance to pay. Coordinates disciplinary actions and responds to unemployment compensation claims.

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

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



INTERNAL COMMITTEES

The following committees have been established to provide activities that promote the well-being of employees and to encourage their participation in the County.

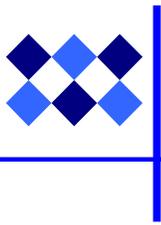
Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
BEST University Committee	Responsible for developing the BEST U. concept and enhancing the BEST values development for the County
Best Fest Committee	Assists in the planning and implementation of annual Best Fest program.
County Green Team	Responsible for upgrading current recycling system in the County Administration Building
Co-Leadership Team	Comprised of Assistant Directors of Departments and Constitutional Officers. Responsible for strategic thinking and problem solving
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service to County citizens.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and HR Dept. on employee related issues.
Employee Survey Committee	Responsible for planning and implementing the bi-annual employee survey.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
S.M.I.L.E. Committee	Responsible for input and action concerning cost recovery items for the County
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

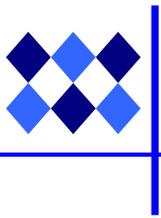
The following Boards, Authorities Commissions and Committees were established to enhance community involvement for Stafford.

Committee Name	Number of Members	Function
ADA Grievance Committee	8	Hears appeals on decisions regarding the Americans with Disabilities Act
Advisory Board on Towing	11	Regulate services rendered, pursuant to police towing requests by any business engaged in the towing or storage of unattended, abandoned, or immobile vehicles
Agricultural Commission	7	Establishes standards for preservation of agricultural and rural lands
Architectural Review Board	5	Reviews all applications for construction, renovations, alteration or relocation of any structure in the Historic District; issues Certificates of Appropriations for all work in the Historic District
Architectural Review Board for Centreport	2	To assure cooperation with and compliance to County goals for development
Beautification Committee	12	Coordinates the county's litter control program; tasked with improving the aesthetic and environmental quality of the county
Board of Building Code Appeals	5	Hears appeals on interpretations of the Uniform Statewide Building Code made by the Building Official
Board of Social Services	3	Oversee the administration of policy making and advisory responsibilities of Social Services
Board of Zoning Appeals	7	Hears and decides appeals relating to requirements, decisions made in enforcing the Zoning Ordinance; decides approval or disapproval of Special Exception or Variance applications
Cable and Telecommunications Commission	9	Monitors compliance by cable television companies with Chapter 7 of the Stafford County Code
Celebrate Virginia North Community Development	5	Creates a mechanism for the funding of certain public roads, utilities, infrastructure and services within the CDA District
Central Rappahannock Regional Library Board of Trustees	2	Sets operating policy for the library
Chaplin Group Home	2	Constructs and operates a pre-dispositional and post-dispositional group home for juveniles
Civilian-Military Community Relations Council	2	Develop better understanding between the military and civilian communities
Clean Community Task Force	7	To address the preservation of environment and quality of life



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
Disability Service Board	3	Plans, coordinates and evaluates services for physical and sensory disables of the region
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
Old Falmouth Renaissance Committee	10	Concentrates on the needs of the geographic area between Interstate 95 and the Mayfield-Ferry Farm Bridge; addresses matters such as historic preservation, traffic flow, flooding and environmental degradation, deterioration and construction standards
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation
Planning Commission	7	Provide recommendations to the Board of Supervisors concerning rezonings and updates to the Comprehensive Plan, Zoning, Site Plan and Subdivision Ordinances; approves preliminary subdivision plans
Potomac & Rappahannock Transportation District Commission	4	Facilitate the planning and development of an improved transportation system
Potomac Gateway Travel Center Board of Directors	1	Provide information to travelers and promote regional tourism



BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

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	8	Works directly with the Program Administrator to promotes 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 IMPROVEMENTS PROGRAM

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. Like projects can be combined when appropriate to meet the cost criteria. Scope of project includes all professional services (land acquisition, legal, planning, design) and construction costs.

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.

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.

This section includes an overview of the CIP program, a summary of all approved projects, and detailed sheets for projects approved for FY2011. The complete CIP is available online at <http://www.co.stafford.va.us/budget/Index.shtml>.



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.

CIP Recommendation

The CIP committee evaluates the project requests individually to determine whether the project is appropriate. The recommendations of the CIP Committee are forwarded to the County Administrator. The County Administrator reviews the recommendations and prepares his recommended CIP.

Adoption of CIP

After considering the recommendation of the County Administrator, the Board of Supervisors adopts the CIP. The projects approved for funding in the current budget year become that year's Capital Budget. Those projects approved for funding in the subsequent years will serve as a guide to ongoing project planning and preparation of the following year's CIP.



CAPITAL IMPROVEMENTS PROGRAM FUNDING SOURCES

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 are designated to projects for new school construction.

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."

Other Revenue Sources

Other sources of revenue include private funds, transient occupancy taxes for tourism purposes, and traffic impact fees. These funds are utilized to support a variety of projects.

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.

Debt Limitations

The financial policies also define the County's maximum debt. As part of the efforts to improve the County's bond rating, it is anticipated that the Board will amend its financial policies to lower debt limitations. This chart illustrates the current debt limitations and those recommended by the County's financial advisers:

	Current	Recommended
Debt to Assessed Value	4.50%	3.00%
Debt Service to Budget	12%	10%

The County is in compliance with its current limits. The Board is expected to approve changes to its financial policies that will reduce the limits to the recommended level within five years. The Board has already begun to take steps in this direction. The approved CIP was formulated with a 3.5% debt to assessed value and 11% debt service to budget.



What's New?

The FY 2011 - FY 2014 CIP builds on previously approved Capital Improvement Plans. Many of the projects in this CIP were included in earlier plans. A column, labeled "FY10 and Prior Years" is included showing this continuity. This year's plan includes the following changes and updates:

County Government

- Courthouse Addition - The Courts Committee recommends expanding and upgrading the current Courthouse. With an estimated cost of \$21.7 million, the proposed project combines/replaces these three projects from the current CIP:

New Juvenile and Domestic Relations Court ¹	\$33.8 m
Renovation of the first floor of the Courthouse ¹	1.0 m
Parking Lot Repairs ¹	0.8 m
Air Conditioning, Roof Repairs ²	0.5 m
Total	<u>\$36.1 m</u>

This change results in a savings of \$14.4 million.

- Courthouse Streetscape - revitalization of the area around the Government Center complex using federal grant money

Schools

- Renovation of five elementary schools
- Removal of the land bank effort
- Removal of the fiber optic projects

The Stafford High School replacement and an Applied Technology Center are beyond this planning period and will be considered in a future year's CIP.

¹ Project included in Approved CIP

² Project requested for Proposed FY 2011-14 CIP



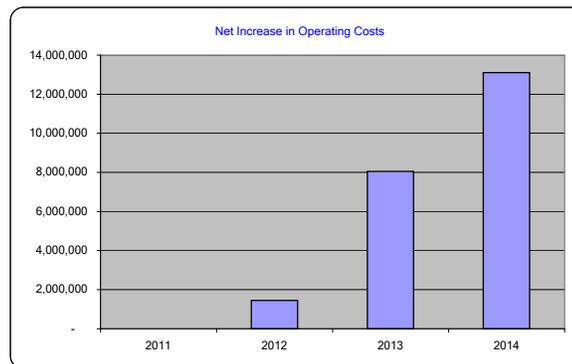
COUNTY OF STAFFORD, VIRGINIA
 ADOPTED CAPITAL IMPROVEMENT PROGRAM
 FY2011-2014

All Projects

Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Total This Period	Later Years Funding	Total Project Cost
Fire, Rescue and Emergency Services	0	1,280,000	7,570,000	1,649,000	2,486,000	12,985,000	0	12,985,000
Information Technology	0	200,000	3,980,000	100,000	300,000	4,580,000	0	4,580,000
Parks, Recreation and Community Facilities	2,439,000	5,921,000	8,064,000	8,292,000	7,311,000	29,588,000	3,500,000	35,527,000
Public Works	587,000	3,917,000	1,340,000	22,540,000	350,000	28,147,000	0	28,734,000
Transportation	8,850,000	5,755,000	5,575,000	18,962,000	15,510,000	45,802,000	86,548,000	141,200,000
Schools	912,000	9,263,800	22,351,068	21,788,995	17,963,444	71,367,307	12,972,835	85,252,142
Project Total	\$12,788,000	\$26,336,800	\$48,880,068	\$73,331,995	\$43,920,444	\$192,469,307	\$103,020,835	\$308,278,142

Funding Summary	FY2011	FY2012	FY2013	FY2014	Total
County	\$3,309,000	\$15,080,000	\$34,666,000	\$20,725,000	\$73,780,000
Schools	8,257,800	21,321,068	20,613,995	17,139,444	67,332,307
Bond	\$11,566,800	\$36,401,068	\$55,279,995	\$37,864,444	\$141,112,307
Master Lease	0	6,010,000	1,394,000	2,163,000	9,567,000
Other Funding Sources	3,938,000	1,855,000	12,437,000	520,000	18,750,000
Cash Funded (County)	9,826,000	3,584,000	3,046,000	2,549,000	19,005,000
Cash Funded (Schools)	1,006,000	1,030,000	1,175,000	824,000	4,035,000
	\$26,336,800	\$48,880,068	\$73,331,995	\$43,920,444	\$192,469,307

Operating Impacts Summary	FY11	FY12	FY13	FY14
Personnel	0	435,148	1,887,577	2,289,571
Operating	0	44,000	810,061	798,963
New Debt Service		967,902	4,422,427	5,764,117
Debt Service (cumulative)	0	967,902	5,390,329	10,186,544
Revenue/Savings	0	0	(38,000)	(167,000)
Total	\$0	\$1,447,050	\$8,049,967	\$13,108,078





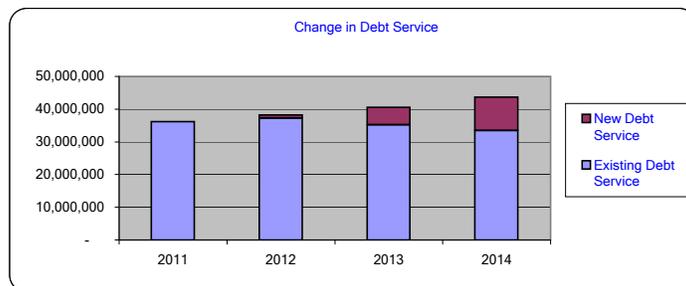
COUNTY OF STAFFORD, VIRGINIA
 ADOPTED CAPITAL IMPROVEMENT PROGRAM
 FY2011-2014

Debt Funded Projects

Projects	FY2011	FY2012	FY2013	FY2014	Total This Period
Fire, Rescue and Emergency Services	0	5,175,000	0	0	5,175,000
Information Technology	0	0	0	0	0
Parks, Recreation and Community Facilities	3,309,000	7,855,000	7,541,000	6,795,000	25,500,000
Public Works	0	0	21,700,000	0	21,700,000
Transportation	0	2,050,000	5,425,000	13,930,000	21,405,000
Schools	8,257,800	21,321,068	20,613,995	17,139,444	67,332,307
Project Total	\$11,566,800	\$36,401,068	\$55,279,995	\$37,864,444	\$141,112,307

Bond Funded Summary	FY2011	FY2012	FY2013	FY2014	Total
County	\$3,309,000	\$15,080,000	\$34,666,000	\$20,725,000	\$73,780,000
Schools	8,257,800	21,321,068	20,613,995	17,139,444	67,332,307
Total Borrows	11,566,800	36,401,068	55,279,995	37,864,444	141,112,307
Availability Limit	61,365,000	25,468,000	27,461,000	27,155,000	141,449,000
Cumulative (Deficit)/Surplus		38,865,132	11,046,137	336,693	

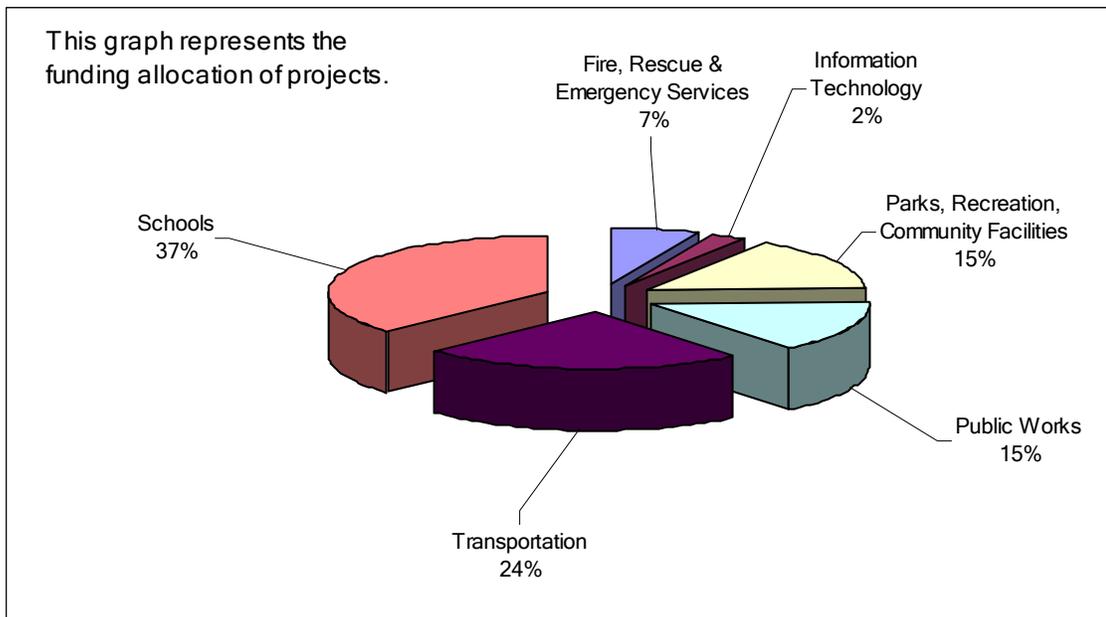
Debt Service	FY2011	FY2012	FY2013	FY2014
Existing Debt Service	36,232,087	37,262,033	35,181,330	33,498,178
New Debt Service	-	967,902	5,390,329	10,186,544
Total Debt	36,232,087	38,229,935	40,571,659	43,684,722





CAPITAL IMPROVEMENT PROGRAM PROJECT ALLOCATION CHART

The FY 2010 - FY 2014 Adopted General Fund Capital Improvement Program totals \$192.5 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. Parks, Recreation and Community Facilities projects include those approved in the Bond Referendum approved on November 3, 2009.



FIRE RESCUE AND EMERGENCY SERVICES SUMMARY

Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
Fire and Rescue Station 14	0	1,000,000	5,175,000	0	0	0	6,175,000
Replacement Apparatus	0	280,000	2,395,000	1,649,000	2,486,000	0	6,810,000
Total	\$0	\$1,280,000	\$7,570,000	\$1,649,000	\$2,486,000	\$0	\$12,985,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	1,221,000	1,294,000
Operating	0	0	459,000	37,000
Debt Service	0	0	433,041	433,041
Debt Service Master Lease (cumulative)	0	0	375,000	620,000
Revenue/Savings	0	0	(38,000)	(40,000)
Total	\$0	\$0	\$2,450,041	\$2,344,041

FIRE AND RESCUE STATION 14

Total Project Cost: \$6,175,000

Est. Opening Date: FY13

Lead Agency: Fire and Rescue

PROGRAM DESCRIPTION

Fire and Rescue Station 14 will be located in North Stafford. The building will be a minimum of 14,336 square feet and house 1 engine, 1 ladder truck, and 1 Advanced Life Support Ambulance. Career staffing will be needed for a 24-hour engine, a 24-hour ladder truck, and a 24-hour ambulance. The building will include apparatus bays, workshop, sleeping quarters, kitchen and dayroom, physical fitness room, offices, and a training room. A temporary station was added in November of 2008 due to a possible Insurance Service's Office (ISO) downgrade. With the addition of this station, data supports that response times have improved. This is a high growth, heavily populated and commercialized area that is currently critically underserved. Response times in this area are rarely within benchmark, and the hazard/risk analysis shows that this is a "critical need" area for a fire and rescue station. 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

The operating costs will begin in FY 2013 and includes funding for 18 new employees. 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. Current staffing is for an engine crew only. Start up costs include furniture and equipment for the facility.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	1,000,000	0	0	0
Construction	0	0	4,700,000	0	0
Equipment	0	0	0	0	0
Contingency	0	0	475,000	0	0
Total	\$0	\$1,000,000	\$5,175,000	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	1,000,000	0	0	0
Bonds	0	0	5,175,000	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Master Lease	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Grant	0	0	0	0	0
Total	\$0	\$1,000,000	\$5,175,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	1,221,000	1,294,000
Operating	0	0	459,000	37,000
Debt Service	0	0	433,041	433,041
Debt Service Master Lease	0	0	0	0
Revenue/Savings	0	0	(38,000)	(40,000)
Total	\$0	\$0	\$2,075,041	\$1,724,041

FIRE AND RESCUE REPLACEMENT APPARATUS

Total Project Cost: \$6,810,000

Est. Opening Date: n/a

Lead Agency: Fire and Rescue Department

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/ankers; 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

<u>Cost Categories</u>	<u>Prior Year</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
Replacement Apparatus	0	280,000	2,395,000	1,649,000	2,486,000
Total	\$0	\$280,000	\$2,395,000	\$1,649,000	\$2,486,000

<u>Funding Sources</u>	<u>Prior Year</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
Current Revenue	0	280,000	265,000	255,000	323,000
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Master Lease	0	0	2,130,000	1,394,000	2,163,000
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Grant	0	0	0	0	0
Total	\$0	\$280,000	\$2,395,000	\$1,649,000	\$2,486,000

<u>Operating Impacts</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service Master Lease	0	0	375,000	620,000
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$375,000	\$620,000



INFORMATION TECHNOLOGY SUMMARY

Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
Land Information System	0	0	680,000	0	0	0	680,000
Computer Aided Dispatch System	0	0	3,200,000	0	0	0	3,200,000
Infrastructure	0	200,000	100,000	100,000	300,000	0	700,000
Total	\$0	\$200,000	\$3,980,000	\$100,000	\$300,000	\$0	\$4,580,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	157,148	166,577	176,571
Operating	0	0	6,000	279,000
Debt Service	0	0	1,001,409	1,001,409
Revenue	0	0	0	0
Total	\$0	\$157,148	\$1,173,986	\$1,456,981

INFORMATION TECHNOLOGY INFRASTRUCTURE

Total Project Cost: \$700,000

Est. Opening Date: ongoing

Lead Agency: Information Technology

PROGRAM DESCRIPTION

1. FY 11 County's Internet Firewall and related network protection hardware and software will be at end of life and without maintenance contracts therefore need to be replaced.



OPERATING IMPACT SUMMARY

There are no operating costs associated with these projects

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Internet Pix and Firewall	0	100,000	0	0	0
V M Cluster for PSB	0	100,000	0	0	0
Servers and Network	0	0	100,000	100,000	0
Voice over Internet Protocol	0	0	0	0	300,000
Other	0	0	0	0	0
Total	\$0	\$200,000	\$100,000	\$100,000	\$300,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	200,000	100,000	100,000	300,000
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$200,000	\$100,000	\$100,000	\$300,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

	Project Amount
FY2011 Projects	
Internet Pix and Firewall Replacement	100,000
Virtual Machine Cluster for Public Safety Building	100,000
FY2011 Total	\$200,000
FY2012 Projects	
Servers & Network	100,000
FY2012 Total	\$100,000
FY2013 Projects	
Servers	100,000
FY2013 Total	\$100,000
FY2014 Projects	
Voice over Internet Protocol	300,000
FY2014 Total	\$300,000
Total FY2011 thru FY2014	\$700,000





PARKS REC. AND COMMUNITY FACILITIES SUMMARY

2009 Bond Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Bond Funding	Total Project Cost
Chichester Park	338,000	609,000	3,000,000	3,091,000	0		6,700,000	7,038,000
Curtis Park Pool	6,000	0	550,000	2,000,000	3,450,000		6,000,000	6,006,000
Improvements to Existing Parks	0	0	0	0	0	2,000,000	2,000,000	2,000,000
Land Acquisition	0	0	2,000,000	0	0		2,000,000	2,000,000
McDuff Green Park Phase 2	0	50,000	0	450,000	0	500,000	1,000,000	1,000,000
Musselman Park	1,187,000	350,000	1,650,000	0	0		2,000,000	3,187,000
Rectangular Fields with Land	0	2,300,000	655,000	2,000,000	3,345,000		8,300,000	8,300,000
Trails	0	0	0	0	0	1,000,000	1,000,000	1,000,000
Total	\$1,531,000	\$3,309,000	\$7,855,000	\$7,541,000	\$6,795,000	\$3,500,000	\$29,000,000	\$30,531,000

Projects: Other Funding Sources	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Bond Funding	Total Project Cost
Belmont-Ferry Farm Trail	390,000	1,376,000	0	0	0	0	0	1,766,000
2001 Park Bond Interest	518,000	654,000	0	0	0	0	0	1,172,000
Infrastructure	0	582,000	209,000	751,000	516,000	0	0	2,058,000
Total	\$908,000	\$2,612,000	\$209,000	\$751,000	\$516,000	\$0	\$0	\$4,996,000
Total all Projects	\$2,439,000	\$5,921,000	\$8,064,000	\$8,292,000	\$7,311,000	\$3,500,000	\$29,000,000	\$35,527,000

*Red indicates cash/grant funded projects

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	28,000	153,000	451,000
Operating	0	24,000	231,061	382,963
Debt Service	0	276,895	934,196	1,565,222
Revenue	0	0	0	(47,000)
Total	\$0	\$328,895	\$1,318,257	\$2,352,185

CHICHESTER PARK

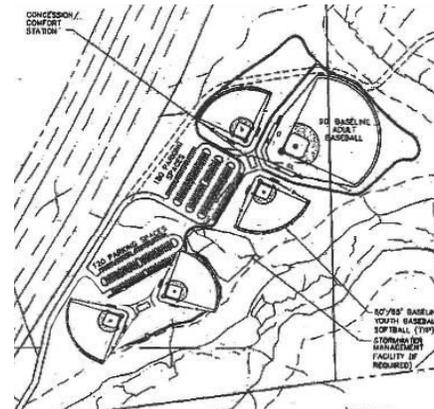
Total Project Cost: \$7,038,000

Est. Opening Date: FY14

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

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. This project was included in the Parks bond referendum approved by Stafford County voters on November 3, 2009. Scope of work: 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 one would include the planning for the site and provision of 3-4 lighted baseball fields, scorers' facilities, adequate parking to hold tournaments, a maintenance facility with a large equipment storage area and meeting space and a playground and picnic shelter(s).



OPERATING IMPACT SUMMARY

Operating impact, to begin in FY14 includes one-time start up costs for field maintenance equipment and 2 vehicles. Ongoing operating costs include expenses for field maintenance, utilities and 2 additional full-time and 4 part-time employees and will be offset by anticipated revenues from rentals, tournament fees and concessions.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	3,000	609,000	0	0	0
Property Acquisition	335,000	0	0	0	0
Construction	0	0	3,000,000	3,091,000	0
Equipment	0	0	0	0	0
Contingency	0	0	0	0	0
Total	\$338,000	\$609,000	\$3,000,000	\$3,091,000	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	338,000	609,000	3,000,000	3,091,000	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$338,000	\$609,000	\$3,000,000	\$3,091,000	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	288,000
Operating	0	0	0	299,000
Debt Service		50,961	301,999	560,652
Revenue/Savings	0	0	0	(46,000)
Total	\$0	\$50,961	\$301,999	\$1,101,652

MCDUFF GREEN PARK PHASE 2

Total Project Cost: \$1,000,000

Est. Opening Date: FY16

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

This project plans the use of this new land in relation with the existing Duff McDuff Green Park and the land owned by the University of Mary Washington. Improvements to the out buildings for park maintenance equipment storage and the farm house as well as improvements to park access. The farm house will need repairs to prevent degradation of the structure and likely some systems upgrades. Construction of athletic fields and trails are proposed in this phase. Approximately 128 acres of new parkland was donated to the County in 2009. 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. The long term uses of the house will be considered in any renovation work. Access to all parcels will need to be addressed. 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.



OPERATING IMPACT SUMMARY

Operating expenses, to begin in FY16, include one-time startup costs for equipment and ongoing operating costs for the house, new amenities, and utilities. Expenses will be partially offset by revenues from field and farm land rental.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	50,000	0	450,000	0
Property Acquisition	0	0	0	0	0
Construction	0	0	0	0	0
Equipment	0	0	0	0	0
Contingency (10%)	0	0	0	0	0
Total	\$0	\$50,000	\$0	\$450,000	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	50,000	0	450,000	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$50,000	\$0	\$450,000	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	4,184	4,184	41,840
Revenue/Savings	0	0	0	0
Total	\$0	\$4,184	\$4,184	\$41,840

MUSSELMAN PARK

Total Project Cost: \$3,187,000

Est. Opening Date: FY13

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

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. This project was included in the Parks bond referendum approved by Stafford County voters on November 3, 2009. Development of 42 acres of property located off Truslow Road to include the planning for the site and provision of one grass baseball field and one grass rectangular field, both lighted and irrigated, a restroom building, picnic shelter, playground, trails, and parking.



OPERATING IMPACT SUMMARY

Estimated operating costs, to begin in FY13, include one-time startup costs for field maintenance equipment and 1 vehicle. Ongoing operating costs include funding for 1 additional full-time and 2 part-time positions. Also included are expenses for field maintenance and utilities.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	5,000	350,000	0	0	0
Property Acquisition	1,182,000	0	0	0	0
Construction	0	0	1,650,000	0	0
Equipment	0	0	0	0	0
Contingency	0	0	0	0	0
Total	\$1,187,000	\$350,000	\$1,650,000	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	1,187,000	350,000	1,650,000	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$1,187,000	\$350,000	\$1,650,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	124,000	132,000
Operating	0	0	177,000	29,000
Debt Service	0	29,288	167,359	167,359
Revenue/Savings	0	0	0	(1,000)
Total	\$0	\$29,288	\$468,359	\$327,359

RECTANGULAR ATHLECTIC FIELD COMPLEX

Total Project Cost: \$8,300,000

Est. Opening Date: FY15

Lead Agency: Parks, Recreation and Community Facilities

PROGRAM DESCRIPTION

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. When completed, this project 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. A maintenance facility, playground(s), restrooms, picnic shelter(s), and concession are envisioned. Parking adequate for tournaments will be provided. This project is Phase I of the site development, which may only construct 5-10 fields, some of which may not be lighted or irrigated, and would not include a maintenance facility. Land acquisition is included in the Land Acquisition CIP project. This project was identified in the Facilities Plan approved November 5, 2008. This project was included in the Parks bond referendum approved by Stafford County voters on November 3, 2009.



OPERATING IMPACT SUMMARY

Estimated operating costs, to begin in FY15, include one-time startup costs for field maintenance equipment and 3 vehicles. Ongoing expenses include operating costs for field maintenance and utilities, 3 additional full-time and 4 part-time positions. Operating costs will be offset by anticipated revenues from tournaments and concessions.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	0	655,000	0	0
Property Acquisition	0	2,300,000	0	0	0
Construction	0	0	0	2,000,000	3,345,000
Equipment	0	0	0	0	0
Contingency	0	0	0	0	0
Total	\$0	\$2,300,000	\$655,000	\$2,000,000	\$3,345,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	2,300,000	655,000	2,000,000	3,345,000
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$2,300,000	\$655,000	\$2,000,000	\$3,345,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	192,462	247,272	414,631
Revenue/Savings	0	0	0	0
Total	\$0	\$192,462	\$247,272	\$414,631

BELMONT-FERRY FARM TRAIL PHASES 3 & 5

Total Project Cost: \$1,766,000

Est. Opening Date: FY12

Lead Agency : Parks, Recreation and Community Facilities

PROGRAM DESCRIPTION

The Belmont-Ferry Farm Trail provides bicycle/pedestrian access from historic Falmouth to Ferry Farm. Phase 3 is a 10' wide asphalt trail from the Historic Port of Falmouth Park (HPOF) through St Clair Brooks Park to include a retaining wall section from River Road to Brooks Park and connects to the existing trail along Butler Road. Phase 5 begins near Belmont and ties into Phase 3 in the HPOF. The trail will enhance economic development and tourism in this area, and provide recreational opportunities for residents and visitors. The Fredericksburg-Stafford Park Authority (FSPA) built Phases 1 & 2. The County is working on Phase 3 and Phase 5. Federal SAFETEA-LU grants have been awarded for both phases of the project to reimburse the County and have a remaining balance of \$1.2 million. Funds proposed to implement these two phases; \$1.1 million in SAFETU-LU grant funds and \$275K of Transportation funds for a total of \$1.4 million. However, funding of the full \$1.4 million will be needed from County funds initially to award the construction contract(s) with the grants reimbursing the County at 80% of the contract amount



OPERATING IMPACT SUMMARY

Post construction an additional part time staff person will be required in FY 2012 to maintain the trail.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	390,000	14,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	1,238,000	0	0	0
Equipment	0	0	0	0	0
Contingency	0	124,000	0	0	0
Total	\$390,000	\$1,376,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	78,000	460,000	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	312,000	916,000	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$390,000	\$1,376,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	28,000	29,000	31,000
Operating	0	22,000	22,000	22,000
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$50,000	\$51,000	\$53,000

2001 PARK BOND INTEREST PROJECTS

Total Project Cost: \$1,172,000

Est. Opening Date: FY12

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

The improvements funded by this project will provide much needed renovations to athletic fields, playgrounds, trails, and courts in various parks. It will also fund improve 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. Many existing facilities in the parks are old and do not comply with current ADA accessibility standards. Improvements were identified as priorities 1-12 on the priority list provided to the Board on October 6, 2009.



OPERATING IMPACT SUMMARY

A minimal increase in operating cost is expected as a result of this project, mainly for electricity for Duff playground and Woodlands Pool bubble storage lights and maintenance of the new trails at Willowmere. Some operating and maintenance savings may be realized at other sites as a result of upgrading the facilities.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	78,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	393,000	601,000	0	0	0
Equipment	0	0	0	0	0
Contingency (10%)	47,000	53,000	0	0	0
Total	\$518,000	\$654,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	72,000	0	0	0
Other	518,000	582,000	0	0	0
Total	\$518,000	\$654,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	2,000	2,000	2,000
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$2,000	\$2,000	\$2,000

PARKS & RECREATION BOND INTEREST PROPOSED PROJECT LIST

9/30/2009

Project Number	Prioritization Criteria						Priority	Park Site	Project Description	Cost per Facility	Units	No. of Facilities	Total Cost	Cumulative Total
	Safety	Legal/ADA	Preserve Asset	Capacity Increase	Customer Service	Total Points								
1		4	3	2	1	10	1	Carl Lewis	Expansion & paving of parking lot, ballfield regrading, drainage improvements	\$310,000	EA	1	\$310,000	\$310,000
2	4		3	2	1	10	2	Willowmere	Repair & expansion of trails	\$25	LF	4,000	\$100,000	\$410,000
3	4	4			1	9	3	Duff Green	Retrofit playground for ADA and provide lights	\$26,000	EA	1	\$26,000	\$436,000
4	4		3		1	8	4	Woodlands	Storage building for bubble Woodlands Pool	\$50,000	EA	1	\$50,000	\$486,000
5	4			2	1	7	5	Numerous Parks	Renovate existing athletic fields	\$100,000	LS	1	\$100,000	\$586,000
6	4			2		6	6	Curtis	Addition to Curtis shop	\$20,000	EA	1	\$20,000	\$606,000
7		4			1	5	7	Rowser	ADA bridge/trail to baseball field	\$35,000	EA	1	\$35,000	\$641,000
8	4				1	5	8	Brooks	Replace 90' baseball field backstop and fence	\$50,000	EA	1	\$50,000	\$691,000
9		4			1	5	9	CCC	ADA restrooms CCC	\$35,000	EA	1	\$35,000	\$726,000
10		4			1	5	10	Numerous Parks	ADA accessibility upgrades	\$150,000	LS	1	\$150,000	\$876,000
11	4				1	5	11	Pratt	Pratt tennis court repair	\$175,000	EA	1	\$175,000	\$1,051,000
12	4				1	5	12	Pratt	Basketball court repair	\$28,000	EA	1	\$28,000	\$1,079,000
13	4				1	5	13	Smith Lake	Ballfield foul ball netting	\$50,000	EA	1	\$50,000	\$1,129,000
14		4			1	5	14	Curtis	Create restroom facilities at shelter #7	\$400,000	EA	1	\$400,000	\$1,529,000
15	4				1	5	15	Curtis	Side walk and stormwater runoff at Curtis office	\$25,000	EA	1	\$25,000	\$1,554,000
16	4				1	5	16	Numerous Parks	Bleachers at athletic fields	\$6,000	EA	10	\$60,000	\$1,614,000
17		4			1	5	17	Willowmere	Expand parking lot near soccer fields	\$6,000	EA	100	\$600,000	\$2,214,000
18		4			1	5	18	Woodlands	Additional level added to include a classroom, office, storage, and ADA compliant components	\$500,000	EA	1	\$500,000	\$2,714,000
19	4					4	19	Smith Lake	Level foul area behind home plate Baseball Fld #1	\$15,000	EA	1	\$15,000	\$2,729,000
20			3		1	4	20	Curtis	Renovate shelter 4&6 restrooms Curtis Park	\$25,000	EA	1	\$25,000	\$2,754,000
21			3		1	4	21	Curtis	Tennis court repair	\$25,000	EA	1	\$25,000	\$2,779,000
22			3		1	4	22	Rowser	Renovate/grade baseball field and irrigate	\$150,000	EA	1	\$150,000	\$2,929,000
23			3		1	4	23	Brooks	Irrigate ball fields & replace UG water lines	\$20,000	EA	1	\$20,000	\$2,949,000
24			3			3	24	Woodlands	Woodlands Pool roof	\$30,000	EA	1	\$30,000	\$2,979,000
25			3			3	25	Brooks	Shelton's Cottage new roof	\$20,000	EA	1	\$20,000	\$2,999,000
26			3			3	26	Patawomeck	Security measures	\$65,000	EA	1	\$65,000	\$3,064,000
27			3			3	27	Duff Green	Resurface parking lots	\$175,000	EA	1	\$175,000	\$3,239,000
28			3			3	28	Smith Lake	Resurface parking lots	\$200,000	EA	1	\$200,000	\$3,439,000
29			3			3	29	Willowmere	Resurface parking lots	\$125,000	EA	1	\$125,000	\$3,564,000
30				2	1	3	30	Duff Green	Expansion of parking lot	\$5,000	EA	100	\$500,000	\$4,064,000
31				2	1	3	31	Duff Green	Expansion of trails & overlook	\$25	LF	4,000	\$100,000	\$4,164,000
32				2	1	3	32	Curtis	Remove baby pool and install Splash pad	\$200,000	EA	1	\$200,000	\$4,364,000
33				2	1	3	33	Smith Lake	Expand existing parking lot	\$5,000	EA	100	\$500,000	\$4,864,000
34					1	1	34	Not Identified	Dog Parks	\$15,000	EA	3	\$45,000	\$4,909,000
35					1	1	35	Numerous Parks	Internal park wayfinding signage	\$50,000	EA	1	\$50,000	\$4,959,000
36					1	1	36	Willowmere	Permanent restroom at soccer fields	\$400,000	LS	1	\$400,000	\$5,359,000
37					1	1	37	Carl Lewis	Playground	\$50,000	EA	1	\$50,000	\$5,409,000
38					1	1	38	Woodlands	Expand existing parking lot	\$5,000	EA	20	\$100,000	\$5,509,000
39					1	1	39	Not Identified	Add splash pads in a community park	\$200,000	EA	1	\$200,000	\$5,709,000
40						0	40	Duff Green	Master Planning	\$70,000	EA	1	\$70,000	\$5,779,000
41						0	41	Musselman	Master Planning	\$50,000	EA	1	\$50,000	\$5,829,000
42						0	42	Brooks	Master Planning	\$50,000	EA	1	\$50,000	\$5,879,000

CUMULATIVE TOTAL COST \$5,879,000

**PARKS, RECREATION AND COMMUNITY FACILITIES
(Governmental)**

Total Project Cost: \$816,000

Est. Opening Date: ongoing

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary.



OPERATING IMPACT SUMMARY

There are no operating costs associated with these projects

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
A/C Replacement, Repair	0	241,000	0	85,000	141,000
Parking Lot Repairs	0	0	0	72,000	0
Energy Management	0	64,000	64,000	54,000	0
Roof Replacement	0	41,000	0	0	0
Misc Repairs	0	0	0	54,000	0
Total	\$0	\$346,000	\$64,000	\$265,000	\$141,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	346,000	64,000	265,000	141,000
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$346,000	\$64,000	\$265,000	\$141,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

PARKS, RECREATION AND COMMUNITY FACILITIES
(Governmental)

FY2011 Projects

Administration Building - AC Replacement AHU-1	85,000
Administration Building. - AC Replacement AHU-2	141,000
Fire & Rescue - Energy Management - Ground Floor	64,000
Health Department - Roof Replacement	41,000
Health Department - AC Replacement	15,000
FY2011 Total	<u>\$346,000</u>

FY2012 Projects

Fire & Rescue Station 2 - Energy Management	64,000
FY2012 Total	<u>\$64,000</u>

FY2013 Projects

Administration Building - Repair Built-In Gutters	54,000
Administration Building - AC Chiller Unit Replacement	85,000
Porter Library - Energy Management System	54,000
Porter Library - Parking Lot Repairs	72,000
FY2013 Total	<u>\$265,000</u>

FY2014 Projects

Administration Building - AC Replacement AHU-3	141,000
FY2014 Total	<u>\$141,000</u>

Total FY2011 thru FY2014	<u><u>\$816,000</u></u>
---------------------------------	-------------------------

PARKS, RECREATION AND COMMUNITY FACILITIES (Parks)

Total Project Cost: \$1,242,000

Est. Opening Date: Ongoing

Lead Agency: Parks, Recreation and
Community Facilities

PROGRAM DESCRIPTION

Woodlands Pool roof; Curtis Park tennis court repair; Shelton's cottage new roof; deep tine aerator; Smith Lake foul ball netting; Smith Lake #1 level area behind home plate; bleachers at numerous parks; addition to Curtis shop; sidewalk and stormwater ru



OPERATING IMPACT SUMMARY

The increase is mainly attributed to the water cost for irrigating Brooks Park 3 fields. Otherwise minimal increases in operating cost is expected as a result of new netting at Smith Lake and the wayfinding signs. Some operating and maintenance savings

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Roof Repair	0	49,000	0	0	0
Tennis Court Repair	0	25,000	0	0	0
Additions/Renovations	0	115,000	95,000	480,000	0
Equipment	0	32,000	50,000	0	0
Signs for Parks	0	0	0	0	0
Parking Lots	0	15,000	0	6,000	0
ADA Accessibility	0	0	0	0	375,000
Total	\$0	\$236,000	\$145,000	\$486,000	\$375,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	236,000	145,000	486,000	375,000
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$236,000	\$145,000	\$486,000	\$375,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	30,061	30,963
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$30,061	\$30,963

**PARKS, RECREATION AND COMMUNITY FACILITIES
(Parks)**

FY2011 Projects

Woodlands Pool roof	29,000
Deep tine aerator	26,000
Shelton's Cottage new roof	20,000
Bleachers at athletic fields	6,000
Expansion of parking lot at Duff McDuff Green	5,000
Expand existing parking lot at Smith Lake	5,000
Dog parks	15,000
Expand existing parking lot at Woodlands Pool	5,000
Master planning of Musselman Park	50,000
Master planning of St. Clair-Brooks Park	50,000
Curtis tennis court repair	25,000
FY2011 Total	236,000

FY2012 Projects

Smith Lake foul ball netting	50,000
Smith Lake Level foul area behind #1 home plate	15,000
Bleachers at numerous fields	60,000
Addition to Curtis shop	20,000
FY2012 Total	145,000

FY2013 Projects

Sidewalk and stormwater runoff at Curtis office	25,000
Renovate shelter 4&6 restrooms Curtis Park	25,000
Expand parking lot near soccer fields at Willowmere Park	6,000
Irrigate ball fields & replace UG water lines at St. Clair-Brooks Park	20,000
Remove baby pool and install splash pad at Curtis Park Pool	200,000
Playground at Carl Lewis park	50,000
Master planning at Duff McDuff Green park	70,000
Brooks replace water lines and irrigate 3 fields	90,000
FY2013 Total	486,000

FY2014 Projects

ADA accessibility to remote fields	375,000
FY2014 Total	375,000

Total FY2011 thru FY2014 1,242,000

PUBLIC WORKS SUMMARY

Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
Community Development Service Center	0	0	500,000	0	0	0	500,000
Courthouse Addition	0	0	0	21,700,000	0	0	21,700,000
Courthouse Streetscape - Phase 1	587,000	617,000	0	0	0	0	1,204,000
Courthouse Streetscape - Phase 2	0	0	840,000	840,000	350,000	0	2,030,000
Government Center/Judicial Space	0	3,300,000	0	0	0	0	3,300,000
Total	\$587,000	\$3,917,000	\$1,340,000	\$22,540,000	\$350,000	\$0	\$28,734,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	250,000	347,000	368,000
Operating	0	20,000	114,000	100,000
Debt Service	0	0	0	1,741,264
Revenue/Savings	0	0	0	0
Total	\$0	\$270,000	\$461,000	\$2,209,264

COURTHOUSE STREETScape - PHASE 1

Total Project Cost: \$1,204,000

Est. Opening Date: FY11 (Phase 1)

Lead Agency: Public Works
Redevelopment

PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It supports the goals of the redevelopment areas and will provide key linkages to sidewalks in the Courthouse area. The project would 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 area is from Hope Road to the Stafford Hospital site along US-1 and radiating east to the school and west to I-95 along Courthouse Road.



OPERATING IMPACT SUMMARY

There are no operating impacts identified for this project since it is anticipated that ownership of the project will transfer to VDOT.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	223,000	0	0	0	0
Property Acquisition	0	37,000	0	0	0
Construction	290,000	498,000	0	0	0
Personnel (Matching Funds)	54,000	54,000	0	0	0
VDOT Oversight	20,000	28,000	0	0	0
Total	\$587,000	\$617,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Fuel Tax	93,000	0	0	0	0
State/Federal	440,000	563,000	0	0	0
Proffers	0	0	0	0	0
Matching Funds	54,000	54,000	0	0	0
Total	\$587,000	\$617,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

GOVERNMENT CENTER/JUDICIAL SPACE

Total Project Cost: \$3,300,000

Est. Opening Date: FY13

Lead Agency: Public Works

PROGRAM DESCRIPTION

The project involves renovation of the Courthouse Rescue Squad Building to house the Commonwealth's Attorney Offices. The project includes interior renovation and an elevator addition.



OPERATING IMPACT SUMMARY

Operating impacts begin in FY13 with the opening of the building. Operating start up costs include maintenance machinery and equipment and furniture and fixtures (smoking towers, trash receptacles and outside bench). Annual operating costs include building and sites, trash disposal, cleaning service, repair & maintenance (outside), maintenance service contracts, utilities, janitorial supplies, and repair & maintenance supplies.

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	100,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	3,200,000	0	0	0
Equipment	0	0	0	0	0
Other		0	0	0	0
Total	\$0	\$3,300,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	3,300,000	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$3,300,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	100,000	86,000
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$100,000	\$86,000



Schools

Summary of Projects

Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
New Renovation/Additions							
Falmouth Elementary Renovation	701,000	3,622,000	3,622,000	0	0	0	7,945,000
Grafton Elementary Renovation	25,000	725,800	3,795,725	3,795,725	0	0	8,342,250
Ferry Farm Renovation	0	0	788,343	3,985,510	3,985,510	0	8,759,363
Stafford Elementary Renovation	0	0	0	827,760	4,184,786	4,184,786	9,197,331
Moncure Elementary Renovation	0	0	0	0	869,148	8,788,049	9,657,197
Support Facilities New/Renovation							
Warehouse/Administration Addition - Central Support	186,000	0	0	4,717,000	0	0	4,903,000
Capital Maintenance (Infrastructure)							
School Site Improvements	0	4,145,000	6,920,000	4,135,000	5,924,000	0	21,124,000
Environmental Equipment Upgrades	0	771,000	3,505,000	2,978,000	2,300,000	0	9,554,000
Roof Repair or Replacement	0	0	3,720,000	1,350,000	700,000	0	5,770,000
Total	912,000	9,263,800	22,351,068	21,788,995	17,963,444	12,972,835	85,252,141

Funding Summary	FY2011/2012	FY2012/2013	FY2013/2014	FY2014/2015	Total
Bond	\$8,257,800	\$21,321,068	\$20,613,995	\$17,139,444	\$67,332,306
Current Revenue	1,006,000	1,030,000	1,175,000	824,000	4,035,000
Total	9,263,800	22,351,068	21,788,995	17,963,444	71,367,306

Operating Impacts Summary	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Capital	0	0	0	0
Debt Service	0	691,007	2,475,140	4,200,105
Revenue/Savings	0	0	0	(80,000)
Total	0	691,007	2,475,140	4,120,105

Falmouth Elementary School Renovation - 2012

Total Project Cost: \$7,945,000

Lead Agency : Schools

PROGRAM DESCRIPTION

A Level 4 Renovation of FES will include an upgrade to all life safety deficiencies, update to building codes to include sprinkler system, upgrade to HVAC and electrical systems, site improvements, architectural upgrades, (finishes, doors, hardware, windows, roof), kitchen upgrades, new media center, ADA upgrades, plumbing upgrades, fire alarm upgrades, data system upgrades, PA system upgrades, Main Entrance Security, lighting upgrades, roofs, and major space changes/additions.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	701,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	3,622,000	3,622,000	0	0
Project Contingency	0	0	0	0	0
Other	0	0	0	0	0
Total	\$701,000	\$3,622,000	\$3,622,000	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	701,000	3,622,000	3,622,000	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$701,000	\$3,622,000	\$3,622,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Capital	0	0	0	0
Debt Service	0	303,087	606,173	606,173
Revenue/Savings	0	0	0	(80,000)
Total	\$0	\$303,087	\$606,173	\$526,173

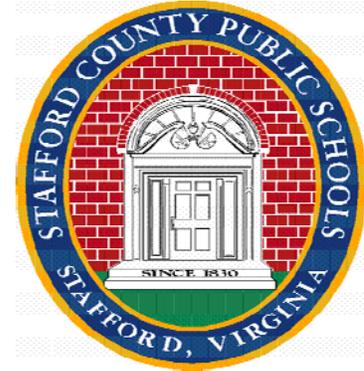
Grafton Elementary School Renovation - 2013

Total Project Cost: \$8,342,250

Lead Agency : Schools

PROGRAM DESCRIPTION

A Level 4 Renovation of GVES will include an upgrade to all life safety deficiencies, update to building codes to include sprinkler system, upgrade to HVAC and electrical systems, site improvements, architectural upgrades, (finishes, doors, hardware, windows, roof), kitchen upgrades, new media center, ADA upgrades, plumbing upgrades, fire alarm upgrades, data system upgrades, PA system upgrades, Main Entrance Security, lighting upgrades, roofs, and major space changes/additions.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	25,000	725,800	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	0	3,795,725	3,795,725	0
Project Contingency	0	0	0	0	0
Other	0	0	0	0	0
Total	\$25,000	\$725,800	\$3,795,725	\$3,795,725	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	25,000	0	0	0	0
Bonds	0	725,800	3,795,725	3,795,725	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$25,000	\$725,800	\$3,795,725	\$3,795,725	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Capital	0	0	0	0
Debt Service	0	60,734	378,358	695,982
Revenue	0	0	0	0
Total	\$0	\$60,734	\$378,358	\$695,982

School Site Improvements - 2011 - 2014

Total Project Cost: \$21,124,000

Lead Agency : Schools

PROGRAM DESCRIPTION

Improvements to various schools, facilities and grounds to correct deficiencies in safety, security, maintenance and repair. Project designs are done the same year the projects construction is to be started unless it is specifically noted.

OPERATING IMPACT SUMMARY



PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	4,145,000	6,920,000	4,135,000	5,924,000
Project Contingency	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$4,145,000	\$6,920,000	\$4,135,000	\$5,924,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	690,000	920,000	785,000	824,000
Bonds	0	3,455,000	6,000,000	3,350,000	5,100,000
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$4,145,000	\$6,920,000	\$4,135,000	\$5,924,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Capital	0	0	0	0
Debt Service	0	289,112	791,188	1,071,514
Revenue	0	0	0	0
Total	\$0	\$289,112	\$791,188	\$1,071,514

Environmental Upgrades - 2011 - 2014

Total Project Cost: \$9,554,000

Lead Agency : Schools

PROGRAM DESCRIPTION

Environmental (Heating, ventilation, air conditioning) equipment requiring repair, upgrade, and/or replacement to federal, state and local regulations are outlined in the attached sheet. Project designs will be initiated during the year the construction is required to start unless noted for the specific project. Stafford County Public Schools are required by federal state and local regulations and building codes to provide and maintain environmental equipment that results in a safe and healthy learning and working environment in all of our facilities. SCPS maintains and operates in excess of 3.77M SF of conditioned facility space.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	Prior Year	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	771,000	3,505,000	2,978,000	2,300,000
Project Contingency	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$771,000	\$3,505,000	\$2,978,000	\$2,300,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	316,000	110,000	390,000	0
Bonds	0	455,000	3,395,000	2,588,000	2,300,000
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$771,000	\$3,505,000	\$2,978,000	\$2,300,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Capital	0	0	0	0
Debt Service	0	38,074	322,165	538,728
Revenue	0	0	0	0
Total	\$0	\$38,074	\$322,165	\$538,728

Capital Maintenance (Infrastructure)

FY2011 Projects	Project Amount
Repair Athletic Fields, & Out Buildings - NSHS	\$950,000
Repair Building Envelopes - NSHS	\$850,000
Replace Walk-in Freezers & Refrigerators - NSHS & SHS	\$100,000
Repair Lock Systems (Phase III): HHPMS, RTMS, GMS, MVHS, SHS, CFHS, NSHS & SMS	\$550,000
Replace Gym Floor - SHS	\$255,000
Upgrade Security Main Entrances (Phase IV) - BPHS & NSHS	\$750,000
Replace Hot Water Boiler - SMS	\$155,000
Replace Chillers - RES (1), PRES (2)	\$300,000
	Total Bond \$3,910,000
Current Revenue	
Repair Exterior (Paint) - GMS & CFHS	\$250,000
Replace Telephone, Media Retrieval & PA Systems - BPHS, WES & WCES	\$440,000
Replace Heat Pump Units - DMS (15)	\$140,000
Replace Roof Top/Condensing/Heat Pump Units - HOES	\$156,000
Replace Hot Water Heaters - DMS	\$10,000
Replace Roof Top/Condensing/Heat Pump Units - WES	\$10,000
	Total Current Revenue \$1,006,000
	FY2011 Total \$4,916,000
FY2012 Projects	
Repair Pavement - SMS & HHPMS	\$900,000
Repair Athletic Fields - SHS, DMS	\$950,000
Replace Generators - BPHS, HOES, SMS, PRES, RES & WES	\$1,900,000
Repair Refuse Enclosures (Phase I) - WCES, KWBE, MBES, HOES, HES, PRES	\$300,000
Repair Lock Systems (Phase IV) - DMS, AGWMS, Eight ES	\$200,000
Construct School Forum/Auditorium - DSMS	\$750,000
Upgrade Security Entrances (Phase V) - MVHS & CFHS	\$1,000,000
Replace AHU - AGWMS(14), NSHS (30)	\$2,570,000
Install Kitchen RTUs - NSHS, PRES & WCES	\$825,000
Replace Roof - NSHS (A, B, C, D, E & Outbuildings) & SHS (FB Stadium)	\$3,720,000
	Total Bond \$13,115,000
Current Revenue	
Construct/Replace Storage Sheds - CFHS, HES	\$255,000
Repair Exterior (Paint) - SHS, RRES, GMC & SMS	\$300,000
Install Messaging Marquees - DMS (Electronic), RTMS (Manual) & AGWMS/GES/RES (Manual)	\$150,000
Replace Telephone, Media Retrieval & PA Systems- HES	\$150,000
Repair Playground and Play Areas - RES	\$65,000
Replace Hot Water Heater - WES (2), RES, HOES, & WCES	\$90,000
Replace Package Units - Fleet (3)	\$20,000
	Total Current Revenue \$1,030,000
	FY2012 Total \$14,145,000

Capital Maintenance (Infrastructure)

FY2013 Projects

Repair Pavement - RTMS	\$600,000
Repair Building Envelope - HHPMS, SMS & AGWMS	\$500,000
Install Water Line (Phase I) - HES	\$1,600,000
Repair Refuse Enclosures (Phase II) - RES, RRES WES, GES/AGWMS, GMS, RTMS, HHPMS & SMS	\$450,000
Repair Lock Systems (Phase V) - Seven (7) ES	\$200,000
Replace Boilers - BPHS (2)	\$800,000
Replace Heat Pumps - RTMS (128)	\$768,000
Replace AHUs - PRES (5), RES (4), WES (5)	\$645,000
Replace MSI units - GMC (44)	\$375,000
Replace Roof - HHPMS (Area B & Out Buildings) AGWMS (C & D)/GES (AREA B), Gary Melcher (Area A) & HOES (A, B, D, & Outbuildings)	\$1,350,000
Total Bond	7,288,000

Current Revenue

Construct/Replace Storage Sheds - RES, HOES, WCES, RRES	\$275,000
Install Projectors (Phase I) - WCES	\$140,000
Repair Exterior (Paint) - RTMS, KWBES & FLEET	\$300,000
Repair Playground and Play Areas - WES	\$70,000
Replace Boiler - HOES; Add 2nd Boiler - HOES	\$390,000
Total Current Revenue	\$1,175,000

FY2013 Total \$8,463,000

FY2014 Projects

Repair Athletic Fields & Out Buildings - CFHS	\$800,000
Repair Pavement - RES, HOES & CFHS (seal all Paths)	\$1,200,000
Replace Football & Baseball Field Lighting - NSHS	\$1,500,000
Install Water Line (Phase II) - HES	\$1,600,000
Replace Condensing Units/Heat Pumps - WCES (10)	\$200,000
Replace AHUs - HOES (10) & BPHS (18)	\$1,200,000
Install Cafeteria RTUs - HOES, RRES & AGWMS	\$900,000
Replace Roof - BPHS (Area B), WCES (Area A, B & C)	\$700,000
Total Bond	\$8,100,000

Current Revenue

Construct/Replace Storage Sheds - GMS, KWBES, & AYBAC	\$294,000
Install Projectors (Phase II) - WES, PRES	\$300,000
Install Messaging Marquee - DSMS (Electronic) & MVHS (Electronic)	\$150,000
Repair Playground and Play Areas - GES	\$80,000
Total Current Revenue	\$824,000

FY2014 Total \$8,924,000

Total FY2011 Thru FY2014 \$36,448,000





TRANSPORTATION SUMMARY
(Projects were approved by voter referendum in November 08)

Bond Projects	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
Route 1, Jefferson Davis Highway	0	0	700,000	600,000	0		1,300,000
Route 608, Brooke Road, south of Eskimo Hill Road	0	650,000	0	2,925,000	2,925,000	0	6,500,000
Route 608, Brooke Road, east of Raven Road	0	0	0	0	180,000	1,620,000	1,800,000
Route 616, Poplar Road, north of Kellogg Mill Road	0	1,155,000	945,000	0	0	0	2,100,000
Route 616, Poplar Road, south of Mountain View Road	0	0	90,000	405,000	405,000	0	900,000
Route 627, Mountain View Road north of Centreport Parkway	0	0	530,000	0	0	4,770,000	5,300,000
Route 627, Mountain View Road from Joshua Road to Rose Hill Farm Road	1,360,000	1,570,000	1,670,000	0	0	0	4,600,000
Route 627, Mountain View Road, and Route 651, Kellogg Mill Road, Intersection	0	0	130,000	0	585,000	585,000	1,300,000
Route 644, Rock Hill Church Road	0	0	0	0	90,000	810,000	900,000
Route 17, Warrenton Road	7,200,000	0	0	10,802,000	0	29,698,000	47,700,000
Route 610, Garrisonville Road	0	870,000	0	0	6,920,000	3,910,000	11,700,000
Route 606, Ferry Road	0	0	500,000	2,250,000	0	2,250,000	5,000,000
Route 630, Courthouse Road: Cedar Lane to Winding Creek Road	0	0	0	1,600,000	0	19,700,000	21,300,000
Route 630, Courthouse Road: Winding Creek Road to Shelton Shop Road	0	0	0	0	0	8,900,000	8,900,000
Route 637, Telegraph Road	0	0	630,000	0	2,835,000	2,835,000	6,300,000
Route 651, Kellogg Mill Road Relocation	0	0	0	0	180,000	1,620,000	1,800,000
Route 652, Truslow Road, East of I-95	0	0	0	0	700,000	6,300,000	7,000,000
Route 652, Truslow Road, West of I-95	0	0	0	0	310,000	2,790,000	3,100,000
Pedestrian Improvements	0	0	380,000	380,000	380,000	760,000	1,900,000
Poplar Road Phase I	290,000	1,510,000	0	0	0	0	1,800,000
Total	\$8,850,000	\$5,755,000	\$5,575,000	\$18,962,000	\$15,510,000	\$86,548,000	\$141,200,000

Funding Sources	FY2010 and Prior Funding	FY2011	FY2012	FY2013	FY2014	Later Years Funding	Total Project Cost
General Obligation Bonds	0	0	2,050,000	5,425,000	13,930,000	48,595,000	70,000,000
Cash (Fuel Tax, Service District)	750,000	3,950,000	1,670,000	1,100,000	1,060,000	5,260,000	13,790,000
Other Funding Source	8,100,000	1,805,000	1,855,000	12,437,000	520,000	32,693,000	57,410,000
Total	\$8,850,000	\$5,755,000	\$5,575,000	\$18,962,000	\$15,510,000	\$86,548,000	\$141,200,000

Operating Impacts	FY11	FY12	FY13	FY14
Debt Service	0	0	171,543	625,503
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$171,543	\$625,503

ROUTE 608, BROOKE ROAD, SOUTH OF ESKIMO HILL ROAD

Total Project Cost: \$6,500,000

Est. Opening Date: FY17

Lead Agency: Public Works

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	FY11	FY12	FY13	FY14
Planning/Design	0	650,000	0	0	0
Property Acquisition	0	0	0	2,925,000	0
Construction	0	0	0	0	2,925,000
Equipment	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$650,000	\$0	\$2,925,000	\$2,925,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	2,575,000	2,925,000
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
VDOT Revenue Sharing	0	650,000	0	350,000	0
Total	\$0	\$650,000	\$0	\$2,925,000	\$2,925,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	215,474
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$215,474

ROUTE 616, POPLAR ROAD, NORTH OF KELLOGG MILL ROAD

Total Project Cost: \$2,100,000

Est. Opening Date: FY12

Lead Agency : Public Works

PROGRAM DESCRIPTION

Reconstruct Poplar Road from 0.20 miles north of Kellogg Mill Road to 0.77 miles north of 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	FY11	FY12	FY13	FY14
Planning/Design	0	210,000	0	0	0
Property Acquisition	0	945,000	0	0	0
Construction	0	0	945,000	0	0
Equipment	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$1,155,000	\$945,000	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	210,000	890,000	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
VDOT Revenue Sharing	0	945,000	55,000	0	0
Total	\$0	\$1,155,000	\$945,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

ROUTE 627, MOUNTAIN VIEW ROAD FROM JOSHUA ROAD TO ROSE HILL FARM ROAD

Total Project Cost: \$4,600,000

Est. Opening Date: FY13

Lead Agency : Public Works

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	FY11	FY12	FY13	FY14
Planning/Design	460,000	0	0	0	0
Property Acquisition	0	1,570,000	0	0	0
Construction	0	0	1,670,000	0	0
Equipment	0	0	0	0	0
Other	900,000	0	0	0	0
Total	\$1,360,000	\$1,570,000	\$1,670,000	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	460,000	1,570,000	1,670,000	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
VDOT Revenue Sharing	900,000	0	0	0	0
Total	\$1,360,000	\$1,570,000	\$1,670,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

ROUTE 610, GARRISONVILLE ROAD

Total Project Cost: \$11,700,000

Est. Opening Date: FY16

Lead Agency: Public Works

PROGRAM DESCRIPTION

Widen to 6-lanes Garrisonville Road from Onville Road to Eustace 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	FY11	FY12	FY13	FY14
Planning/Design	0	870,000	0	0	0
Property Acquisition	0	0	0	0	6,920,000
Construction	0	0	0	0	0
Equipment	0	0	0	0	0
Other	0	0	0	0	0
Total	\$0	\$870,000	\$0	\$0	\$6,920,000

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	5,860,000
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other = Service District	0	870,000	0	0	1,060,000
Total	\$0	\$870,000	\$0	\$0	\$6,920,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

POPLAR ROAD PHASE I

Total Project Cost: \$1,800,000

Est. Opening Date: FY11

Lead Agency: Public Works

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	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	750,000	0	0	0
Construction	290,000	760,000	0	0	0
Equipment	0	0	0	0	0
Other	0	0	0	0	0
Total	\$290,000	\$1,510,000	\$0	\$0	\$0

Funding Sources	Prior Year	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Fire Levy	0	0	0	0	0
Debt	0	0	0	0	0
Fuel Tax	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Impact Fees	290,000	1,510,000	0	0	0
Total	\$290,000	\$1,510,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	0	0	0
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

**Department of Utilities
County of Stafford, Virginia
Adopted Capital Improvement Program FY2011-2014**

On June 15, 2010, the Stafford County Board of Supervisors adopted the Capital Improvement Program (CIP) shown below. The adopted CIP is part of a more comprehensive 10-Year Utilities Financial Plan which is used to monitor cash levels, reserve levels and debt ratio calculations relative to projected long-term targets.

Projects	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Water Projects	137,883,000	9,050,000	4,982,000	1,190,000	644,000	15,866,000	153,749,000
Wastewater Projects	41,548,000	29,164,000	1,178,000	4,882,000	4,586,000	39,810,000	81,358,000
Both Water/Wastewater	202,000	400,000	192,000	65,000	650,000	1,307,000	1,509,000
Total Utilities Projects (Budget Needs)	\$ 179,633,000	\$ 38,614,000	\$ 6,352,000	\$ 6,137,000	\$ 5,880,000	\$ 56,983,000	\$ 236,616,000

Projects	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Water Projects	51,476,000	46,457,000	29,982,000	25,190,000	644,000	102,273,000	153,749,000
Wastewater Projects	18,506,000	34,092,000	13,292,000	10,882,000	4,586,000	62,852,000	81,358,000
Both Water/Wastewater	202,000	400,000	192,000	65,000	650,000	1,307,000	1,509,000
Total Utilities Projects (Cash Needs)*	\$ 70,184,000	\$ 80,949,000	\$ 43,466,000	\$ 36,137,000	\$ 5,880,000	\$ 166,432,000	\$ 236,616,000

* The 'Cash Needs' view reflects how multiple-year project expenditures are expected to impact cash flows throughout the planning period. Some of the larger Utilities projects have been budgeted in Prior Years, but are still under construction.

Operating Impacts Summary	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014
Personnel		100,000	109,000	369,000	1,130,000
Operating		150,000	151,000	415,000	1,179,000
Debt Service		-	2,106,000	3,651,000	5,105,000

**Department of Utilities
County of Stafford, Virginia
Adopted Capital Improvement Program FY2011-2014**

The Utilities Financials are managed as two separate funds (Expansion & Operations) per the Utilities Fiscal Policy adopted by the BOS (R10-145).

The Expansion Fund has the following sources of revenue:

Availability Fees (customer/developer pays before hook up to the system)

- Cover system expansions, changes in regulation or changes in technology
- Include reservoirs & dams, treatment facilities and neighborhood projects

ProRata Fees (developer pays as part of construction fees)

- Used to recover the developer's proportionate share of the cost of common infrastructure
- Include water tanks, water and sewer mains and pumping stations

User Fees (paid monthly by the Utilities customers)

- The Utilities Fiscal Policy allows for user fees to be charged to cover a portion of debt service
- (Reduces risk of sole reliance on non-recurring revenues for the payment of debt service)

Expansion Funded Summary	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Bond/Availability Funded Projects	59,076,000	41,358,000	31,974,000	26,000,000	-	99,332,000	158,408,000
Grant Funded Projects	2,800,000	3,225,000	1,375,000	-	-	4,600,000	7,400,000
ProRata Funded Projects	4,330,000	26,258,000	6,865,000	7,229,000	2,876,000	43,228,000	47,558,000
Total Expansion Funded Projects	\$ 66,206,000	\$ 70,841,000	\$ 40,214,000	\$ 33,229,000	\$ 2,876,000	\$ 147,160,000	\$ 213,366,000
Expansion Fund: Affordability Level	87,120,000	46,879,000	40,704,000	42,467,000	(2,046,000)		
Annual (Deficit)/Surplus	20,914,000	(23,962,000)	490,000	9,238,000	(4,922,000)		
Cumulative (Deficit)/Surplus	20,914,000	(3,048,000)	(2,558,000)	6,680,000	1,758,000		

The Operations Fund has a single source of revenue: User Fees (paid monthly by the Utilities customers)

- Cover day-to-day operations and the on-going capital improvements to the existing system(also called Repair, Replacement & Rehabilitation or 3R)

Operations Funded Summary	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Total Operations Funded Projects	\$3,978,000	\$10,108,000	\$3,252,000	\$2,908,000	\$3,004,000	\$19,272,000	\$23,250,000
Operations Fund: Affordability Level	18,221,000	1,205,000	1,766,000	2,438,000	2,183,000		
Annual (Deficit)/Surplus	14,243,000	(8,903,000)	(1,486,000)	(470,000)	(821,000)		
Cumulative (Deficit)/Surplus	14,243,000	5,340,000	3,854,000	3,384,000	2,563,000		

Note: The Utilities Fiscal Policy allows for short-term "borrowing" between the Expansion and Operations funds.

Department of Utilities
County of Stafford, Virginia
Adopted Capital Improvement Program FY2011-2014

Projects	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Water							
1. Rocky Pen Water Storage Reservoir	125,000,000	-	-	-	-	-	125,000,000
<i>Projected Cash Flow:</i>	<i>48,000,000</i>	<i>28,000,000</i>	<i>25,000,000</i>	<i>24,000,000</i>			
2. 370N Water Booster Pump Station	-	-	82,000	625,000	-	707,000	707,000
3. 342 Water Zone System Improvements	1,200,000	8,000,000	4,000,000	-	-	12,000,000	13,200,000
4. Celebrate Virginia Storage Tank	1,947,000	200,000	-	-	-	200,000	2,147,000
<i>Projected Cash Flow:</i>	<i>-</i>	<i>2,147,000</i>	<i>-</i>	<i>-</i>			
5. Courthouse Area Water Tank	2,147,000	-	-	-	-	-	2,147,000
<i>Projected Cash Flow:</i>	<i>200,000</i>	<i>1,947,000</i>	<i>-</i>	<i>-</i>			
6. 480 Zone Water System Improvements	2,495,000	115,000	-	65,000	144,000	324,000	2,819,000
<i>Projected Cash Flow:</i>	<i>610,000</i>	<i>2,000,000</i>		<i>65,000</i>	<i>144,000</i>		
7. 370 Zone Water System Improvements	1,308,000	-	-	-	-	-	1,308,000
<i>Projected Cash Flow:</i>	<i>100,000</i>	<i>1,208,000</i>					
8. Courthouse Road Waterline	1,534,000	-	-	-	-	-	1,534,000
<i>Projected Cash Flow:</i>	<i>153,000</i>	<i>1,381,000</i>					
9. Ramoth Church Rd Waterline	1,139,000	-	-	-	-	-	1,139,000
<i>Projected Cash Flow:</i>	<i>100,000</i>	<i>1,039,000</i>					
10. 310 Zone Imp.(Hamptn Oaks&Austn Rdg)	166,000	235,000	-	-	-	235,000	401,000
11. Water System Rehabilitation Program	500,000	500,000	500,000	500,000	500,000	2,000,000	2,500,000
12. Water Facilities Maintenance	447,000	-	400,000	-	-	400,000	847,000
Total Water Projects: (Budget Needs)	\$ 137,883,000	\$ 9,050,000	\$ 4,982,000	\$ 1,190,000	\$ 644,000	\$ 15,866,000	\$ 153,749,000
Total Water Projects: (Cash Needs)	\$ 51,476,000	\$ 46,457,000	\$ 29,982,000	\$ 25,190,000	\$ 644,000	\$ 102,273,000	\$ 153,749,000

Project 1: Rocky Pen Run Reservoir & Water Treatment Facility

Total Project Cost: \$125,000,000

Est. Opening Date: June 2013

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construction of a dam, intake pumping station, treatment facility and distribution system improvements for a pumped storage water supply and treatment facility near the Rappahannock River. When full, the reservoir will be capable of holding over 5 billion gallons. The Board of Supervisors endorsed the construction of Rocky Pen Run reservoir to meet demands of Stafford County for a fifty year planning period. Funding in the current fiscal year is for construction of the treatment facility and the main dam. Funding in subsequent years is for the distribution system upgrades. (Account#: 510-9410-501.82-31 & 510-9410-501.82-15, Project codes: KCD055 & ROCKYP)



OPERATING IMPACT SUMMARY

Avg Annual Debt Service Estimate = \$4,900,000
 Additionally, \$2M/year will be needed for operation of the water treatment and distribution facilities and \$16,000/year for maintenance of the dam.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	5,000,000	0	0	0	0
Property Acquisition	14,554,000	0	0	0	0
Construction	28,446,000	28,000,000	25,000,000	24,000,000	0
Equipment	0	0	0	0	0
Other-Mitigation	0				
Total	\$48,000,000	\$28,000,000	\$25,000,000	\$24,000,000	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue		0	0	0	0
Bonds	0	22,000,000	25,000,000	24,000,000	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: Availability Fees	48,000,000	6,000,000	0	0	0
Total	\$48,000,000	\$28,000,000	\$25,000,000	\$24,000,000	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	250,000	1,000,000
Operating	0	0	258,000	1,016,000
Debt Service	0	800,000	1,546,000	3,000,000
Revenue/Savings	0	0	0	0
Total	\$0	\$800,000	\$2,054,000	\$5,016,000

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
Total Project	125,000,000	0	0	0	0

Project 3: 342 Zone Water System Improvements

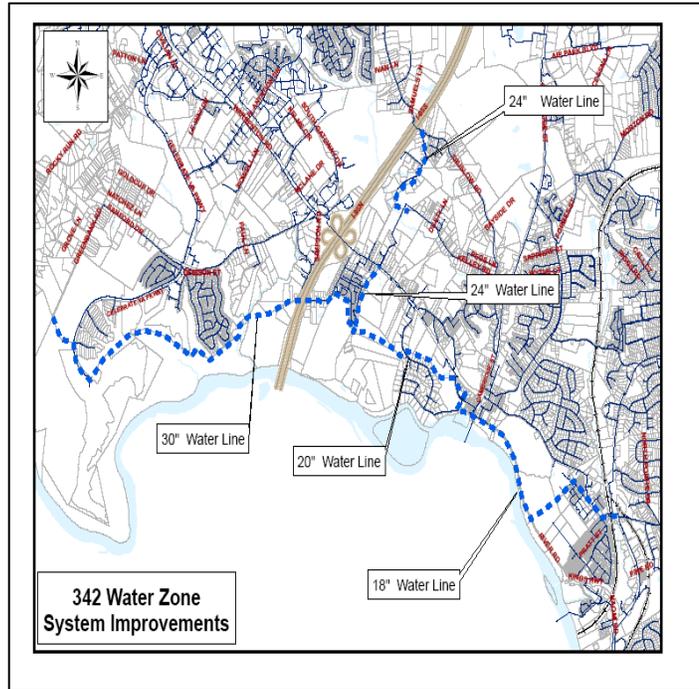
Total Project Cost: \$13,200,000

Est. Opening Date: June 2012

Lead Agency : Utilities

PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of new 30" and 20" waterlines from the water treatment facility at Rocky Pen Run and replacing older lines with larger ones in the 342 zone to transfer water from the new treatment facility into the distribution system. Project includes construction of 25,100' of 30" waterline from Rocky Pen Run to the intersection of Olde Forge Dr and Rt 17 (342-14); 3,500' of 24" waterline along Beagle Road, south of Truslow (part of 342-05), 4,600' of 18" waterline along Butler Rd (342-02 & 342-03), 2,700' of 12" waterline along Layhill Rd and Forbes St (342-08); and 7,200' of 20" waterline along Rt 17 from Olde Forge Dr to Rt 1 (342-01). (Account# 510-9407-501.81-27 Project:DHA110)



OPERATING IMPACT SUMMARY

Minimal

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	144,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	1,056,000	8,000,000	4,000,000	0	0
Equipment	0	0	0	0	0
Other	0				
Total	\$1,200,000	\$8,000,000	\$4,000,000	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	168,000	1,120,000	560,000	0	0
Other: ProRata Fees	1,032,000	6,880,000	3,440,000	0	0
Total	\$1,200,000	\$8,000,000	\$4,000,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,200,000	\$8,000,000	\$4,000,000	\$0	\$0

Project 4: Celebrate Virginia Water Storage Tank

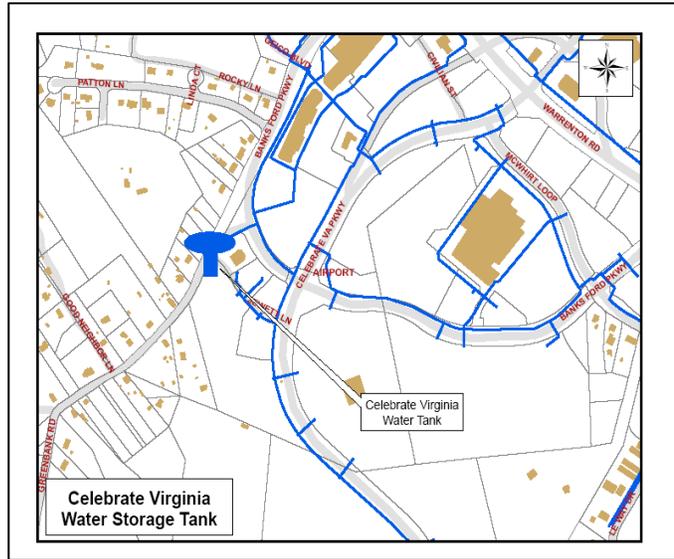
Total Project Cost: \$2,147,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construction of new 1.0 million gallon water storage tank near the corner of Warrenton Road and Greenbank Road to replace the existing Berea Tank. (480-100)
(Account# 510-9407-501.82-27 Project:KCD066)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design		200,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	1,947,000	0	0	0
Equipment	0	0	0	0	0
Other					
Total	\$0	\$2,147,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees		0			
Other: ProRata Fees	0	300,600			
Total	0	1,846,400	0	0	0
	\$0	\$2,147,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings				
Total	0	0	0	0
	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,947,000	\$200,000	\$0	\$0	\$0

Project 5: Courthouse Area Water Tank

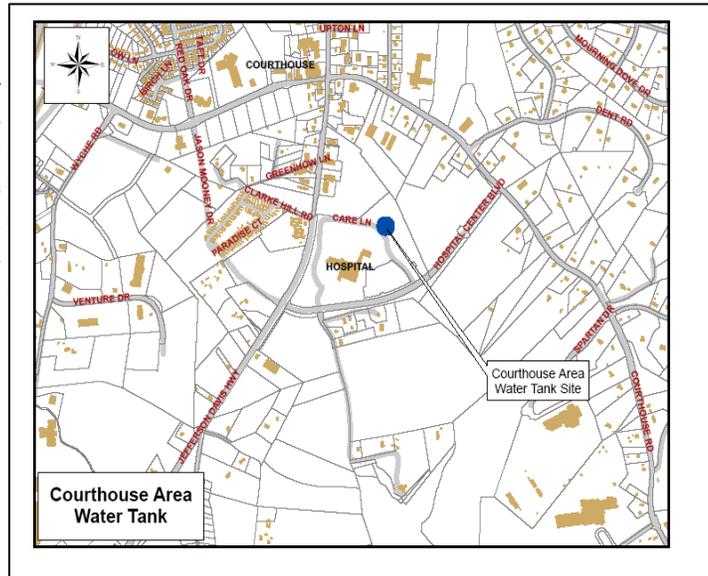
Total Project Cost: \$2,147,000

Est. Opening Date: June 2011

Lead Agency : Utilities

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 pressure zone and, inconjunction with the installation of PRV's on Mountain View Road and Ramoth Church Road, provide adequate fire flow in the central portion of the county. (Account#: 510-9407-501.82-26)



OPERATING IMPACT SUMMARY

Minimal.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	200,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction		1,947,000	0	0	0
Equipment	0	0	0	0	0
Other					
Total	\$200,000	\$1,947,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers		0			
Other: User Fees	28,000	272,600			
Other: ProRata Fees	172,000	1,674,400	0	0	0
Total	\$200,000	\$1,947,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$2,147,000	\$0	\$0	\$0	\$0

Project 6: 480 Zone Water System Improvements

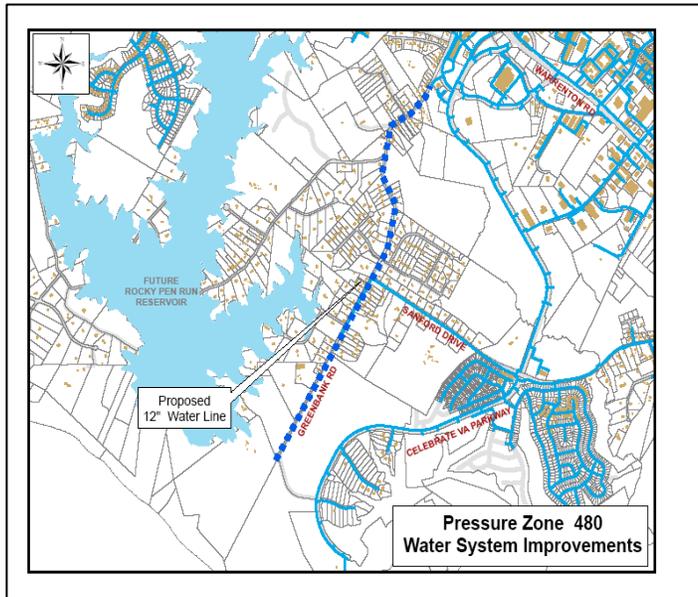
Total Project Cost: \$2,819,000

Est. Opening Date: June 2014

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construct 11,500' of 24" waterline and 930' of 12" waterline. (480-01, 480-03) The Water and Sewer Master Plan recommends construction of 8500' of 24" waterline from the Rocky Pen Run Water treatment Facility along Greenbank Road and Warrenton Road to serve the 480 zone in the western portions of the urban service area along Route 17. Also included in FY 2014 in 550' of 12" waterline along University Boulevard. (account #: 510-9407-501.82-27 Project: KCD065)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	175,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	435,000	2,000,000	0	65,000	144,000
Equipment	0	0	0	0	0
Other			0		0
Total	\$610,000	\$2,000,000	\$0	\$65,000	\$144,000

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	85,400	280,000	0	9,100	20,160
Other: ProRata Fees	524,600	1,720,000	0	55,900	123,840
Total	\$610,000	\$2,000,000	\$0	\$65,000	\$144,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$2,495,000	\$115,000	\$0	\$65,000	\$144,000

Project 7: 370 Zone Water System Improvements

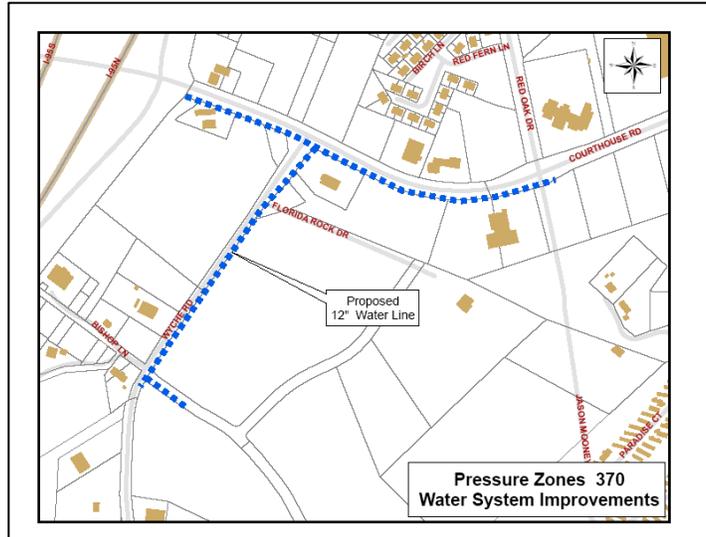
Total Project Cost: \$1,308,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

The Water and Sewer Master Plan recommends construction of a larger water transmission main to improve flow during peak demand periods and fire emergency events. This line would connect with the waterline installed along Austin Ridge Drive and Courthouse Road west of I-95 to points in the distribution system on Route 1. (Account#:510-9407-501.82-27)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	50,000	1,158,000	0	0	0
Equipment	50,000	50,000	0	0	0
Other			0		
Total	\$100,000	\$1,208,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	14,000	169,120	0	0	0
Other: ProRata Fees	86,000	1,038,880	0	0	0
Total	\$100,000	\$1,208,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,308,000	\$0	\$0	\$0	\$0

Project 8: Courthouse Road Waterline

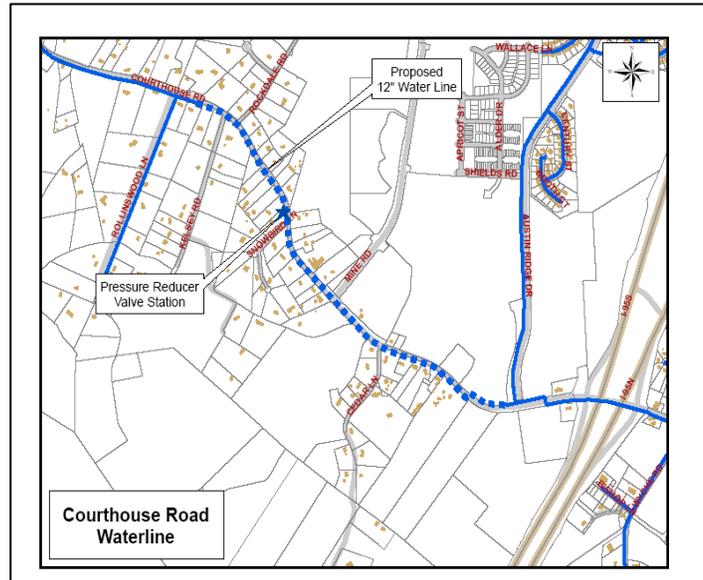
Total Project Cost: \$1,534,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construction of 5,150 linear feet of 16" water main along Courthouse Road from Rollinswood Lane to a future pumping station site near Snow Bird Lane and construction of 3,500 linear feet of 16" water main on Courthouse Road between Snow Bird Lane and AustRidge Drive (GWIP Project 370N-05). This project will be used in the short term to supply water from the 433 zone to the 370N zone through a PRV at Snow Bird Lane and in the future to supply water from the 370N zone to the 433 zone through a future pumping station. (Account#:510-9407-501.82-27 Project:DHA114)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	158,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction		1,381,000	0	0	0
Equipment	0	0	0	0	0
Other			0		
Total	\$158,000	\$1,381,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	21,420	193,340	0	0	0
Other: ProRata Fees	131,580	1,187,660	0	0	0
Total	\$153,000	\$1,381,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,534,000	\$0	\$0	\$0	\$0

Project 9: Ramoth Church Road Waterline

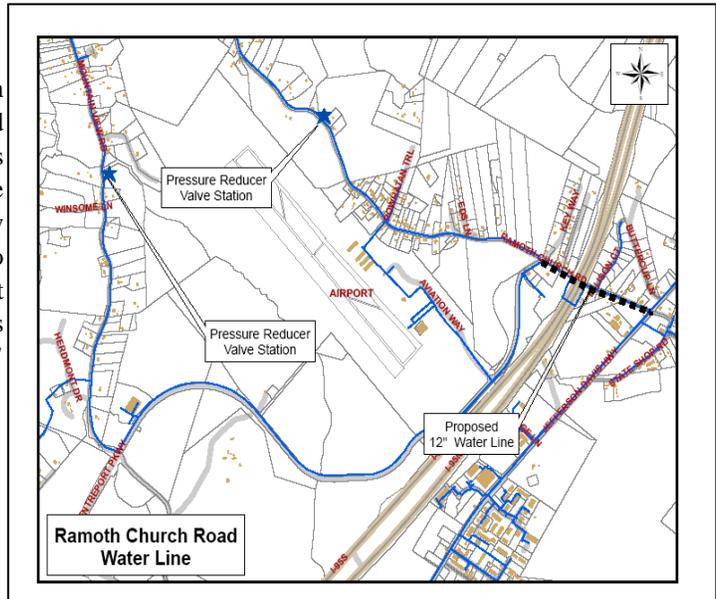
Total Project Cost: \$1,139,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construction of 3570 linear feet of 12" watermain on American Legion Road and Ramoth Church Road from Ramoth Church Road to Jefferson Davis Highway and two pressure reducing valve stations, one on Ramoth Church Road and one on Mountain View Road. (GWIP Project 370N-02) The line is needed to create a connection between the water mains at Centreport and the 12" watermain in Jefferson Davis Highway. (Account#: 510-9407-501.82-27 Project:DHA113)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	100,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction		1,039,000	0	0	0
Equipment	0	0	0	0	0
Other			0		
Total	\$100,000	\$1,039,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	14,000	145,460	0	0	0
Other: ProRata Fees	86,000	893,540	0	0	0
Total	\$100,000	\$1,039,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,139,000	\$0	\$0	\$0	\$0

Project 10: 310 Zone Improvements (Hampton Oaks&Austin Ridge)

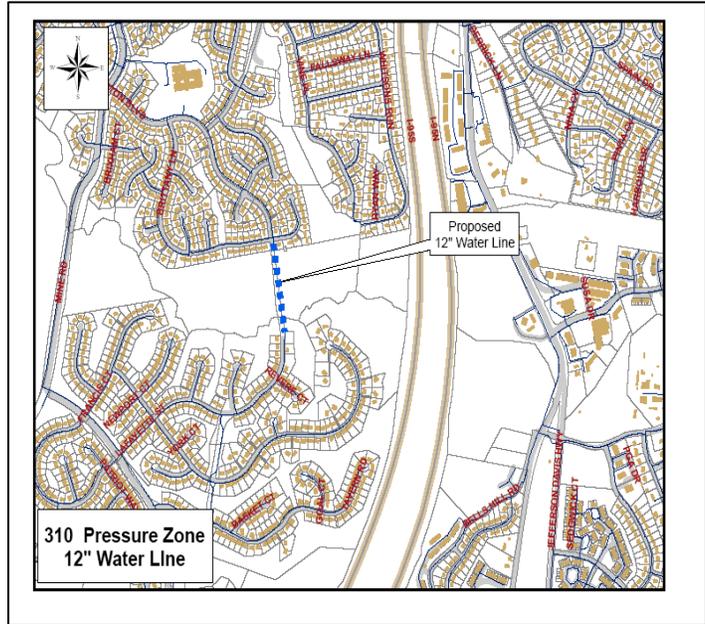
Total Project Cost: \$401,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Construct 700' of 12" waterline to connect Hampton Oaks and Austin Ridge subdivisions and install 3 pressure reducing valves for more efficient pressure control. (310-04) The Water and sewer Master plan recommends construction of a 12" waterline connector between these two subdivisions to improve fire flows and water service reliability, along with the installation of pressure reducing valves at three locations. (Account #: 510-9407-501.81-27)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	20,000	0	0	0	0
Property Acquisition	10,000	0	0	0	0
Construction	136,000	235,000	0	0	0
Equipment	0	0	0	0	0
Other			0	0	0
Total	\$166,000	\$235,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	23,240	32,900	0	0	0
Other: ProRata Fees	142,760	202,100	0	0	0
Total	\$166,000	\$235,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$166,000	\$235,000	\$0	\$0	\$0

Project 11: Water System Rehabilitation Program

Total Project Cost: \$2,500,000

Est. Opening Date: Ongoing

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replacement of substandard and corroded water mains with larger pipes made with modern materials. Numerous older subdivisions were constructed with substandard sizes and materials for water mains. These galvanized and cast iron pipes have been the cause of frequent breaks and poor water quality complaints. Other problems include insufficient shut-off valves and lack of fire protection. (Account#:510-9408-501-81.27)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	61,500	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	438,500	500,000	500,000	500,000	500,000
Equipment	0	0	0	0	0
Other					
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers		0	0		
Other: User Fees	500,000	500,000	500,000	500,000	500,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000



Department of Utilities
County of Stafford, Virginia
Adopted Capital Improvement Program FY2011-2014

Projects	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Wastewater							
1. Nutrient Removal Upgrades- Aquia WWTF	21,513,000	3,884,000	-	-	-	3,884,000	25,397,000
<i>Projected Cash Flow:</i>	<i>6,349,000</i>	<i>12,699,000</i>	<i>6,349,000</i>				
2. Nutrient Removal Upgrades- LFR WWTF	4,490,000	7,049,000	-	-	-	7,049,000	11,539,000
<i>Projected Cash Flow:</i>	<i>8,655,000</i>	<i>2,884,000</i>					
3. Little Falls Run Expansion	1,000,000	4,000,000	-	-	-	4,000,000	5,000,000
<i>Projected Cash Flow:</i>		<i>1,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>			
4. Hickory Ridge PS Replacement	70,000	655,000	-	-	-	655,000	725,000
5. Oaks of Stafford PS Replacement PS44	-	460,000	-	-	-	460,000	460,000
6. Replace Route 3 PS 68	-	725,000	-	-	-	725,000	725,000
7. N. Stafford Industrial Park PS and FM Upgrade	-	670,000	-	-	-	670,000	670,000
8. Replace Ebenezer FM PS 38	215,000	710,000	-	-	-	710,000	925,000
9. Claiborne Run Gravity Sewer Replacement	150,000	2,800,000	-	-	-	2,800,000	2,950,000
10. Falls Run Interceptor (Phase 1)	1,972,000	4,096,000	-	-	-	4,096,000	6,068,000
<i>Projected Cash Flow:</i>	<i>1,568,000</i>	<i>4,500,000</i>					
11. Falls Run Interceptor (Phase 2)	-	-	360,000	2,000,000	2,600,000	4,960,000	4,960,000
12. Wayside Sewer Interceptor	1,000,000	1,220,000	-	-	-	1,220,000	2,220,000
<i>Projected Cash Flow:</i>	<i>20,000</i>	<i>700,000</i>	<i>1,500,000</i>				
13. Austin Run PS and Force Main Upgrades	3,400,000	470,000	-	-	-	470,000	3,870,000
<i>Projected Cash Flow:</i>	<i>70,000</i>	<i>2,800,000</i>	<i>1,000,000</i>				
14. Potomac Creek PS/FM Upgrades	130,000	-	261,000	1,716,000	600,000	2,577,000	2,707,000
15. Gravity Sewer along Austin Run	4,779,000	-	-	-	-	-	4,779,000
<i>Projected Cash Flow:</i>			<i>779,000</i>	<i>4,000,000</i>			
16. Wastewater PS Rehabilitation	1,700,000	-	307,000	966,000	345,000	1,618,000	3,318,000
<i>Projected Cash Flow:</i>	<i>150,000</i>	<i>1,064,000</i>	<i>793,000</i>	<i>966,000</i>	<i>345,000</i>		
17. Wastewater System Rehabilitation Program	250,000	500,000	250,000	200,000	250,000	1,200,000	1,450,000
18. Equip Replacement - Aquia WWTF	212,000	150,000	-	-	791,000	941,000	1,153,000
19. Rt 1 North Sewer Line	667,000	1,775,000				1,775,000	2,442,000
Total Wastewater Projects:(Budget Needs)	\$ 41,548,000	\$ 29,164,000	\$ 1,178,000	\$ 4,882,000	\$ 4,586,000	\$ 39,810,000	\$ 81,358,000
Total Wastewater Projects:(Cash Needs)	\$ 18,506,000	\$ 34,092,000	\$ 13,292,000	\$ 10,882,000	\$ 4,586,000	\$ 62,852,000	\$ 81,358,000

Project 1: Nutrient Removal Upgrade - Aquia WWTF

Total Project Cost: \$25,397,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Stafford County has seen expanded commercial and residential growth in the urban service area served by the Aquia Wastewater Treatment Facility. Less than 1,850 connections remain for this facility with many of these already committed to approved projects. It will be necessary to construct an additional treatment train simialiar to the two existing trains to get the permitted discharge capacity up to ten million gallons per day. (Account#: 510-9409-502.82-15 Project: KCD060)



OPERATING IMPACT SUMMARY

Annual Debt Service = \$1,481,500, assuming \$23,681,000 principal, 1.6% interest, 20 years and 3% administrative fees. Assumes approximately \$5,000,000 in DEQ grants.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	1,200,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	3,648,000	9,698,000	4,848,000	0	0
Equipment	1,182,000	2,363,000	1,182,000	0	0
Other	319,000	638,000	319,000	0	0
Total	\$6,349,000	\$12,699,000	\$6,349,000	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	4,972,000	9,944,000	4,972,000	0	0
Debt	0	0	0	0	0
State/Federal	1,377,000	2,755,000	1,377,000	0	0
Proffers		0			
Other: Availability Fees	0	0	0	0	0
Total	\$6,349,000	\$12,699,000	\$6,349,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service	0	802,750	1,418,500	1,418,500
Revenue/Savings	0	0	0	0
Total	\$0	\$802,752	\$1,418,528	\$1,418,528

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	21,513,000	3,884,000	0	0	0

Project 2: Nutrient Removal Upgrade - Little Falls Run WWTF

Total Project Cost: \$11,539,000

Est. Opening Date: June 2010

Lead Agency : Utilities

PROGRAM DESCRIPTION

The Department of Environmental Quality (DEQ) has imposed more stringent discharge limits for nitrogen for all treatment facilities discharging to the Chesapeake Bay. While the County's two wastewater treatment facilities are designed for nutrient removal, some modifications are necessary to meet the proposed limits due to take effect in 2010. This project qualifies for grant assistance through the DEQ and loan assistance through the Virginia Revolving Loan Fund. (Account #: 510-9409-502.82-15 Project: KCD061)



OPERATING IMPACT SUMMARY

Estimated Annual Debt Service = \$686,860, assuming \$9,606,000 principal, 3.55% interest, 20 years and 3% admin fees. Assumes approximately \$1,900,000 will be received in grants. Twenty-four hour coverage will require 2 additional operators.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	637,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	7,115,000	2,584,000	0	0	0
Equipment	531,000	177,000	0	0	0
Other	371,000	124,000	0	0	0
Total	\$8,654,000	\$2,885,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	7,205,000	2,402,000	0	0	0
Debt	0	0	0	0	0
State/Federal	1,450,000	482,000	0	0	0
Proffers	0	0	0	0	0
Other: Availability Fees	0	0	0	0	0
Total	\$8,655,000	\$2,884,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	100,000	109,000	119,000	130,000
Operating	150,000	156,000	162,000	168,000
Debt Service	0	503,355	686,860	686,860
Revenue/Savings	0	0	0	0
Total	\$250,000	\$768,355	\$967,860	\$984,860

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$4,490,000	\$7,049,000	\$0	\$0	\$0

Project 3: Little Falls Run Expansion

Total Project Cost: \$5,000,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Upgrade and expand facility to provide a firm 8 mgd capacity. Denitrification tanks will be constructed to meet nutrient discharge limits at higher flow rates. The project is due for completion in FY11. (Account# 510-9409-502.82-15)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design		1,000,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0		2,000,000	2,000,000	0
Equipment	0	0	0	0	0
Other	0	0			
Total	\$0	\$1,000,000	\$2,000,000	\$2,000,000	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0		0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	1,750,000	0
Proffers	0	0	0	0	0
Other: Availability Fees	0	1,000,000	2,000,000	250,000	0
Total	\$0	\$1,000,000	\$2,000,000	\$2,000,000	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,000,000	\$4,000,000	\$0	\$0	\$0

Project 4: Hickory Ridge Wastewater PS Replacement

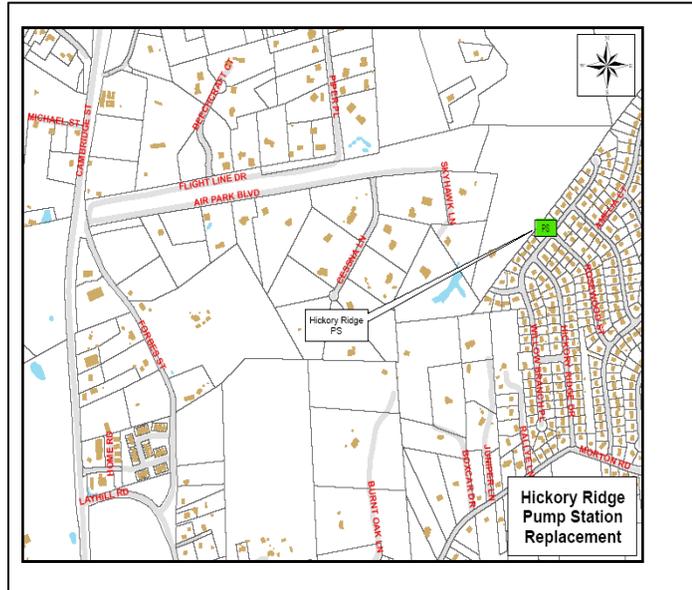
Total Project Cost: \$725,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replace Hickory Ridge Wastewater Pumping Station. (GSIP Project LFR-215) The equipment and concrete at the pumping station have exceeded their useful lives. In addition, flow projections and modeling in this area indicate the station will have insufficient capacity to meet near-term flows, especially from the new high school proposed for 2012. (Account #: 510-9407-501.82-27)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	70,000	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	655,000	0	0	0
Equipment	0	0	0	0	0
Other					
Total	\$70,000	\$655,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	9,800	87,500	0	0	0
Other: ProRata Fees	60,200	567,500	0	0	0
Total	\$70,000	\$655,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$70,000	\$655,000	\$0	\$0	\$0

Project 5: Oaks of Stafford Wastewater PS Replacement PS44

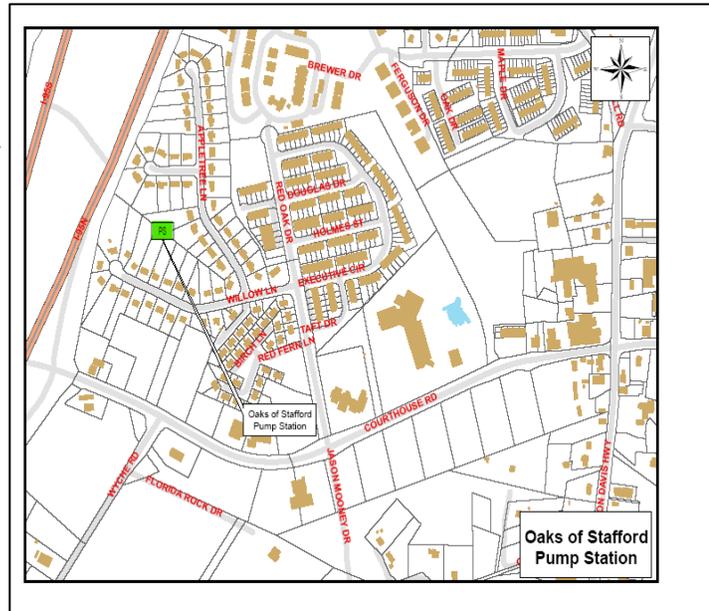
Total Project Cost: \$460,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

Design of the replacement of 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. (Account #: 510-9407-502.81-25)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	60,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	250,000	0	0	0
Equipment	0	150,000	0	0	0
Other	0	0	0	0	0
Total	\$0	\$460,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	0	64,400	0	0	0
Other: ProRata Fees	0	395,600	0	0	0
Total	\$0	\$460,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
		\$460,000	\$0	\$0	\$0

Project 6: Old Route 3 SPS 68

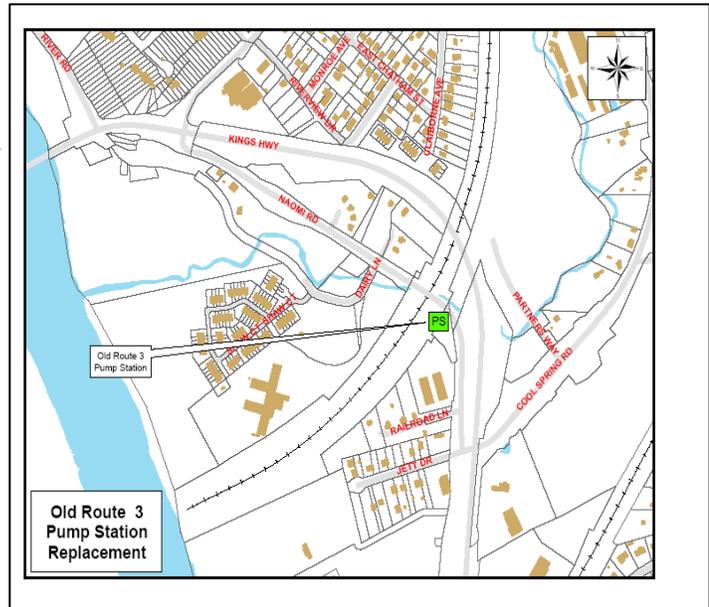
Total Project Cost: \$725,000

Est. Opening Date: August 2010

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replace Old Route 3 sewage pumping station. The station is deteriorated and leaking ground water. 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.



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	100,000	0	0	0
Property Acquisition	0	20,000	0	0	0
Construction	0	405,000	0	0	0
Equipment		200,000	0	0	0
Other					
Total	\$0	\$725,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds			0	0	0
Debt	0	0	0	0	0
State/Federal			0	0	0
Proffers	0	0	0	0	0
Other: End User Fees	0	101,500	0	0	0
Other: ProRata Fees	0	623,500			
Total	\$0	\$725,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
		\$725,000	\$0	\$0	\$0

Project 7. N. Stafford Industrial Park PS and FM Upgrade

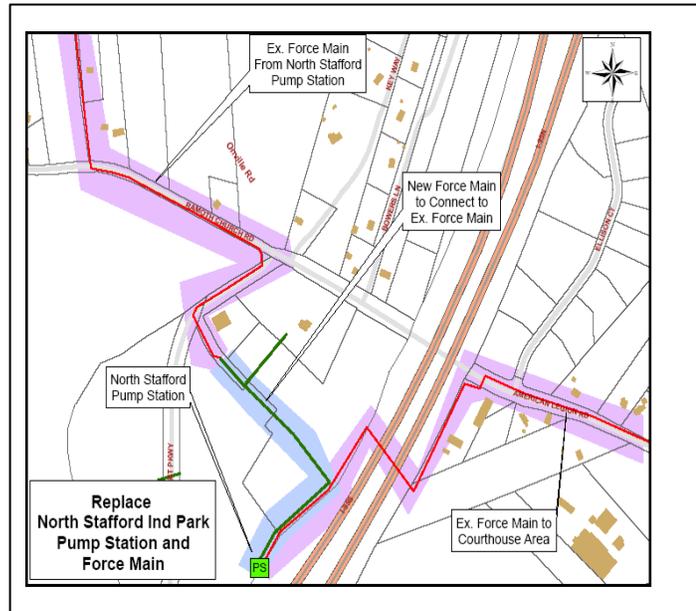
Total Project Cost: \$670,000

Est. Opening Date: June 2011

Lead Agency : Utilities

PROGRAM DESCRIPTION

The existing pumping station is deteriorated. It consists of two sets of pumps in series to pump through the force main on US Route 1 to the Courthouse area. 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 1729 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.



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	130,000	0	0	0	0
Property Acquisition	40,000	0	0	0	0
Construction	0	375,000	0	0	0
Equipment		125,000	0	0	0
Other		0			
Total	\$170,000	\$500,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds			0	0	0
Debt	0	0	0	0	0
State/Federal			0	0	0
Proffers	0	0	0	0	0
Other: End User Fees	23,800	70,000	0	0	0
Other: ProRata Fees	146,200	430,000			
Total	\$170,000	\$500,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
		\$670,000	\$0	\$0	\$0

Project 8: Ebenezer Church SPS 38

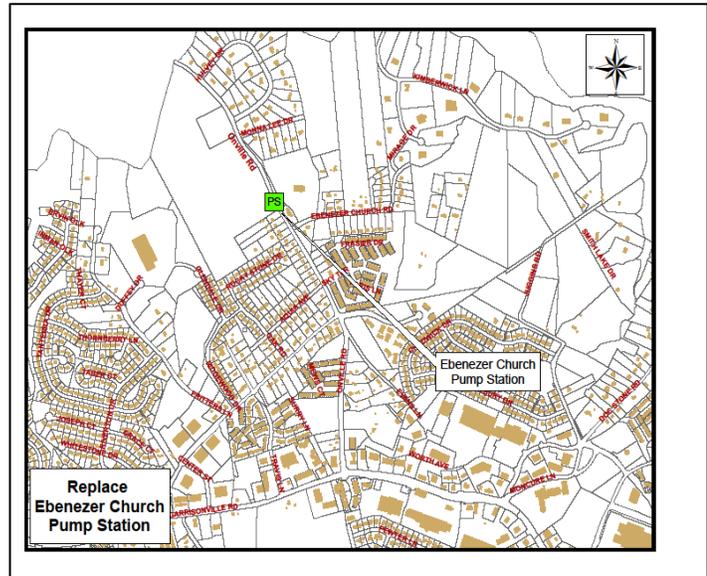
Total Project Cost: \$925,000

Est. Opening Date: June 2011

Lead Agency : Utilities

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 divert overflows. The site is inadequate as is with no room for expansion. This station will be replaced with a new station at a new site. Approximately 2000 feet of gravity sewer will be needed to convey flow to the new site.



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	200,000	0	0	0	0
Property Acquisition	15,000	0	0	0	0
Construction	0	535,000	0	0	0
Equipment		175,000	0	0	0
Other					
Total	\$215,000	\$710,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds			0	0	0
Debt	0	0	0	0	0
State/Federal			0	0	0
Proffers	0	0	0	0	0
Other: End User Fees	30,100	99,400	0	0	0
Other: ProRata Fees	184,900	610,600			
Total	\$215,000	\$710,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$215,000	\$710,000	\$0	\$0	\$0

Project 9: Claiborne Run Gravity Sewer Replacement

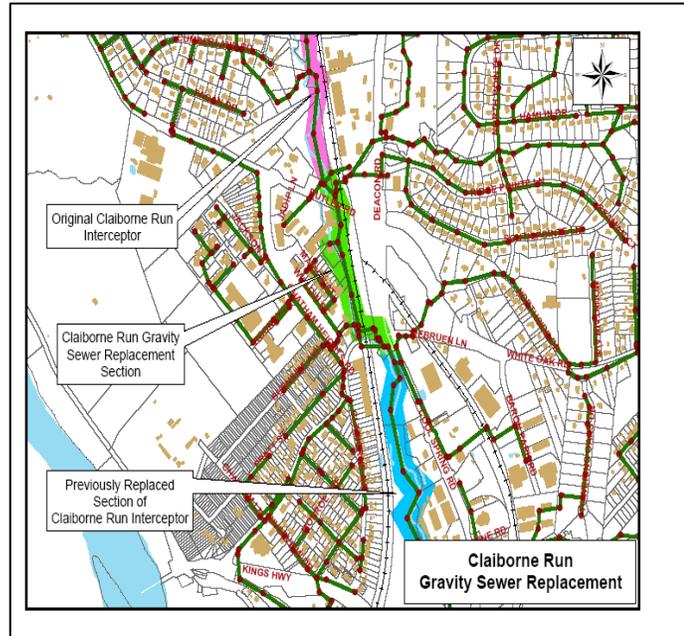
Total Project Cost: \$2,950,000

Est. Opening Date: June 2011

Lead Agency : Utilities

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. The FY 11 funding is for upgrades to the upper sections of the interceptor (LFR-14) (2080 linear ft) in conjunction with upgrades to the Potomac Creek pumping station scheduled for the same time. (Account #: 510-9407-502.81-27)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	20,000	110,000	0	0	0
Property Acquisition	130,000	0	0	0	0
Construction		2,690,000	0	0	0
Equipment	0	0	0	0	0
Other	0	0			
Total	\$150,000	\$2,800,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	21,000	392,000	0	0	0
Other: ProRata Fees	129,000	2,408,000	0	0	0
Total	\$150,000	\$2,800,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$150,000	\$2,800,000	\$0	\$0	\$0

Project 10: Falls Run Sewer Interceptor Replacement (Phase 1)

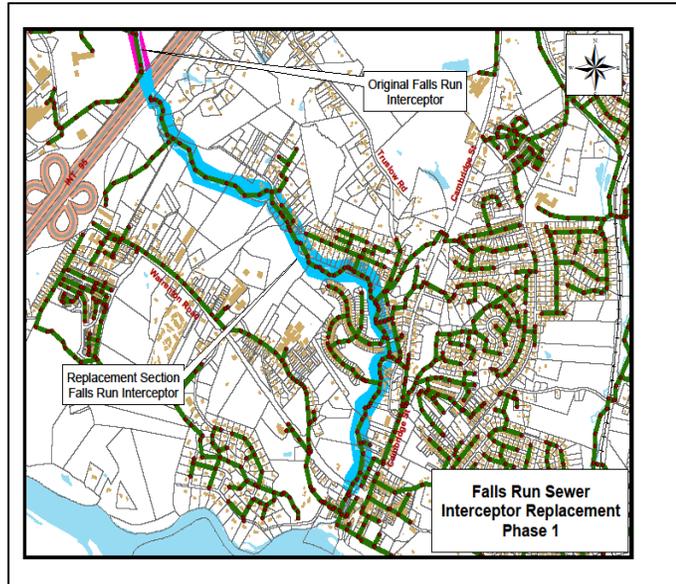
Total Project Cost: \$6,068,000

Est. Opening Date: June 2011

Lead Agency: Utilities

PROGRAM DESCRIPTION

Replace the existing asbestos cement sewer with a new, larger sewer line made of modern materials. It is proposed to replace the existing line with 3,427' of 36" gravity sewer and 8,500' of 30" sewer. General sewer improvement program 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. (Account#: 510-9407-502.81-27)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	759,000	0	0	0	0
Property Acquisition	200,000	0	0	0	0
Construction	609,000	4,500,000	0	0	0
Equipment	0	0	0	0	0
Other					
Total	\$1,568,000	\$4,500,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	219,520	630,000	0	0	0
Other: Availability Fees	1,348,480	3,870,000	0	0	0
Total	\$1,568,000	\$4,500,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,972,000	\$4,096,000	\$0	\$0	\$0

Project 12: Wayside Sewer Interceptor

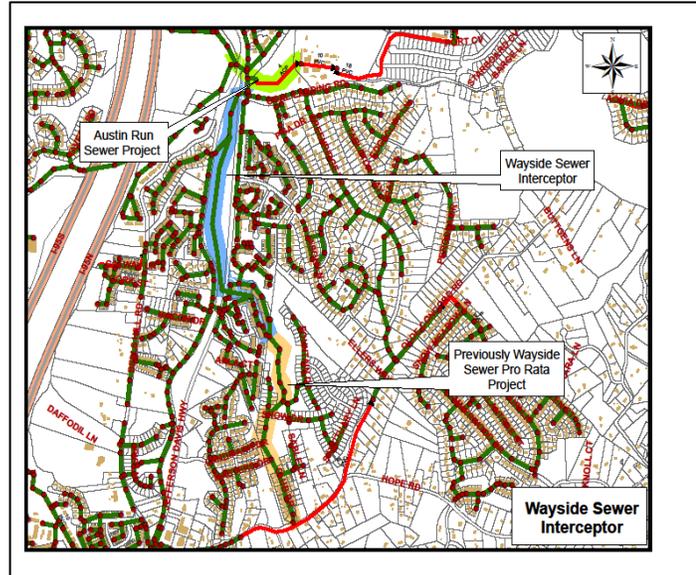
Total Project Cost: \$2,220,000

Est. Opening Date: June 2012

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replace 3,017' 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. (Account #: 510-9407-502.81-28)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	20,000	280,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction		420,000	1,500,000	0	0
Equipment	0	0	0	0	0
Other					
Total	\$20,000	\$700,000	\$1,500,000	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	2,800	98,000	210,000	0	0
Other: ProRata Fees	17,200	602,000	1,290,000	0	0
Total	\$20,000	\$700,000	\$1,500,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,000,000	\$1,220,000	\$0	\$0	\$0

Project 13: Austin Run P.S. & Force Main Upgrades

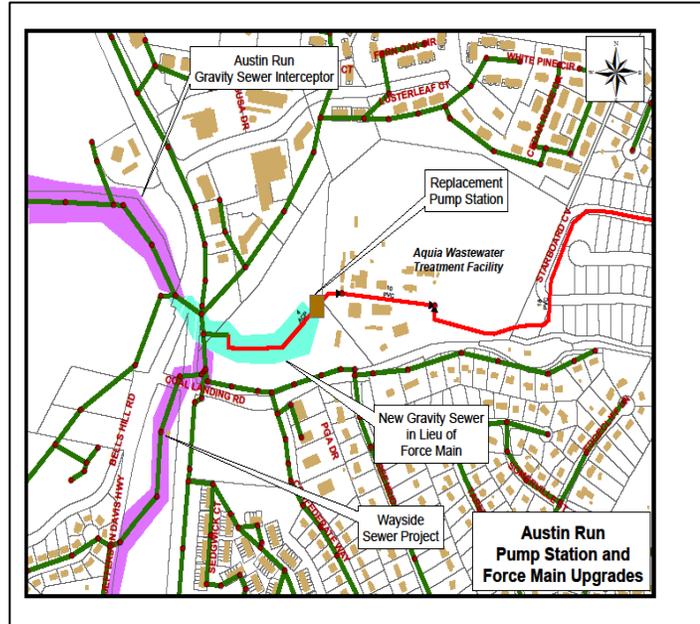
Total Project Cost: \$3,870,000

Est. Opening Date: June 2012

Lead Agency : Utilities

PROGRAM DESCRIPTION

Upgrade or replacement of the existing pumping station with a new 28 million gallon per day station at the Aquia WWTF; replacement of the existing force main with a 36" diameter gravity sewage pipe. (A-210) 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. (Account #: 510-9407-502.82-25)



OPERATING IMPACT SUMMARY

Somewhat lower initial operating costs (approximately \$5,000 per year) due to a reduction in pipe friction.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	70,000	330,000	0	0	0
Property Acquisition	0	0	0	0	0
Construction		2,470,000	1,000,000	0	0
Equipment	0	0	0	0	0
Other					
Total	\$70,000	\$2,800,000	\$1,000,000	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	9,800	392,000	140,000	0	0
Other: ProRata Fees	60,200	2,408,000	860,000	0	0
Total	\$70,000	\$2,800,000	\$1,000,000	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	(5,000)	(5,150)	(5,305)
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	(\$5,000)	(\$5,150)	(\$5,305)

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$3,400,000	\$470,000	\$0	\$0	\$0

Project 16: Pump Station Rehabilitation

Total Project Cost: \$3,318,000

Est. Opening Date: Ongoing

Lead Agency : Utilities

PROGRAM DESCRIPTION

The Department of Utilities operates numerous pumping stations over thirty years old. Many of these stations do not meet current standards for operational and control equipment. This can lead to higher operation and maintenance costs and ties up maintenance personnel. It is proposed to systematically upgrade all outdated pumping stations with modern mechanical, electrical and control equipment. Many of our existing stations are well over thirty years old and require equipment replacement upgrades. Furthermore, many stations were not installed to current design standards. (Account#:510-9408-502.81-25)



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design		0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	150,000	234,080	174,460	212,520	75,900
Equipment		829,920	618,540	753,480	269,100
Other					
Total	\$150,000	\$1,064,000	\$793,000	\$966,000	\$345,000

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	150,000	1,064,000	793,000	966,000	345,000
Total	\$150,000	\$1,064,000	\$793,000	\$966,000	\$345,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$1,700,000	\$0	\$307,000	\$966,000	\$345,000

Project 17: Sewer Rehabilitation Program

Total Project Cost: \$1,450,000

Est. Opening Date: Various

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replacement and repair of existing sewer collection and force main network. The County established a systematic sewer rehabilitation program to reduce the amount of inflow and infiltration (I/I) that enters into the sewer collection system and to identify and replace deteriorated conditions before catastrophic failure occurs. The subsequent reduction in I/I can reduce treatment problems at the wastewater treatment facilities. (Account#: 510-9408-502.81-27)



OPERATING IMPACT SUMMARY

Some reduction in treatment facility operation and construction costs as well as a reduction in wastewater transmission costs.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	250,000	500,000	250,000	200,000	250,000
Equipment	0	0	0	0	0
Other					
Total	\$250,000	\$500,000	\$250,000	\$200,000	\$250,000

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	250,000	500,000	250,000	200,000	250,000
Total	\$250,000	\$500,000	\$250,000	\$200,000	\$250,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	250,000	500,000	250,000	200,000	250,000

Project 18: Equipment Replacement - Aquia WWTF

Total Project Cost: \$1,153,000

Est. Opening Date: Ongoing

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replace or renovate equipment at the Aquia Wastewater Treatment Facility.



OPERATING IMPACT SUMMARY

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	212,000	150,000	0	791,000	0
Equipment	0	0	0	0	0
Other					
Total	\$212,000	\$150,000	\$0	\$791,000	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	212,000	150,000	0	791,000	0
Total	\$212,000	\$150,000	\$0	\$791,000	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$212,000	\$150,000	\$0	\$791,000	\$0

Project 19: Route 1 North Sewer Line

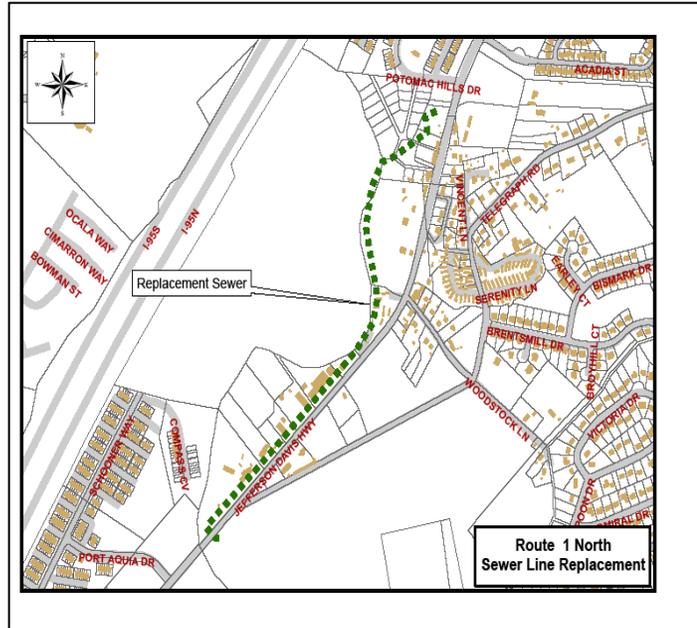
Total Project Cost: \$2,442,000

Est. Opening Date: Ongoing

Lead Agency : Utilities

PROGRAM DESCRIPTION

Replace 5,300' 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' 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 Boswells Corner Redevelopment Area.



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	667,000	1,775,000	0	0	0
Equipment	0	0	0	0	0
Other					
Total	\$667,000	\$1,775,000	\$0	\$0	\$0

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Other: ProRata Fees	573,620	1,526,500	0	0	0
Other: User Fees	93,380	248,500	0	0	0
Total	\$667,000	\$1,775,000	\$0	\$0	\$0

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$667,000	\$1,775,000	\$0	\$0	\$0



**Department of Utilities
County of Stafford, Virginia
Adopted Capital Improvement Program FY2011-2014**

Projects	FY2010 & PY Funding	FY2011	FY2012	FY2013	FY2014	Total CIP (FY11-14)	Total Project Cost
Both Water & Sewer							
1. Equipment Replacement	202,000	400,000	192,000	65,000	650,000	1,307,000	1,509,000
Total Other Projects: (Budget Needs)	\$ 202,000	\$ 400,000	\$ 192,000	\$ 65,000	\$ 650,000	\$ 1,307,000	\$ 1,509,000
Total Other Projects: (Cash Needs)	\$ 202,000	\$ 400,000	\$ 192,000	\$ 65,000	\$ 650,000	\$ 1,307,000	\$ 1,509,000

Project 1: Equipment Replacement

Total Project Cost: \$1,509,000

Est. Opening Date: Ongoing

Lead Agency : Utilities

PROGRAM DESCRIPTION

Motor vehicle and major equipment replacement account. The Utilities Department has over sixty-five vehicles and major pieces of equipment. The estimated cost to replace this equipment is well over a million dollars, and most of this equipment will need replacing in the next six years. (Account #: 510-9408-503.81-05)



OPERATING IMPACT SUMMARY

None.

PROJECT COSTS

Cost Categories	FY10 & PY	FY11	FY12	FY13	FY14
Planning/Design	0	0	0	0	0
Property Acquisition	0	0	0	0	0
Construction	0	0	0	0	0
Equipment	202,000	400,000	192,000	65,000	650,000
Other					
Total	\$202,000	\$400,000	\$192,000	\$65,000	\$650,000

Funding Sources	FY10 & PY	FY11	FY12	FY13	FY14
Current Revenue	0	0	0	0	0
Bonds	0	0	0	0	0
Debt	0	0	0	0	0
State/Federal	0	0	0	0	0
Proffers	0	0	0	0	0
Other: User Fees	202,000	400,000	192,000	65,000	650,000
Total	\$202,000	\$400,000	\$192,000	\$65,000	\$650,000

Operating Impacts	FY11	FY12	FY13	FY14
Personnel	0	0	0	0
Operating	0	0	0	0
Debt Service				
Revenue/Savings	0	0	0	0
Total	\$0	\$0	\$0	\$0

Year Budgeted	FY10 & PY	FY11	FY12	FY13	FY14
	\$202,000	\$400,000	\$192,000	\$65,000	\$650,000



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.

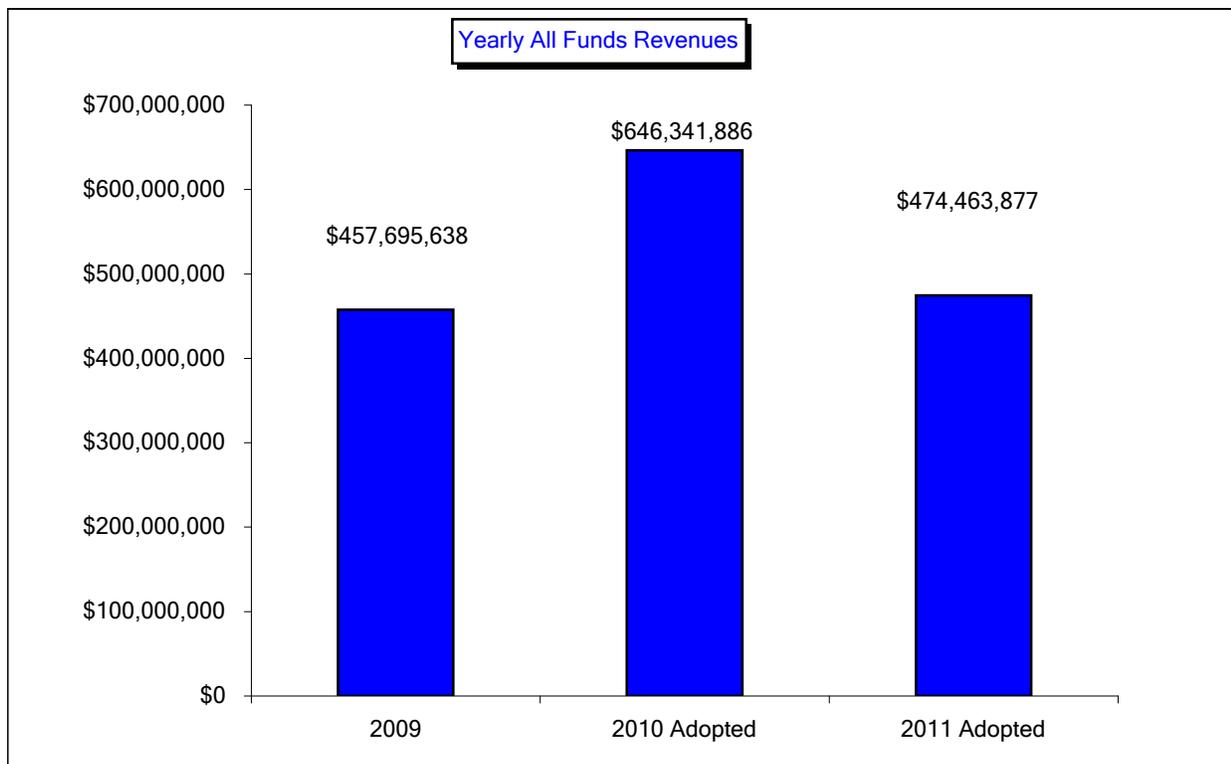
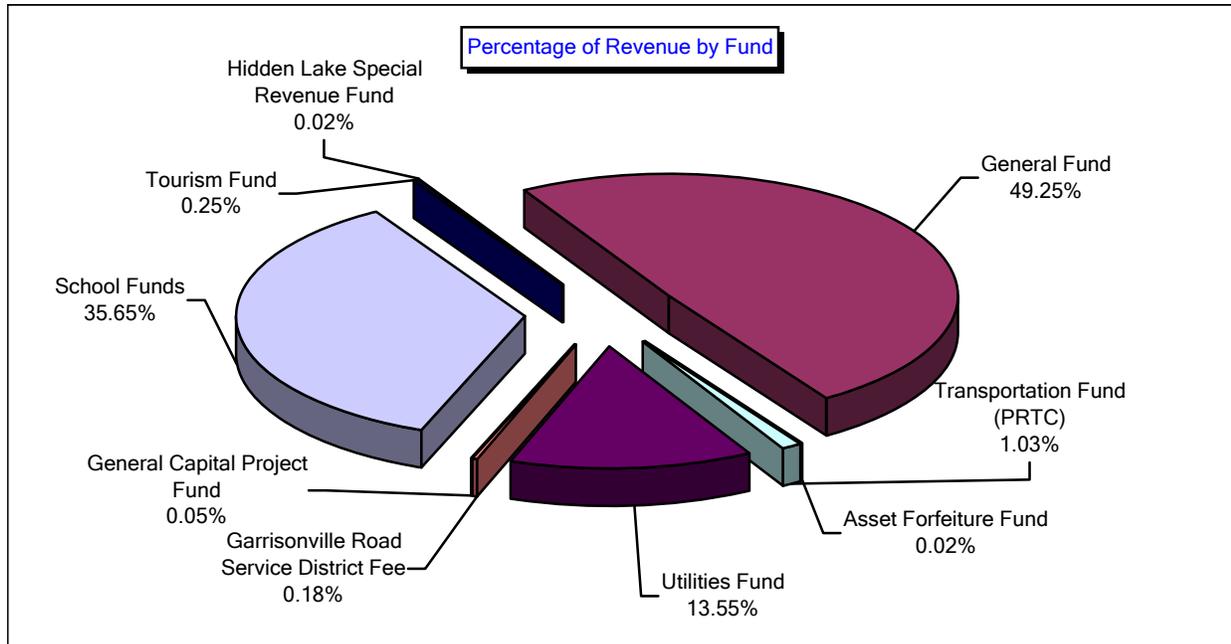
The first schedules and graphs present revenues and expenditures for all funds, comparing actual FY 2009, adopted budget FY 2010 and adopted budget FY 2011. The next schedule and graph contain the same expenditure information presented by major expense. Following that are graphs of revenues for all funds and summary for the adopted budget for FY 2011 by fund type.

Next, the County's demographic information is outlined, followed by tables of fiscal indicators and education cost statistics. The population and school enrollment graphs illustrate the County's growth, which has driven service level increases. Graphs of building permit values and assessed values of real property show the tangible effect building expansion has on property value in Stafford. A graph depicting Stafford's per capita expenditures for FY 2005 through FY 2009 (as reported by the Auditor of Public Accounts) is provided to measure service costs.

This is followed by a summary of our Citizen Assistance, and Volunteer Services area. The next schedule shows the property tax revenues required to support the General Fund, with costs summarized by service type - school funding, public safety, general government administration, community development, health and welfare, parks and recreation, judicial administration, and miscellaneous. A number of schedules then describe the County's debt management practices and projected capital financing needs.



ALL FUNDS REVENUE GRAPHS





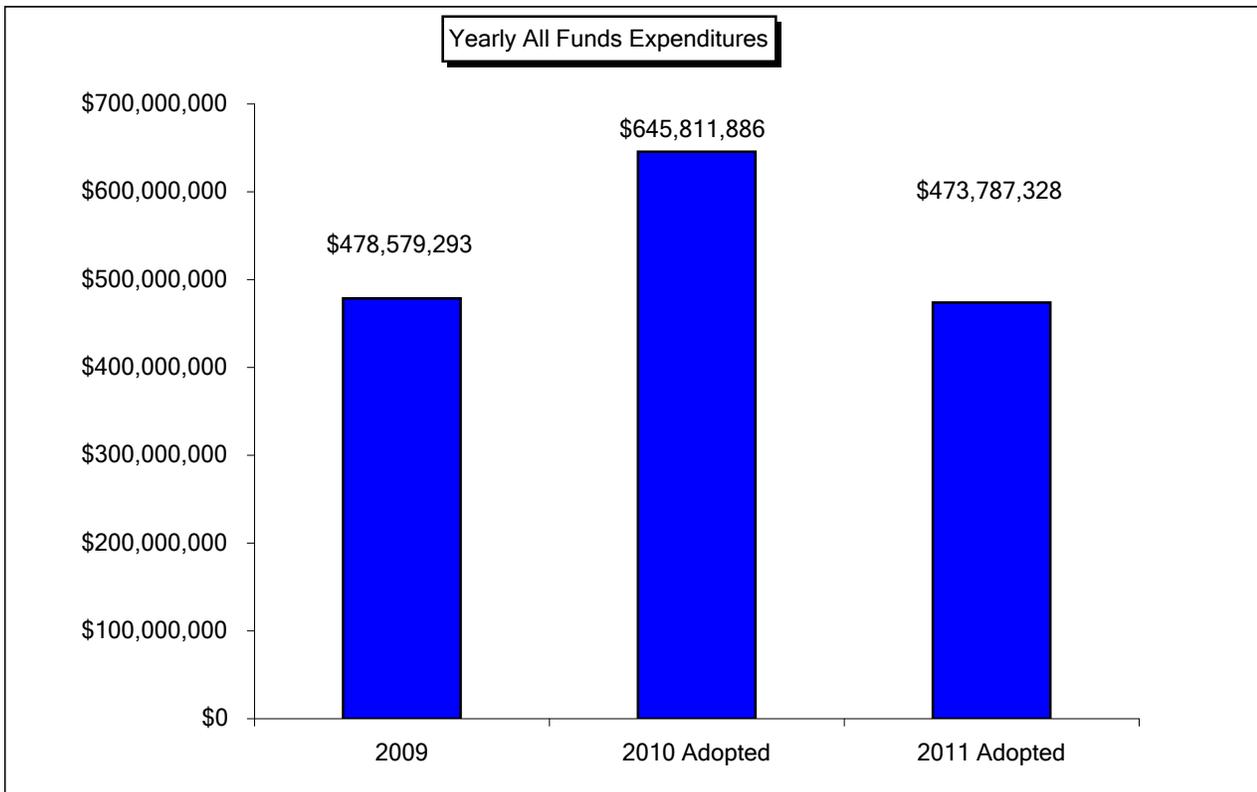
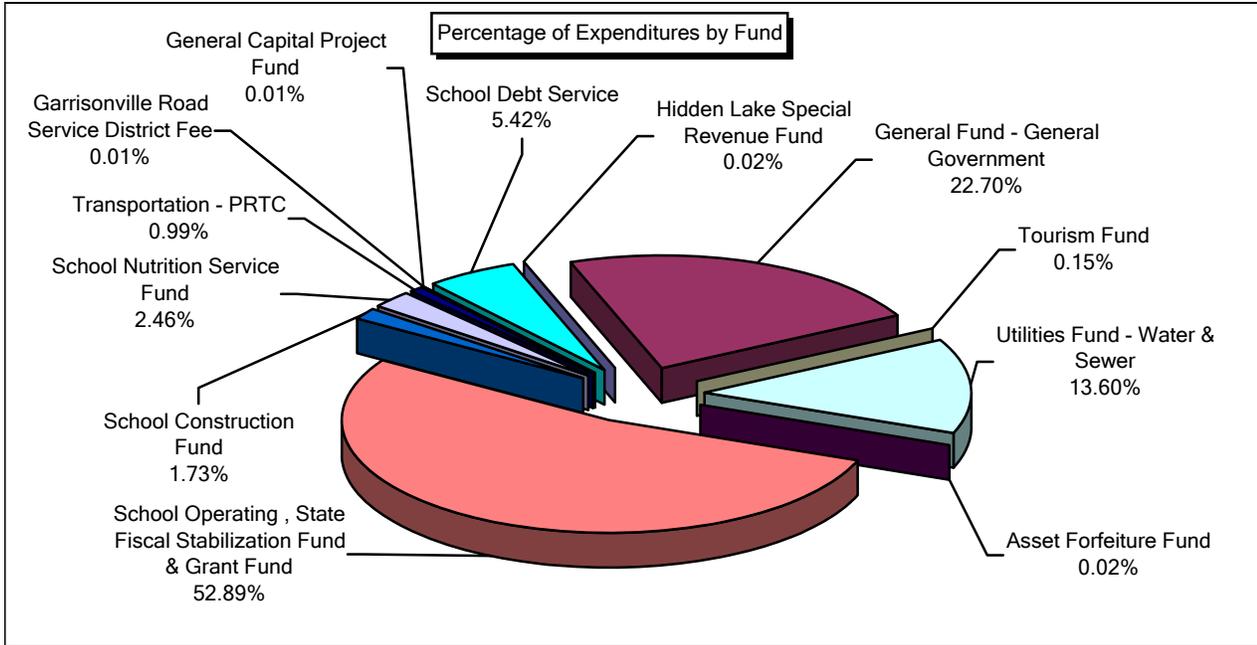
ALL FUNDS SCHEDULE REVENUE

The all Funds Revenue Schedule represents all County Budgets with the exception of the Fleet Services Fund, 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	FY2011				
	FY2009 Actual	FY2010 Adopted Budget	Adopted	Changes '10 Adopted to '11 Adopted	
General Fund					
Property Taxes	\$176,446,931	\$177,839,187	\$177,069,361	(\$769,826)	-0.4%
Other Local Taxes	26,292,260	26,208,400	28,176,523	1,968,123	7.5%
State & Federal	20,920,398	20,085,574	15,941,865	(4,143,709)	-20.6%
Other Revenue	12,952,374	13,222,525	11,867,229	(1,355,296)	-10.2%
Use of Money & Property	830,348	1,149,977	614,675	(535,302)	-46.5%
Total	\$237,442,311	\$238,505,663	\$233,669,653	(\$4,836,010)	-2.0%
Transportation Fund (PRTC)					
2% Fuels Tax	\$3,587,601	\$2,995,020	\$3,972,948	\$977,928	32.7%
Use of Money & Property	54,261	35,000	0	(35,000)	-100.0%
State Recordation Road/Schools	672,389	668,000	668,000	0	0.0%
Miscellaneous	100,333	0	35,000	35,000	100.0%
Prior Year Fund Balance	644,030	0	0	0	0.0%
BPOL	0	947,250	0	(947,250)	-100.0%
Total	\$5,058,614	\$4,645,270	\$4,675,948	\$30,678	0.7%
E-911 Fund					
E-911 Service Charge	\$2,169,263	\$2,411,241	\$0	(\$2,411,241)	-100.0%
State	471,098	421,140	0	(421,140)	-100.0%
Total	\$2,640,361	\$2,832,381	\$0	(\$2,832,381)	-100.0%
Asset Forfeiture Fund					
Drug Seizure	\$120,000	\$105,000	\$105,000	\$0	0.0%
Total	\$120,000	\$105,000	\$105,000	\$0	0.0%
Tourism Fund					
3% Transit Occupancy Tax	\$689,356	\$720,000	\$720,000	\$0	0.0%
2% Transit Occupancy Tax	460,092	480,000	480,000	0	0.0%
Other Revenue	5,176	5,000	5,000	0	0.0%
Prior Year Fund Balance	1,009,286	0	0	0	0.0%
Total	\$2,163,910	\$1,205,000	\$1,205,000	\$0	0.0%
Hidden Lake Special Revenue Fund					
Total	\$81,443	\$72,938	\$72,701	(\$237)	-0.3%
Road Impact Fee - West Fund					
Total	\$131,594	\$1,800,000	\$0	(\$1,800,000)	-100.0%
Garrisonville Road Service District Fee					
Total	\$518,874	\$0	\$870,000	\$870,000	100.0%
General Capital Project Fund					
Total	\$3,388,567	\$34,793,774	\$230,475	(\$34,563,299)	-99.3%
Utilities Fund					
Water & Sewer Fees	\$20,638,965	\$21,819,900	\$22,547,000	\$727,100	3.3%
Prior Year Fund Balance	7,081,149	26,569,846	4,016,933	(22,552,913)	-84.9%
Availability/ Pro Rata Fees	4,571,461	6,945,900	8,038,000	1,092,100	15.7%
Other Charges and Fees	1,202,564	1,587,000	1,232,000	(355,000)	-22.4%
Grant	5,862,792	0	3,225,000	3,225,000	100.0%
Revenue Bond Proceeds	0	110,000,000	24,200,000	(85,800,000)	-78.0%
Use of Money/Property	2,516,857	1,575,200	1,050,000	(525,200)	-33.3%
Total	\$41,873,788	\$168,497,846	\$64,308,933	(\$104,188,913)	-61.8%
School Funds					
State and Federal	\$152,758,521	\$155,261,984	\$148,047,408	(\$7,214,576)	-4.6%
Use of Money/Property	331,375	1,806,743	653,000	(1,153,743)	-63.9%
Bond Proceeds	1,704,853	18,620,405	6,975,465	(11,644,940)	-62.5%
User Fees	7,134,313	7,901,531	7,884,431	(17,100)	-0.2%
Other Revenue	2,347,114	10,293,351	5,555,500	(4,737,851)	-46.0%
Total	\$164,276,176	\$193,884,014	\$169,115,804	(\$24,768,210)	-12.8%
Total Revenues - All Funds	\$457,695,638	\$646,341,886	\$474,253,514	(\$172,088,372)	-26.6%



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 Service Funds also require appropriation. Appropriation is legal authorization to expend.

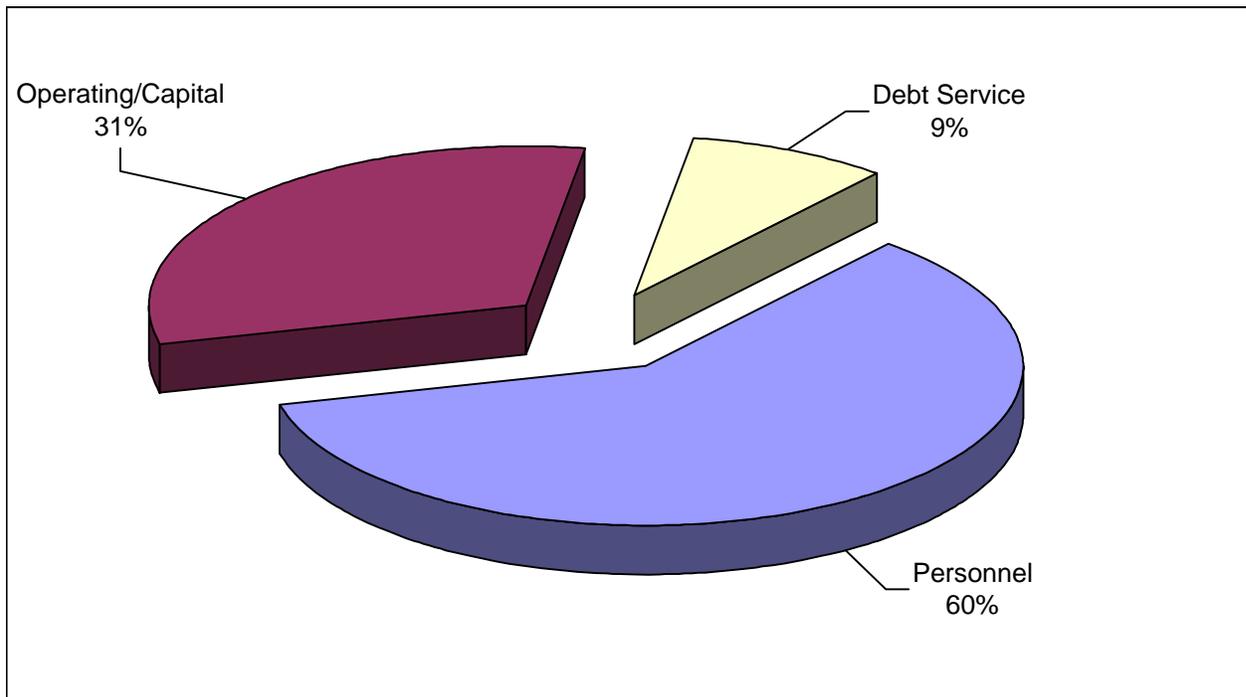
Expenditure Plan	FY2009 Actual	FY2010 Adopted Budget	FY2011 Adopted	Changes	
				'10 Adopted to '11 Adopted	
General Fund - General Government					
Personnel	\$52,768,180	\$54,775,576	\$56,275,078	\$1,499,502	2.7%
Operating	35,075,502	37,013,446	38,478,644	1,465,198	4.0%
Capital	2,789,310	2,484,079	1,730,090	(753,989)	-30.4%
Debt Service	9,846,235	12,185,406	10,879,943	(1,305,463)	-10.7%
Total	\$100,479,227	\$106,458,507	\$107,363,755	\$905,248	0.9%
Transportation - PRTC					
Personnel	\$351,791	\$0	\$0	\$0	0.0%
Operating	3,946,118	3,940,869	3,342,944	(597,925)	-15.2%
Capital	760,401	704,401	1,333,004	628,603	89.2%
Total	\$5,058,310	\$4,645,270	\$4,675,948	\$30,678	0.7%
E-911 Fund					
Personnel	\$2,277,608	\$2,436,834	\$0	(\$2,436,834)	-100.0%
Operating	344,026	395,547	0	(395,547)	-100.0%
Total	\$2,621,634	\$2,832,381	\$0	(\$2,832,381)	-100.0%
Asset Forfeiture Fund					
Operating	\$48,406	\$105,000	\$105,000	\$0	0.0%
Capital	86,461	0	0	0	0.0%
Total	\$134,867	\$105,000	\$105,000	\$0	0.0%
Tourism Fund					
Operating	\$436,385	\$517,486	\$510,901	(\$6,585)	-1.3%
Personnel	137,953	168,394	170,979	2,585	1.5%
Tourism Programs	49,319	39,120	43,120	4,000	10.2%
Capital	48,868	0	0	0	0.0%
Total	\$672,525	\$725,000	\$725,000	\$0	0.0%
Hidden Lake Special Revenue Fund					
Personnel	\$20,813	\$7,031	\$7,031	\$0	0.0%
Operating	46,847	5,000	5,000	0	0.0%
Capital	682,230	0	0	0	0.0%
Debt Service	32,006	60,907	60,670	(237)	-0.4%
Total	\$781,896	\$72,938	\$72,701	(\$237)	-0.3%
Road Impact Fee - West Fund					
Total (Capital)	\$0	\$1,800,000	\$0	(\$1,800,000)	-100.0%
Garrisonville Road Service District Fee					
Total (Capital)	\$0	\$0	\$870,000	\$870,000	100.0%
General Capital Project Fund					
Personnel	\$207,235	\$297,374	\$230,475	(\$66,899)	-22.5%
Capital	20,116,272	34,496,400	0	(34,496,400)	-100.0%
Total	\$20,323,507	\$34,793,774	\$230,475	(\$34,563,299)	-99.3%
Utilities Fund - Water & Sewer					
Operating	\$9,828,606	\$19,853,383	\$12,737,245	(\$7,116,138)	-35.8%
Capital	15,779,935	131,618,300	37,064,000	(94,554,300)	-71.8%
Personnel	11,436,687	11,516,505	10,801,688	(714,817)	-6.2%
Debt Service	4,038,599	5,509,658	3,706,000	(1,803,658)	-32.7%
Total	\$41,083,827	\$168,497,846	\$64,308,933	(\$104,188,913)	-61.8%
School Operating , State Fiscal Stabilization Fund & Grant Fund					
Personnel	\$206,729,449	\$218,845,003	\$210,688,468	(\$8,156,535)	-3.7%
Operating / Capital	43,757,967	44,299,381	38,950,818	(5,348,563)	-12.1%
Debt Service	386,844	386,910	386,910	0	0.0%
Total	\$250,874,260	\$263,531,294	\$250,026,196	(\$13,505,098)	-5.1%
School Debt Service					
Total	\$30,574,129	\$29,260,623	\$25,625,938	(\$3,634,685)	-12.4%
School Construction Fund					
Personnel	246,683	479,336	219,744	(\$259,592)	-54.2%
Operating / Capital	14,978,325	21,000,000	7,953,721	(13,046,279)	-62.1%
Total	\$15,225,008	\$21,479,336	\$8,173,465	(\$13,305,871)	-61.9%
School Nutrition Service Fund					
Personnel	\$5,251,112	\$5,951,447	\$5,723,801	(\$227,646)	-3.8%
Operating	5,481,261	5,557,470	5,772,116	214,646	3.9%
Capital	17,730	101,000	114,000	13,000	12.9%
Total	\$10,750,103	\$11,609,917	\$11,609,917	\$0	0.0%
Total Expenditures - All Funds	\$478,579,293	\$645,811,886	\$473,787,328	(\$172,024,558)	-26.6%



SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

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

	FY2009 Actual	FY2010 Adopted Budget	Adopted Budget	FY2011 Changes '10 Adopted to '11 Adopted	
Personnel	\$279,427,511	\$294,477,500	\$284,117,264	(\$10,360,236)	-3.52%
Operating/Capital	154,273,969	303,930,882	149,010,603	(154,920,279)	-50.97%
Debt Service	44,877,813	47,403,504	40,659,461	(6,744,043)	-14.23%
Total Expenditures	\$478,579,293	\$645,811,886	\$473,787,328	(\$172,024,558)	-26.64%





FY2011 ADOPTED BUDGET ALL FUND TYPES

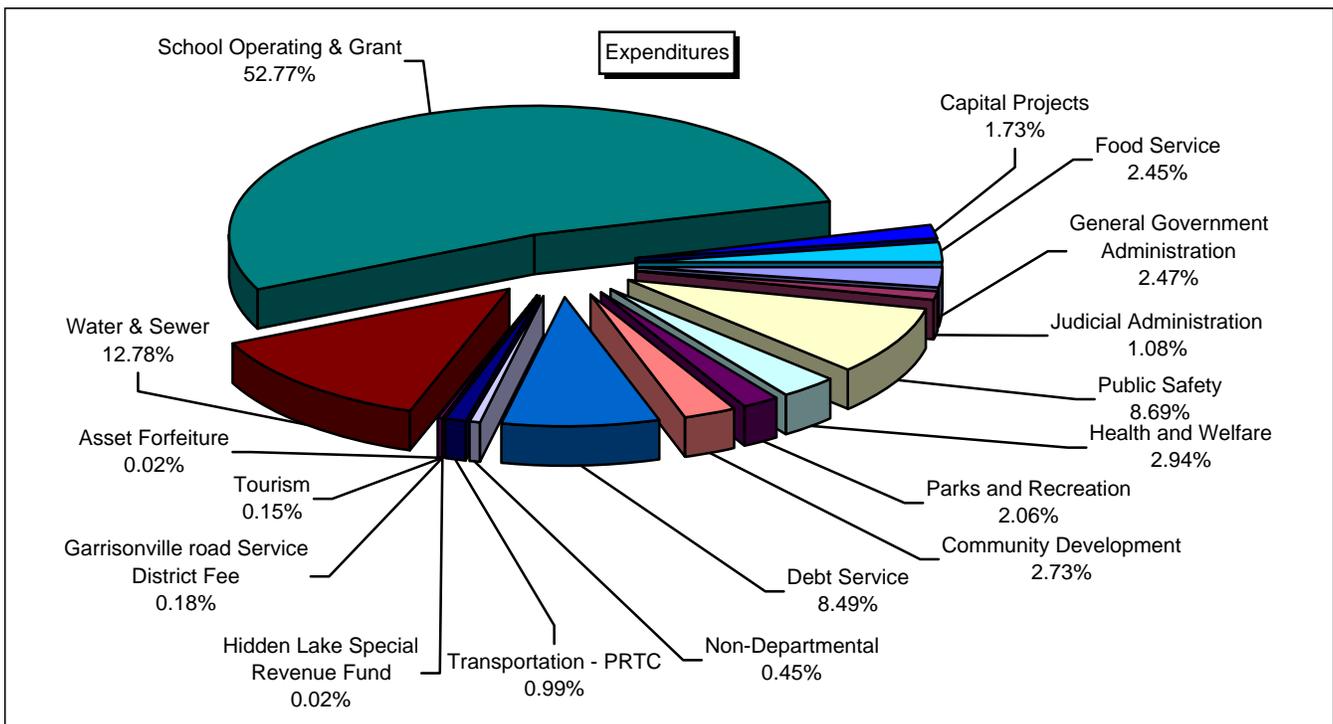
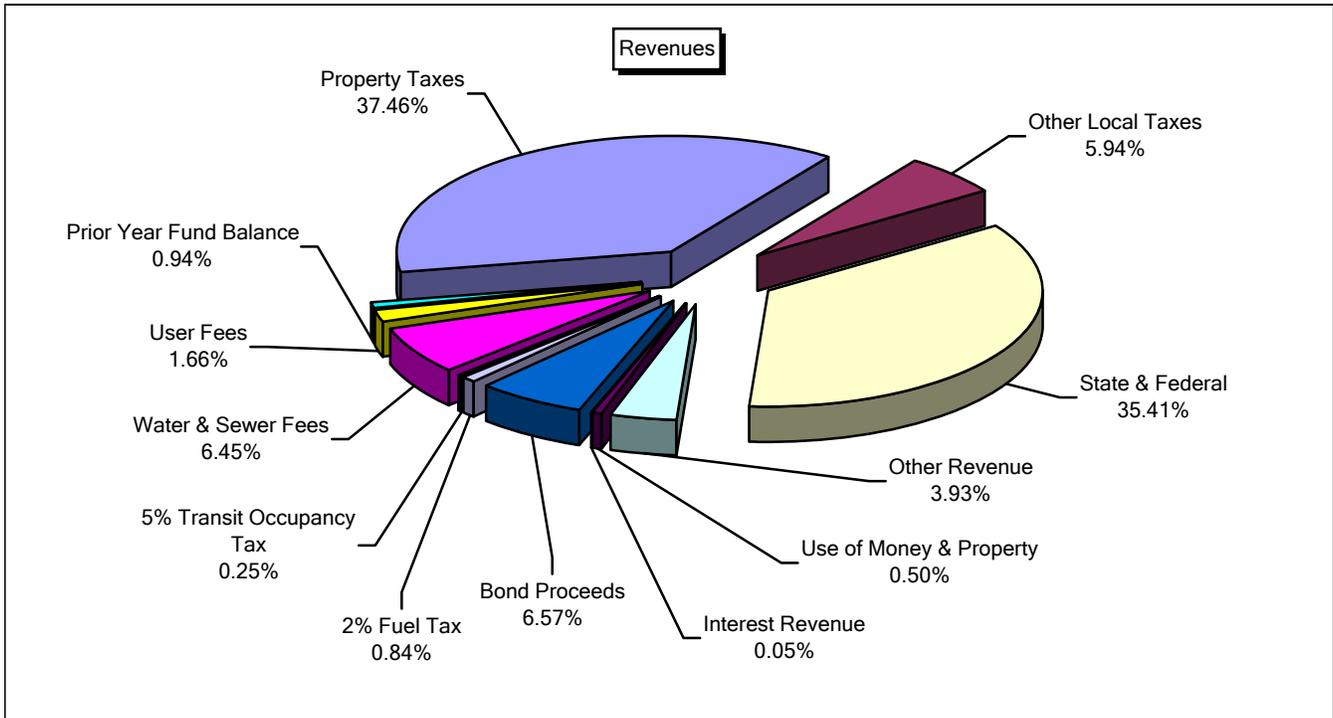
	Governmental Funds				Proprietary Funds	Total 2011 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
Revenues						
Property Taxes	\$177,069,361		\$579,000			\$177,648,361
Other Local Taxes	28,176,523					28,176,523
State & Federal	15,941,865		668,000	148,047,408	3,225,000	167,882,273
Other Revenue	11,867,229		5,000	5,555,500	1,232,000	18,659,729
Use of Money & Property	614,675		46,626	653,000	1,050,000	2,364,301
Interest Revenue		230,475				230,475
Bond Proceeds		6,975,465	100		24,200,000	31,175,565
2% Fuel Tax			3,972,948			3,972,948
5% Transit Occupancy Tax			1,200,000			1,200,000
Water & Sewer Fees					30,585,000	30,585,000
User Fees				7,884,431		7,884,431
Prior Year Fund Balance			456,975		4,016,933	4,473,908
Total	\$233,669,653	\$7,205,940	\$6,928,649	\$162,140,339	\$64,308,933	\$474,253,514
Expenditures						
General Government Administration	\$11,459,586	\$230,475				\$11,690,061
Judicial Administration	5,097,618					5,097,618
Public Safety	41,185,669					41,185,669
Health and Welfare	13,906,044					13,906,044
Parks and Recreation	9,749,728					9,749,728
Community Development	12,936,290					12,936,290
Debt Service	36,505,881				3,706,000	40,211,881
Non-Departmental	2,148,877					2,148,877
Transportation - PRTC			4,675,948			4,675,948
Asset Forfeiture			105,000			105,000
Tourism			725,000			725,000
Hidden Lake Special Revenue Fund			72,701			72,701
Garrisonville road Service District Fee			870,000			870,000
Water & Sewer					60,602,933	60,602,933
School Operating & Grant				250,026,196		250,026,196
Capital Projects				8,173,465		8,173,465
Food Service				11,609,917		11,609,917
Total	\$132,989,693	\$230,475	\$6,448,649	\$269,809,578	\$64,308,933	\$473,787,328
Other Financing Sources (Uses)						
Operating Transfers In	\$480,000			\$107,669,239		\$108,149,239
Operating Transfers Out	(100,693,774)	(6,975,465)	(480,000)			(108,149,239)
Total Other Financing Sources (Uses)	(\$100,213,774)	(\$6,975,465)	(\$480,000)	\$107,669,239	\$0	\$0
Fund Balance, Beginning of Year						
	\$26,007,897	\$23,261,952	\$7,047,516	\$16,027,614	\$56,088,000	\$128,432,979
Fund Balance, end of Year						
	\$26,474,083	\$23,261,952	\$6,590,541	\$16,027,614	\$40,500,000 *	\$112,854,190

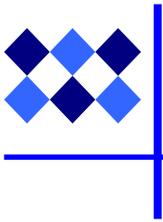
* Utilities Fund ending fund balance adjusted to reflect anticipated unspent capital funds



ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2011 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





DEMOGRAPHICS

Formed as an Independent County	September 27, 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 (2009 Estimate)	126,000
Registered Voters (April 2010)	74,205
At Place Employment (June 2009)	35,062
Median Age (2009 Estimate)	35.1
Median Household Income (2009 Estimate)	\$88,190
Unemployment Rate (Average Annual 2009)	5.3%
Taxable Sales (2008)	\$879,152,861
New Dwelling Units (2008)	451

Full-time County Employees (FTEs): Job Categories - As of April 2010

Officials & Administration	75
Professionals	125
Technicians	133
Protective Services	137
Paraprofessionals	28
Administrative Support	156
Skilled Crafts	119
Service Maintenance	45
Total Regular FTEs	818

Education

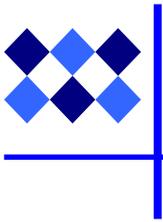
Number of Elementary Schools	17
Number of Middle Schools	8
Number of High Schools	5
Membership-FY2010-2011 Year	26,757

Fire and Rescue Protection

Number of Fire and Rescue Stations	16
Career Personnel	110
Volunteer Personnel	350
2006 Emergency Incidents	22,839

Libraries - As of December 2009

Number of Facilities	2
Patrons Registered	79,103
Total Circulation	3,843,251



DEMOGRAPHICS

Parks and Recreation

County Parks	10 (1,025 acres)
Regional Parks.....	3 (157 acres)
State and National Parks	2 (1,184 acres)
Athletic Fields.....	41
Playgrounds	8
Tennis Courts (County & School).....	17
Campground	1 (48 acres)
Private Golf Course.....	1 (9 holes)
Public Golf Courses	3 (18 holes)
National Historic Attractions	10
Public Marinas	4
Public Boat Ramps	3
Public Fishing Lakes	2
Public Beach.....	2 (43 acres)
Public Swimming Pool.....	2 (1 year round facility)
Gymnastics Training Center	1
Senior Citizens Center	1
Recreation Centers	3

Police Protection

Number of Employees	244
Police Operations.....	166 (14 part-time)
Court Services/Civil Process.....	29 (4 part-time)
Communications (EOC)	37
Animal Control	12

Water and Sewer Utility (As of October 31, 2007)

Number of Water/Sewer Accounts.....	31,600
Water Plant Capacity	16.0 mgd
Average Water Consumption	9.7 mgd
Water Mains	581 miles
Sewer Mains	414 miles
Water Storage.....	16.7 million gallons
Reservoirs	2 lakes
Wastewater Plant Capacity	10.5 mgd
Average Wastewater Flow	8.4 mgd
Pumping Stations.....	89

*mgd=million gallons per day



SELECTED FISCAL INDICATORS FY 2003-2011

	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010 Adopted Budget	FY2011 Adopted Budget
Dollars (000)									
Total Exp All Funds	\$295,139	\$345,602	\$423,820	\$462,679	\$461,041	\$459,406	\$478,579	\$645,812	\$473,787
General Fund Revenues	\$146,170	\$162,400	\$181,608	\$199,124	\$215,148	\$232,348	\$237,902	\$238,986	\$234,150
Total School Funds Exp & Debt	\$203,104	\$232,164	\$304,067	\$314,478	\$314,484	\$303,420	\$307,423	\$325,881	\$295,436
Local School Funding	\$84,000	\$89,219	\$93,452	\$114,427	\$121,194	\$130,513	\$130,049	\$131,997	\$126,320
People									
Resident Population	109,341	114,513	117,674	120,170	120,723	121,736	122,800	124,900	126,000
Authorized County Positions	778	780	840	952	1,014	1,060	1,060	1,054	1,039
School Enrollment (ADM) (1)	23,698	24,639	25,419	25,871	26,181	26,114	26,350	26,661	26,757
Assessed Value (000)									
Real Property (2)	6,663,645	8,920,630	9,499,678	16,293,674	16,912,468	16,266,629	16,314,008	12,490,990	12,553,445
Tax Rates									
Real Property	1.18/1.14	1.14/.97	0.97	0.97/0.63	0.63/.0.70	0.70/.84	0.84	0.84/1.10	1.10
Personal Property	5.49	5.49	5.49	5.49	5.49	5.49	5.49/6.89	6.89	6.89
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20	2.20	2.20/2.76	2.76	2.76

(1) (ADM) Average Daily Membership

(2) Calendar Year Value

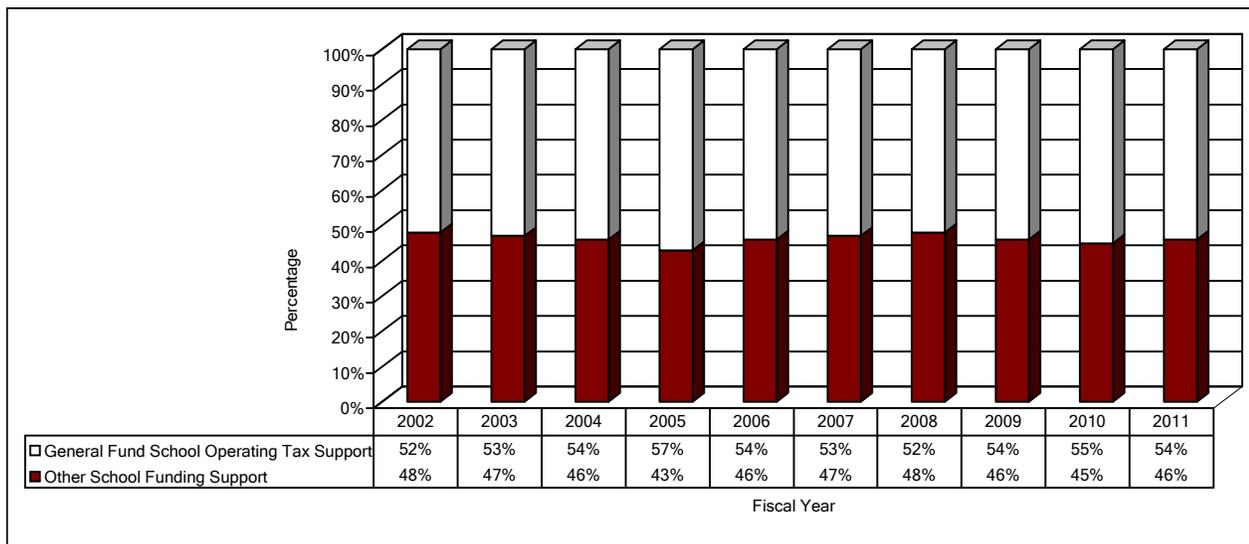


EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2011 is \$126,319,712. This is a \$5,677,444 decrease or -4.3% compared to Fiscal Year 2010.

Fiscal Year	Avg. Daily Membership		County Population		Operating Expenditures				
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2011 *	26,757	1.5%	126,000	2.6%	275,652	(5,796)	-2.1%	10,302	2,188
2010 *	26,661	2.1%	124,900	2.6%	292,792	21,253	7.8%	10,982	2,344
2009	26,350	0.9%	122,800	0.9%	281,448	9,910	3.6%	10,681	2,292
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
2003	23,698	6.1%	109,341	4.9%	179,060	19,391	12.1%	7,556	1,638
2002	22,332	5.8%	104,232	12.7%	159,669	9,228	6.1%	7,150	1,532

Fiscal Year	School Enrollment		County Population		General Fund Transfer					
	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	% of Oper. Fund
2011 *	26,757	1.5%	126,000	2.6%	126,320	(3,729)	-2.9%	4,721	1,003	46%
2010 *	26,661	2.1%	124,900	2.6%	131,997	1,484	1.1%	4,951	1,057	45%
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	4,233	4.7%	3,676	794	43%
2004	24,639	4.0%	114,513	4.7%	89,219	5,219	6.2%	3,621	779	46%
2003	23,698	6.1%	109,341	4.9%	84,000	8,120	10.7%	3,545	768	47%
2002	22,332	5.8%	104,232	12.7%	75,880	6,552	9.5%	3,398	728	48%

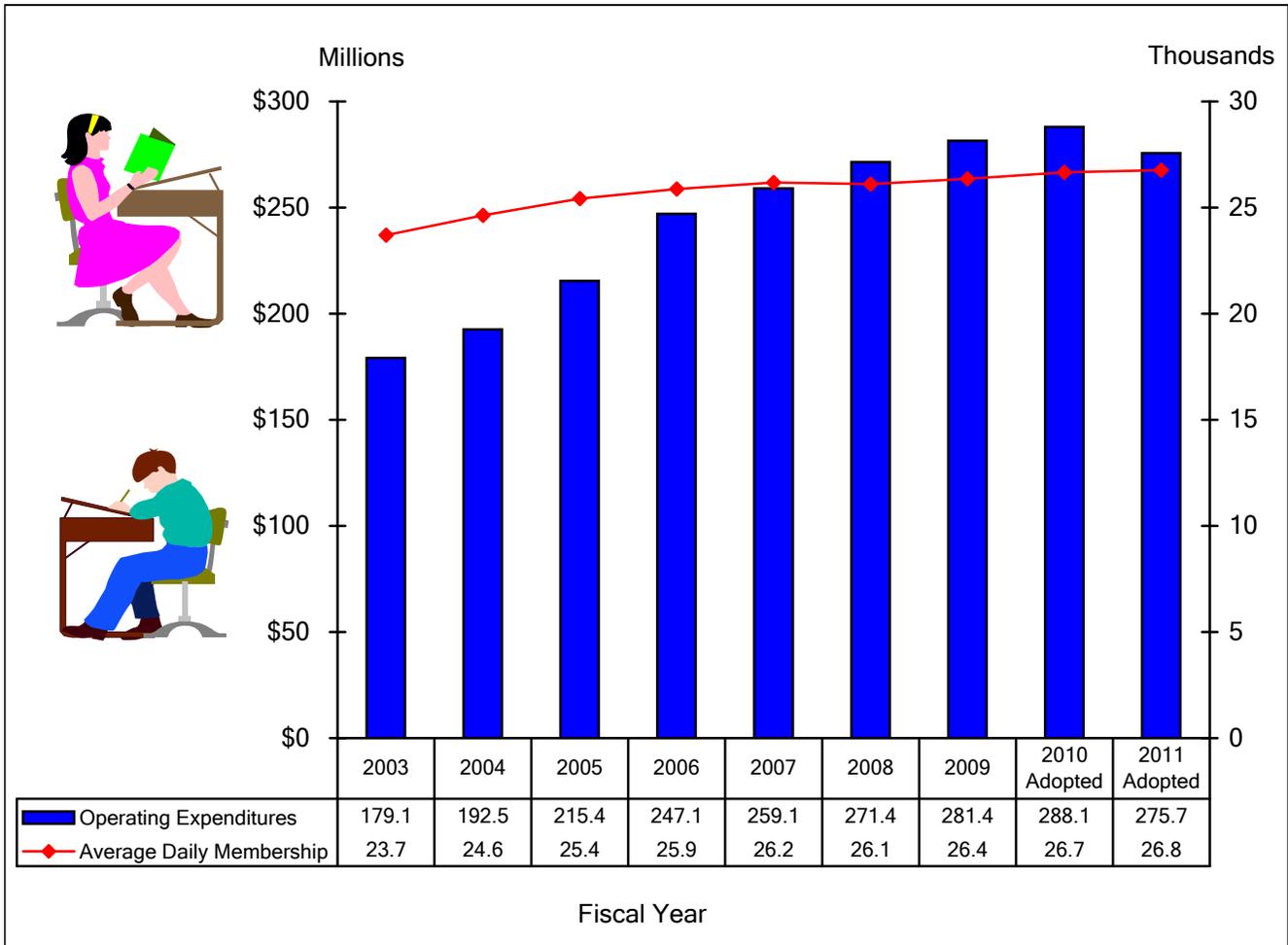


* Fiscal Year 2010 and 2011 are Adopted Budget's.



SCHOOL OPERATING VS. ENROLLMENT

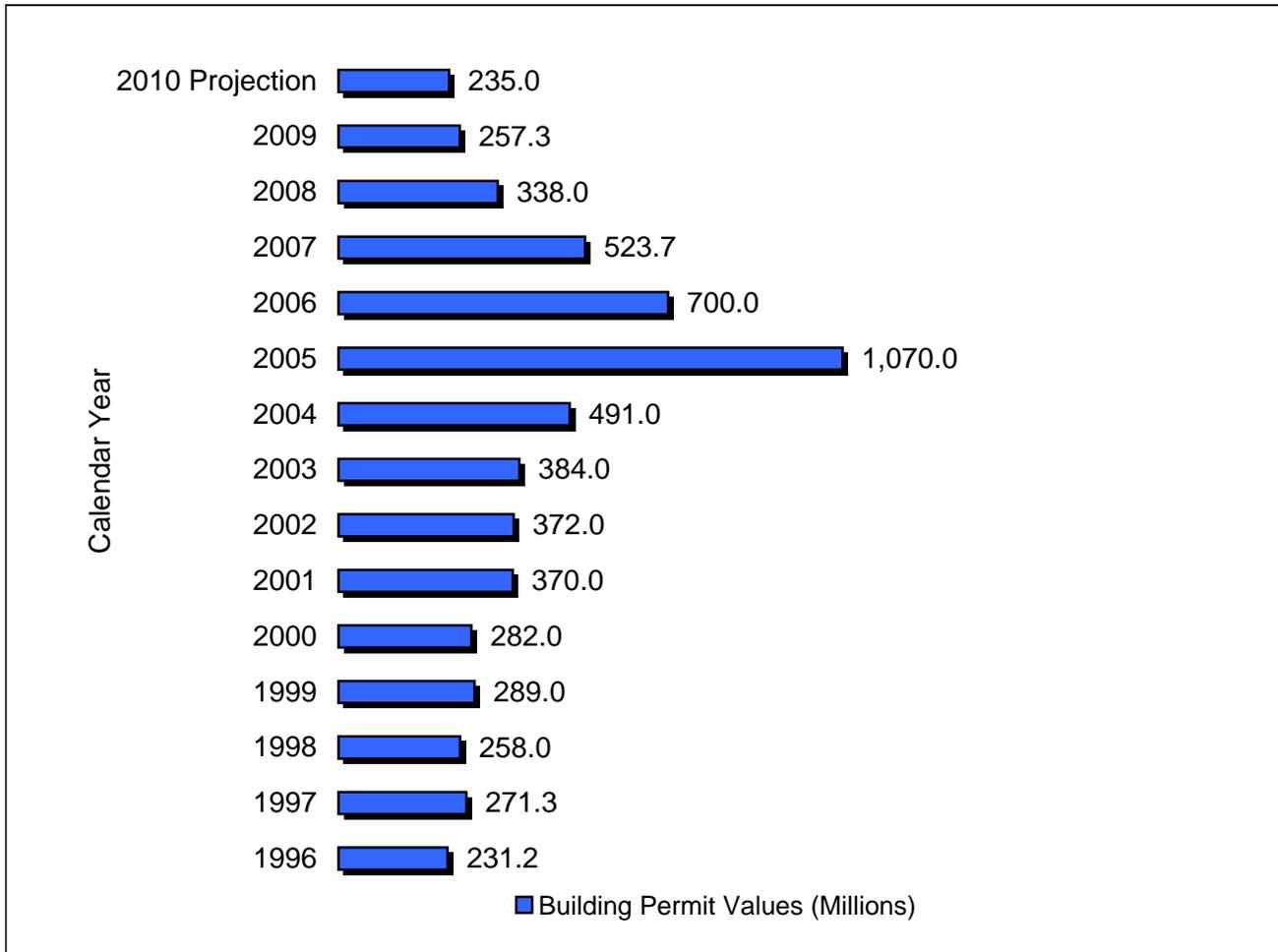
Estimated school average daily membership for Fiscal Year 2011 is 26,757 and a school operating budget of \$275.7 million (Including Debt Service).





BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is estimated to be \$235,000,000 in 2010.



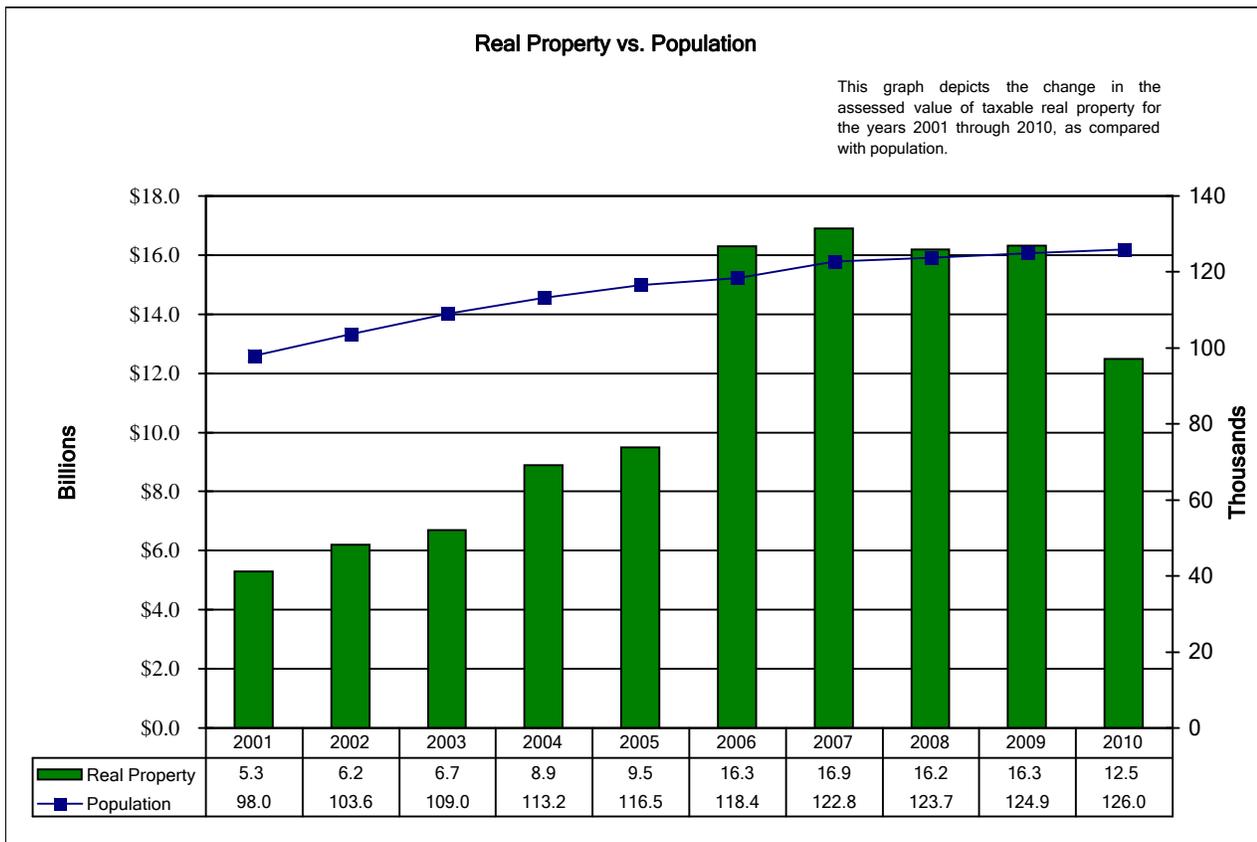


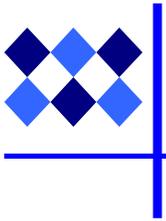
ASSESSED VALUE OF REAL PROPERTY

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, 2010. 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).

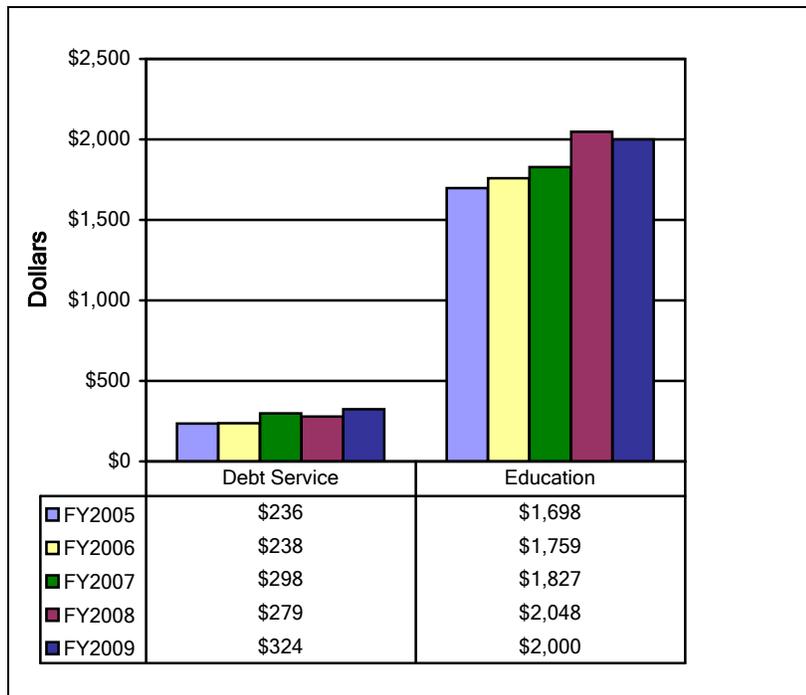
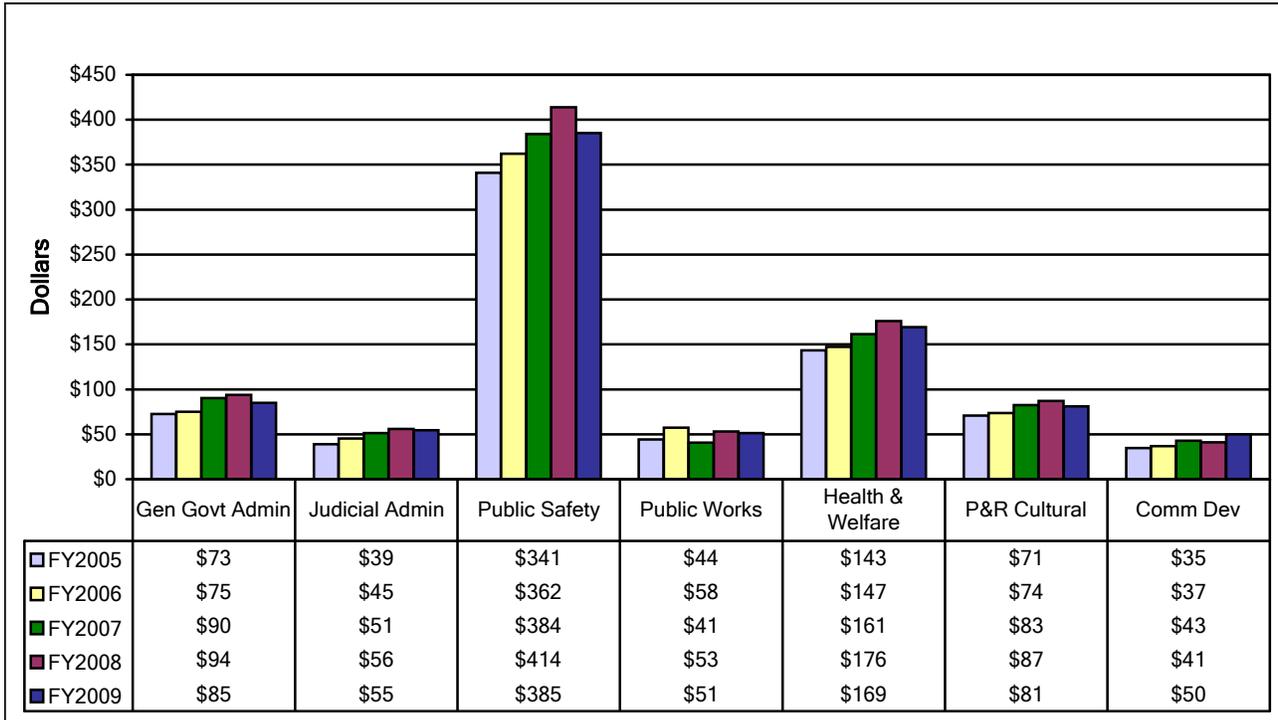
The 2010 reassessment reflects the continuing downturn in the residential real estate market, with values declining approximately 23% overall. Residential properties declined an average of 26%, while commercial properties decreased by an average of 11%.





PER CAPITAL EXPENDITURES

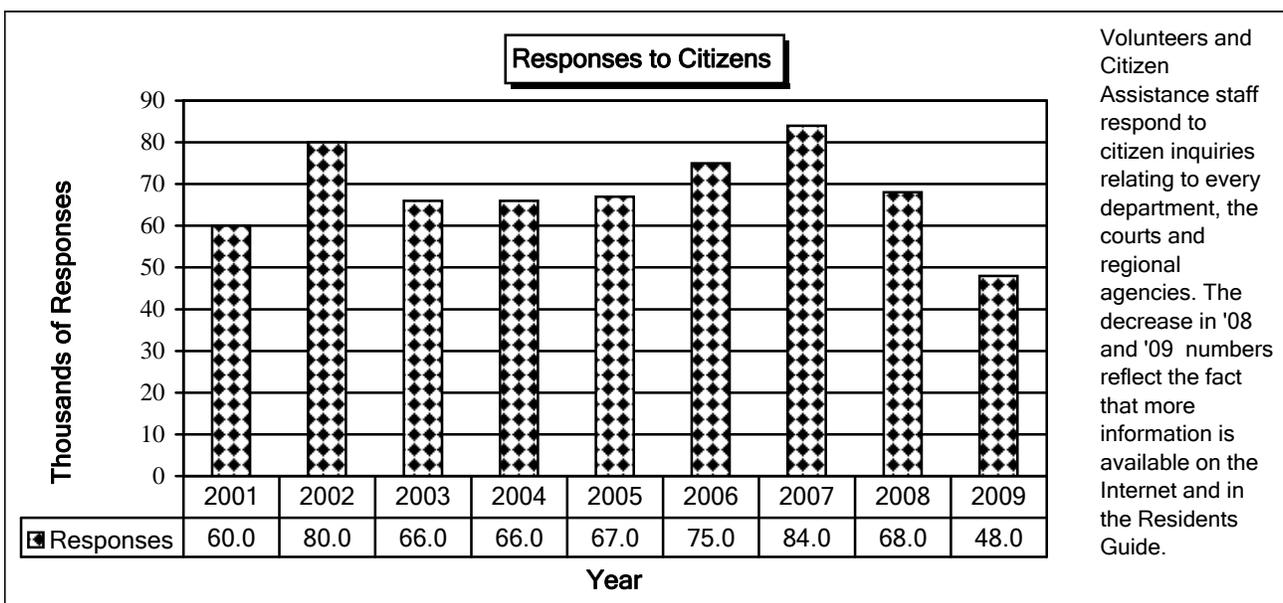
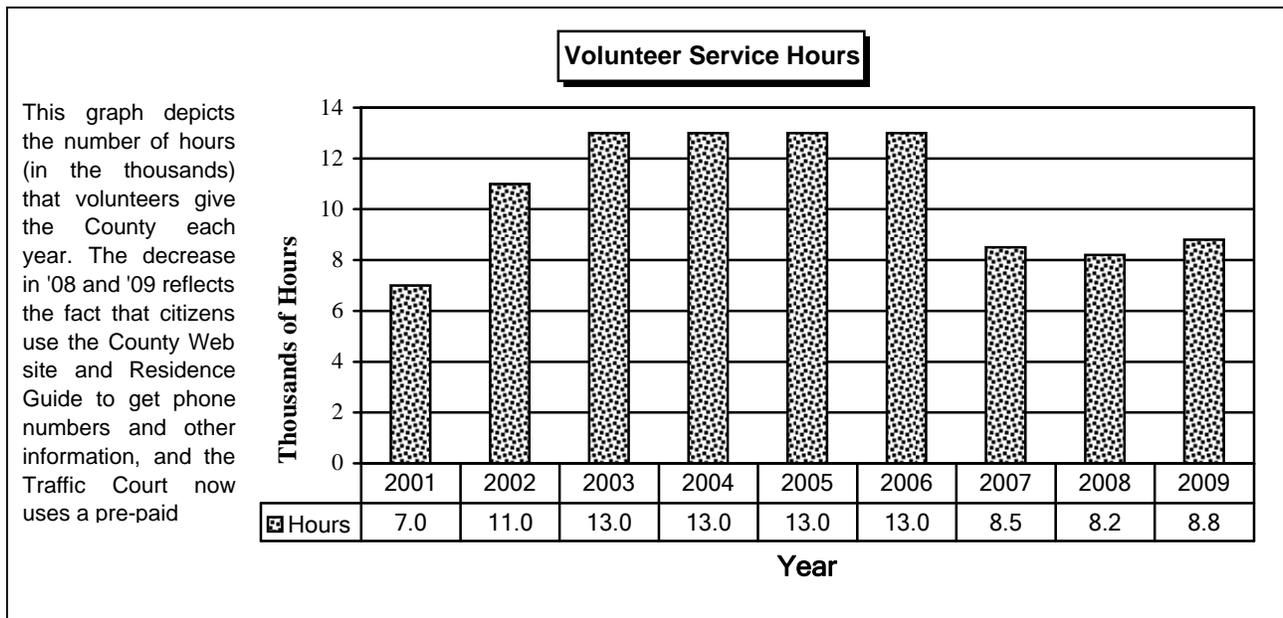
These graphs represents Stafford's per capita expenditures for general government, debt service and education for Fiscal Years 2005 through 2009, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.





CITIZEN ASSISTANCE AND VOLUNTEER SERVICES

Citizen Assistance and Volunteer Services provides ombudsman, switchboard and reception desk services daily in Stafford's Judicial and Administration Centers. The Office recruits and trains a corps of 100 volunteers who assist in the courts, reception duties in county offices, traffic trailers, speedwatch and data entry in the Sheriff's department, walking dogs and animal care at the Animal Shelter, and serve as tour guides for Stafford County Schools 3rd grade tour program. A new team of volunteers have recently been added to this office which is the Cemetery Committee who researches, preserves and maintains Stafford County cemeteries.

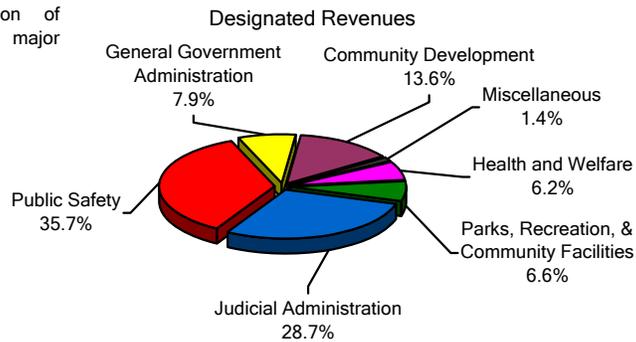




CURRENT SERVICE COSTS PROPERTY TAXES

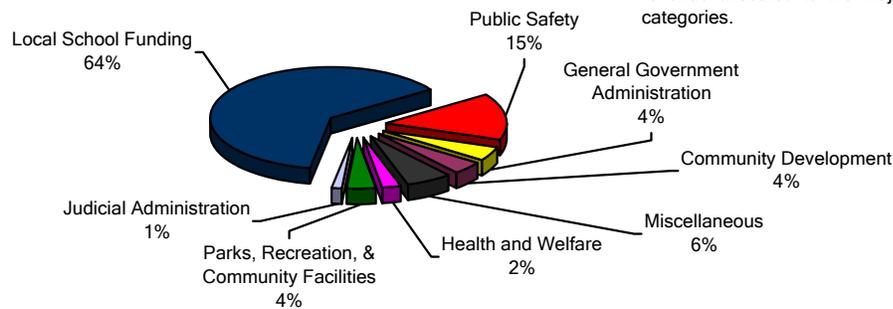
Service Type	Service Costs	FY2011 Revenues		Property Tax Required	
		Designated	Undesignated	Total	Per Capita
Local School Funding	\$126,319,712	\$0	\$15,366,038	\$110,953,674	\$888.34
Public Safety	41,185,669	10,058,591	5,009,990	26,117,088	209.10
General Government Administration	11,459,586	2,235,422	1,393,990	7,830,174	62.69
Community Development	12,936,290	3,826,336	1,573,622	7,536,332	60.34
Miscellaneous	13,028,820	381,063	1,584,878	11,062,879	88.57
Health and Welfare	13,906,044	8,084,799	1,691,587	4,129,658	33.06
Parks, Recreation, & Community Facilities	9,749,728	1,743,794	1,185,996	6,819,938	54.60
Judicial Administration	5,097,618	1,857,904	620,095	2,619,619	20.97
Total	\$233,683,467	\$28,187,909	\$28,426,197	\$177,069,361	\$1,417.69

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



Property Tax Required

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

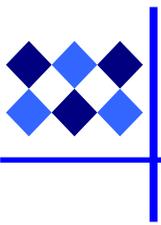




2011 ADOPTED PROPERTY TAX RATES

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real Estate	1.10
Motor Vehicles	6.89
Tangible Personal Property - Other	5.49
Motor Vehicles Specially Equipped for the Disabled	.10
Personal Property Volunteer Fire & Rescue	.0001
Disabled Veterans as defined in VA Code §46.2-100	.0001
Motor Carrier Transportation	.75
Machinery and Tools	.75
Merchant's Capital	.50
Mobile Homes	1.10
Aircraft	.0001

The tax rate for vehicles is based on assessed value which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.76 per \$100 of estimated fair market value.



DEBT MANAGEMENT

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.

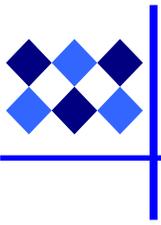
Two of the rating agencies, Moody's and Fitch, recently recalibrated their municipal bond ratings, aligning them more closely with corporate ratings. The recalibration reduced the number of rating categories, and for most localities, resulted in higher rating. The County's ratings are shown below:

Recalibration→	Moody's		Standard & Poor's	Fitch	
	Pre	Post	No Recalibration	Pre	Post
General Obligation	Aa3	Aa2	AA-	AA-	AA
Lease Revenue	A2	A1	A+	A+	AA-
Water & Sewer	A1	Aa2	AA	Not Rated	

While these ratings recognize Stafford's strong financial management, the Board of Supervisors has expressed its intent to work toward improving the County's bond rating and is expected to take action early in FY2011 to further strengthen the County's financial policies. It is anticipated that these changes will include more stringent debt limits as the County continues to reduce its reliance on debt.

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



DEBT MANAGEMENT

management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.”

Accordingly, Stafford County examined its debt program and adopted debt policy limits. The County’s debt policies are included in the Board’s Principles of High Performance Financial Management. According to the policy adopted August 2008, General Government debt service expenditures (General Fund and School Funds) cannot exceed 12% of the budget for General Government expenditures. As part of the efforts to improve the County’s bond rating, it is expected that this limit will be decreased to 11%, with the goal of bringing it to 10% within five years. For the fiscal year 2009, the figure is 10.81%.

County policy also limits the total of net bonded debt to 4.5% of the value of assessed value of real property in the County. The Board is considering lowering this limit to 3.5%, with a goal of achieving a 3% ratio within five years. In fiscal year 2009, the total of net bonded debt was 2.24% of the total value of real property.

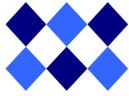
The approved CIP was formulated using the more stringent debt limitations (3.5% debt to assessed value and 11% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating.

Between 6/30/00 and 6/30/09, total Direct Debt for the County rose from \$162.0 million to \$383.7 million. Direct Debt includes general obligation bonds, revenue bonds and other long-term debt instruments for the County’s Governmental, School Board and Enterprise funds. The outstanding debt per capita for fiscal year 2009 was \$3,125. Current and future debt levels are sustainable and should not adversely affect the County’s fiscal health, particularly in view of expected future growth in Stafford County’s tax base.

The exhibits in this section provide further detail regarding the County’s current debt obligations.

The Analysis of Outstanding Debt Fiscal Year 2011-2015 displays the principal amounts owed at the current time. The section includes 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.

Charts are included to illustrate compliance with the current adopted policies.



ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2011-2015

General Obligation Bonds

School Bond - VPSA

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	249,511,940	0	14,012,306	235,499,634
2012	235,499,634	0	13,959,536	221,540,098
2013	221,540,098	0	13,504,830	208,035,268
2014	208,035,268	0	13,334,735	194,700,533
2015	194,700,533	0	13,219,044	181,481,489

Literary Fund Loans

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	4,828,782	0	656,149	4,172,633
2012	4,172,633	0	511,149	3,661,484
2013	3,661,484	0	466,149	3,195,335
2014	3,195,335	0	466,149	2,729,186
2015	2,729,186	0	466,149	2,263,037

Bonds for County Projects

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	7,695,000	0	895,000	6,800,000
2012	6,800,000	0	740,000	6,060,000
2013	6,060,000	0	740,000	5,320,000
2014	5,320,000	0	735,000	4,585,000
2015	4,585,000	0	735,000	3,850,000

Total General Obligation Bonds

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	262,035,722	0	15,563,455	246,472,267
2012	246,472,267	0	15,210,685	231,261,582
2013	231,261,582	0	14,710,979	216,550,603
2014	216,550,603	0	14,535,884	202,014,719
2015	202,014,719	0	14,420,193	187,594,526

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	87,430,000	0	3,710,000	83,720,000
2012	83,720,000	0	3,755,000	79,965,000
2013	79,965,000	0	3,460,000	76,505,000
2014	76,505,000	0	3,500,000	73,005,000
2015	73,005,000	0	3,540,000	69,465,000

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	8,783,857	0	374,386	8,409,471
2012	8,409,471	0	385,702	8,023,769
2013	8,023,769	0	397,360	7,626,409
2014	7,626,409	0	409,370	7,217,039
2015	7,217,039	0	421,743	6,795,296

Other Debt

Other- Equipment Leases- School Equipment

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	3,573,599	0	1,599,056	1,974,543
2012	1,974,543	0	902,434	1,072,109
2013	1,072,109	0	775,025	297,084
2014	297,084	0	297,084	0

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	4,302,572	0	929,684	3,372,888
2012	3,372,888	0	758,952	2,613,936
2013	2,613,936	0	586,150	2,027,786
2014	2,027,786	0	453,372	1,574,414
2015	1,574,414	0	424,112	1,150,302

Total Other- Equipment Leases, County and Schools

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	7,876,171	0	2,528,740	5,347,431
2012	5,347,431	0	1,661,386	3,686,045
2013	3,686,045	0	1,361,175	2,324,870
2014	2,324,870	0	750,456	1,574,414
2015	1,574,414	0	424,112	1,150,302



ANALYSIS OF OUTSTANDING DEBT FISCAL YEAR 2011-2015

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	8,805,000	33,287,841	2,920,000	39,172,841
2012	39,172,841	0	3,897,730	35,275,111
2013	35,275,111	0	2,077,230	33,197,881
2014	33,197,881	0	2,106,850	31,091,031
2015	31,091,031	0	2,137,196	28,953,835

Total Utilities Debt

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	8,805,000	33,287,841	2,920,000	39,172,841
2012	39,172,841	0	3,897,730	35,275,111
2013	35,275,111	0	2,077,230	33,197,881
2014	33,197,881	0	2,106,850	31,091,031
2015	31,091,031	0	2,137,196	28,953,835

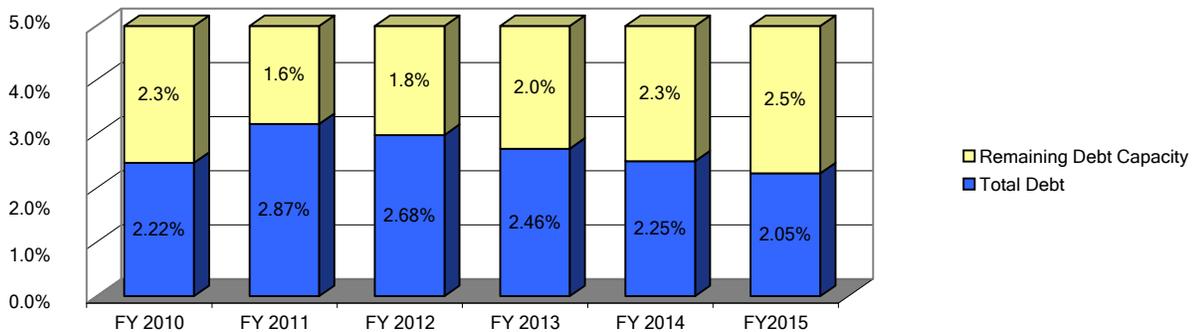
(1) Virginia Resource Authority loan has been authorized. It is a reimbursement loan. The County expects to draw down the loan in FY 2011.

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	New Debt	Principal Payments	Balance June 30
2011	374,832,577	33,287,841	25,096,581	383,122,010
2012	383,122,010	0	24,910,503	358,211,507
2013	358,211,507	0	22,006,744	336,204,763
2014	336,204,763	0	21,302,560	314,902,203
2015	314,902,203	0	20,943,244	293,958,959

Total Debt Compared to Assessed Value of Property
not to exceed 4.5%



This graph shows the outstanding debt for the General Fund and the Schools Fund as compared to the current and projected values of real property in the County. The Board's Principles of High Performance Financial Management state: " General obligation debt shall not exceed 4.5% of the assessed valuation of taxable real property"

As part of its efforts to improve the County's bond rating, the Board is considering a revision to the financial policies which would reduce this ratio to 3.5% in FY11 and to 3% by July 1, 2015.

The approved CIP was formulated to meet the 3.5% limit.



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 FUND BOND DEBT

General Government Lease-Revenue Bonds, Series 2008 - 2033
 England Run Library, Patowomeck 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

405 Chatham Park Office Square

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$478,000
2000	20,973	26,385	47,358	457,027
2001	22,679	24,679	47,358	434,348
2002	23,904	23,455	47,359	410,444
2003	25,195	22,164	47,359	385,249
2004	26,556	20,803	47,359	358,693
2005	27,990	19,369	47,359	330,703
2006	29,501	17,858	47,359	301,202
2007	31,094	16,265	47,359	270,108
2008	32,773	14,586	47,359	237,335
2009	34,543	12,816	47,359	202,792
2010	36,408	10,951	47,359	166,384
2011	38,374	8,985	47,359	128,010
2012	40,446	6,913	47,359	87,564
2013	42,631	4,728	47,359	44,933
2014	44,933	2,444	47,377	0
Total	<u>\$478,000</u>	<u>\$232,401</u>	<u>\$710,401</u>	

Fire & Rescue Equipment - 2001

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



GENERAL FUND LEASE DEBT

Chichester Building

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

Fire & Rescue Equipment - 2002

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



GENERAL FUND LEASE

School Buses 2004

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

School Buses 2005-A

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



GENERAL FUND LEASE DEBT

Fire & Rescue - Pumper Trucks 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,012,740
2006	\$85,028	\$19,201	104,229	927,712
2007	369,848	35,992	405,840	557,864
2008	61,175	22,899	84,074	496,689
2009	63,517	18,237	81,754	433,172
2010	65,948	15,806	81,754	367,224
2011	68,472	13,282	81,754	298,752
2012	71,093	10,661	81,754	227,658
2013	73,815	7,939	81,754	153,843
2014	76,640	5,114	81,754	77,203
2015	77,203	4,551	81,754	0
Total	<u>\$1,012,740</u>	<u>\$153,682</u>	<u>\$1,166,422</u>	

School Buses 2005-B

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,006,870
2006	128,430	37,799	166,229	1,878,440
2007	263,331	60,563	323,894	1,615,109
2008	272,200	51,693	323,893	1,342,909
2009	281,368	42,525	323,893	1,061,541
2010	290,845	33,049	323,894	770,696
2011	300,641	23,253	323,894	470,055
2012	310,767	13,127	323,894	159,288
2013	159,288	2,660	161,948	0
Total	<u>\$2,006,870</u>	<u>\$264,669</u>	<u>\$2,271,539</u>	

School Technology Upgrades and Replacements 2005

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,848,231
2006	171,830	33,544	205,374	1,676,401
2007	352,000	51,146	403,146	1,324,401
2008	363,421	39,726	403,147	960,980
2009	375,213	27,935	403,148	585,767
2010	387,386	15,761	403,147	198,381
2011	198,381	3,193	201,574	0
Total	<u>\$1,848,231</u>	<u>\$171,305</u>	<u>\$2,019,536</u>	



GENERAL FUND LEASE DEBT

School Technology Upgrades and Replacements - 2006

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

School Buses - 2006

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

Fire & Rescue - Ambulances 2006

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$226,966
2006	0	302	302	226,966
2007	41,877	8,648	50,525	185,089
2008	43,565	6,960	50,525	141,524
2009	45,322	5,203	50,525	96,202
2010	47,150	3,376	50,526	49,052
2011	49,052	1,474	50,526	0
Total	<u>\$226,966</u>	<u>\$25,963</u>	<u>\$252,929</u>	



GENERAL FUND LEASE DEBT

Fire & Rescue - Pumper Truck Chassis 2006

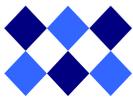
Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$406,242
2006	0	692	692	406,242
2007	73,276	19,844	93,120	332,966
2008	77,053	16,068	93,121	255,913
2009	81,033	12,088	93,121	174,880
2010	85,229	7,891	93,120	89,651
2011	89,651	3,467	93,118	0
Total	<u>\$406,242</u>	<u>\$60,050</u>	<u>\$466,292</u>	

School Buses - 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$1,720,885
2008	199,927	112,190	312,117	1,520,958
2009	213,570	98,549	312,119	1,307,388
2010	228,145	83,975	312,120	1,079,243
2011	243,712	68,406	312,118	835,531
2012	260,341	51,778	312,119	575,190
2013	278,106	34,012	312,118	297,084
2014	297,084	15,036	312,120	0
Total	<u>\$1,720,885</u>	<u>\$463,946</u>	<u>\$2,184,831</u>	

AS400 - 2011

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$98,171
2011	31,898	2,301	34,199	66,273
2012	32,717	1,483	34,200	33,556
2013	33,556	643	34,199	0
Total	<u>\$98,171</u>	<u>\$4,427</u>	<u>\$102,598</u>	



GENERAL FUND LEASE DEBT

Fire & Rescue Equipment - Fire Trucks - 2007

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$521,281
2008	42,407	22,771	65,178	478,874
2009	44,317	20,860	65,177	434,557
2010	46,315	18,862	65,177	388,242
2011	48,403	16,774	65,177	339,839
2012	50,585	14,593	65,178	289,254
2013	52,865	12,312	65,177	236,389
2014	55,249	9,929	65,178	181,140
2015	57,739	7,439	65,178	123,401
2016	60,342	4,836	65,178	63,059
2017	63,059	2,116	65,175	0
Total	<u>\$521,281</u>	<u>\$130,492</u>	<u>\$651,773</u>	

Ambulances - 2007

Fiscal Year	Principal	Interest	Total	Balance
	0	0	0	545,341
2008	100,074	22,172	122,246	445,267
2009	104,383	17,864	122,247	340,884
2010	108,874	13,372	122,246	232,010
2011	113,560	8,685	122,245	118,450
2012	118,450	3,787	122,237	0
Total	<u>\$545,341</u>	<u>\$65,880</u>	<u>\$611,221</u>	



GENERAL FUND LEASE DEBT

Fire & Rescue Equipment - 2008

Fiscal Year	Principal	Interest	Total	Balance
	\$0	\$0	\$0	\$2,104,623
2009	170,043	95,311	265,355	1,934,580
2010	177,912	87,443	265,355	1,756,667
2011	186,162	79,193	265,355	1,570,505
2012	194,813	70,542	265,355	1,375,693
2013	203,884	61,471	265,355	1,171,809
2014	213,398	51,957	265,355	958,411
2015	223,377	41,977	265,355	735,033
2016	233,846	31,508	265,355	501,187
2017	244,831	20,524	265,355	256,356
2018	256,356	8,998	265,355	0
Total	<u>\$2,104,623</u>	<u>\$548,925</u>	<u>\$2,653,548</u>	

Ambulances - 2008

Fiscal Year	Principal	Interest	Total	Balance
	0	0	0	550,896
2009	101,899	20,343	122,242	448,997
2010	105,880	16,362	122,242	343,117
2011	110,017	12,224	122,242	233,099
2012	114,316	7,926	122,242	118,783
2013	118,783	3,459	122,242	0
Total	<u>\$550,896</u>	<u>\$60,314</u>	<u>\$611,209</u>	

Fire & Rescue Equipment - Pierce Arrow Rescue Pumper - 2009

Fiscal Year	Principal	Interest	Total	Balance
	0	0	0	649,060
2010	53,604	26,322	79,926	595,456
2011	55,846	24,080	79,926	539,610
2012	58,182	21,744	79,926	481,427
2013	60,616	19,310	79,926	420,811
2014	63,151	16,775	79,926	357,660
2015	65,793	14,133	79,926	291,867
2016	68,545	11,381	79,926	223,322
2017	71,412	8,514	79,926	151,910
2018	74,399	5,527	79,926	77,511
2019	77,511	2,415	79,926	0
Total	<u>\$649,060</u>	<u>\$150,201</u>	<u>\$799,261</u>	



UTILITIES FUND BOND DEBT

\$13,420,000 Smith Lake & Rocky Pen Run Revenue Bonds

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

\$22,915,000 Revenue Refunding Bonds, Series 2003

Fiscal Year	Principal	Interest	Total	Balance
2003	\$0	\$218,244	\$218,244	\$22,915,000
2004	2,520,000	872,975	3,392,975	20,395,000
2005	2,620,000	772,175	3,392,175	17,775,000
2006	2,415,000	667,375	3,082,375	15,360,000
2007	2,515,000	570,775	3,085,775	12,845,000
2008	2,615,000	470,175	3,085,175	10,230,000
2009	2,680,000	298,263	2,978,263	7,550,000
2010	2,765,000	317,863	3,082,863	4,785,000
2011	2,250,000	228,000	2,478,000	2,535,000
2012	2,535,000	126,750	2,661,750	0
Total	<u>\$22,915,000</u>	<u>\$4,542,595</u>	<u>\$27,457,595</u>	



UTILITIES FUND BOND DEBT

\$9,606,479 Virginia Resources Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
2012	172,917.00	330,438.00	503,355.00	9,433,562.00
2013	355,096.00	331,768.00	686,864.00	9,078,466.00
2014	367,814.00	319,050.00	686,864.00	8,710,652.00
2015	380,987.00	305,877.00	686,864.00	8,329,665.00
2016	394,631.00	292,231.00	686,862.00	7,935,034.00
2017	408,766.00	278,098.00	686,864.00	7,526,268.00
2018	423,406.00	263,458.00	686,864.00	7,102,862.00
2019	438,570.00	248,293.00	686,863.00	6,664,292.00
2020	454,278.00	232,586.00	686,864.00	6,210,014.00
2021	470,547.00	216,316.00	686,863.00	5,739,467.00
2022	487,400.00	199,463.00	686,863.00	5,252,067.00
2023	504,857.00	182,007.00	686,864.00	4,747,210.00
2024	522,938.00	163,926.00	686,864.00	4,224,272.00
2025	541,667.00	145,197.00	686,864.00	3,682,605.00
2026	561,066.00	125,797.00	686,863.00	3,121,539.00
2027	581,161.00	105,702.00	686,863.00	2,540,378.00
2028	601,976.00	84,888.00	686,864.00	1,938,402.00
2029	623,535.00	63,328.00	686,863.00	1,314,867.00
2030	645,868.00	40,996.00	686,864.00	668,999.00
2031	668,999.00	17,865.00	686,864.00	-
Total	<u>9,606,479.00</u>	<u>\$3,947,284</u>	<u>\$13,553,763</u>	

\$23,681,362 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
Total	<u>\$23,681,362</u>	<u>\$4,073,413</u>	<u>\$27,754,775</u>	

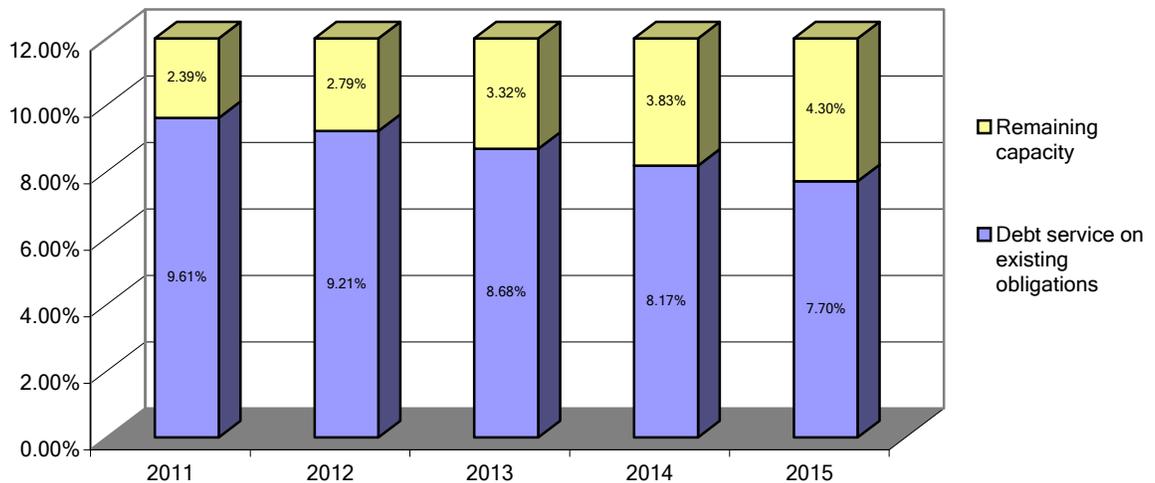


DEBT SERVICE REQUIREMENT FISCAL YEARS 2011-2015

This schedule shows the debt service requirement for existing obligations for the General Fund and the Utilities Fund.

Fiscal Year	General Fund	Utilities Fund
2011	36,541,331	3,331,580
2012	35,372,188	4,788,608
2013	33,663,189	2,892,641
2014	32,646,470	2,859,141
2015	31,692,309	2,825,642
	<u>\$169,915,486</u>	<u>\$ 16,697,612</u>

Debt Service to General Government Expenditures not to exceed 12%



This graph shows the current 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 12% of the general government budget."

As part of its effort to improve the County's bond rating, the Board is considering a revision to the financial policies which would reduce this ratio to 11% in FY11 and 10% by July 1, 2015.

The approved CIP was formulated to meet the 11% limit.



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

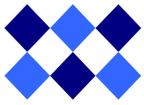
CPR - Cardiopulmonary Resuscitation

CRR - Collection Rate Real Estate

CSA - Community Services Act

CY - Calendar Year

DUI - Driving while Intoxicated



ACRONYMS

EBT - Electronic Benefits Transfer

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

FT - Full-time

FTE - Full-time equivalent position, 2080 hours, including holidays

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles (uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles).

GASB - Governmental Accounting Standards Board.

GDC - General District Court

GFOA - Government Finance Officers Association.

GIS (Geographic Information System) - It is an electronic library containing information about the land, its inhabitants, its physical condition, resources and legal status. It is a library that consists of information that can be used to conduct research through the collection, sorting and reordering of descriptive and pictorial information. GIS can provide information, such as maps and data reports, to help make land-use decisions.

IDA - Industrial Development Authority

ISO - Insurance Services Office

J&DR - Juvenile & Domestic Relations Court

LIP - Land Information and Permitting System

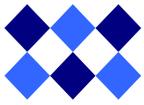
LOC - Letter of Credit

LOSAP - Length of Service Award Program

LUP - Land Use Plan

MG - Master Gardener

mgd - millions gallons per day



ACRONYMS

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

Sq. Ft. - Square Foot/Square Feet

TANF - Temporary Aid to Needy Families

TAPP - Treasurer's Automated Prepayment Plan

TRE - Tax Relief for the Elderly

USDA-ARS - U. S. Department of Agriculture-Agriculture Research Service

VDOT - Virginia Department of Transportation

VGFOA - Virginia Government Finance Officers Association.

VHDA - Virginia Housing Development Authority

VIEW - Virginia Initiative for Employment not Welfare program, that requires many recipients to find a job and work towards self-sufficiency.

VIP - Virginia Independence Program

VPSA - Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cities and towns of the Commonwealth.

VRE - Virginia Railway Express

VRS - Virginia Retirement System





GLOSSARY

ADAPT- A benefit program that is a new state information system for food stamps.

Accomplishments - Any special projects a department has achieved and pertain to a department's goals/objectives.

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Adopted Budget - The budget for financial operations approved by the Board of Supervisors and enacted via a budget appropriation ordinance. The Adopted Budget shows approved tax rates and estimates of revenues and expenditures. It also presents departmental goals and objectives.

Appropriation - A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. The County Administrator is authorized to transfer budgeted amounts among departments within any Fund.

Appropriation Resolution - A legally binding document prepared by the Budget Office which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors.

Assessed Valuation - A valuation set upon real estate or other property by Stafford as a basis for levying taxes.

Asset - Resources owned or held by a government, which have monetary value.

Authorized Positions - Employee positions, which are authorized in the adopted budget, to be filled during that fiscal year.

Balance Sheet - The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles.

Board of Supervisors - The Governing and Legislative Body of the County.

Bonds - Interest-bearing certificates of public indebtedness used to finance Stafford's new government buildings, schools and the utility system.

Budget - A specific plan which identifies the program of operations for the fiscal year, states the expenditures required to meet the program and identifies the revenues necessary to finance it. The annual County budget is established by the Board of Supervisors.

Budget Amendment - A revision on the adopted budget that, when approved by the Board of Supervisors, replaces the original provision.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budget Message - The opening section of the Budget that provides the Board of Supervisors and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the County Administrator.

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.



GLOSSARY

Fixed Assets - Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

Capital Improvement Fund - An Account for financial resources to be used for the acquisition or construction of major capital facilities.

Capital Improvements Program (CIP) - The annual updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding and timing of work over a 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.

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.

Department - The basis organizational unit of government which is functionally unique in its delivery of services.

Designated Fund Balance - Net financial resources of a governmental fund that are spendable or available for appropriation, but which have been earmarked by the chief executive officer or the legislative body for some specific purpose.

Distinguished Budget Award - A voluntary award program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Efficiency Measures - Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.



GLOSSARY

Encumbrance - A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

Expenditure - Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

Expense - FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or central operations.”

Fiscal Year - Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government’s fiscal year begins October 1 and ends September 30.

Fund - A separate accounting unit, which has its own specific revenues and expenditures, assets and liabilities. Each fund in Stafford’s accounting structure has been established to segregate a particular set of fiscal activities. Separate funds, which have been established by Stafford include the General Fund, which is the general operating fund of Stafford and is used to account for the general government revenues and expenditures; the School Operating Fund, which details all revenues and expenditures of Stafford’s public school system; and the Utilities Enterprise Fund, which details the fiscal activities of Stafford’s water and wastewater system.

Fund Balance - The difference between fund assets and fund liabilities in a governmental or trust fund. A negative fund balance is sometimes called a deficit.

Fund Types - Seven categories into which all individual funds must be classified are as follows: General Operating Fund, Capital Project Fund, Enterprise Fund, Component Unit, Internal Service Fund, Special Revenue Fund, 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.

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.



GLOSSARY

Infrastructure - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interest - A charge for borrowed money, generally a percentage of the amount borrowed; excess above what is due.

Intergovernmental Revenue - Revenues from other governments, such as State and Federal government are in the form of grants, entitlements, shared revenue or payments in lieu of taxes.

Lease-Purchase Agreements - Contractual agreements that are termed leases, but that in substance are purchase contracts.

Liability - A legal financial obligation.

Licenses/Permits - Documents issued in order to regulate various kinds of businesses and other activity within the community. A degree of inspection may accompany the issuing of a license or permit, as in the case of building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the cost of administration.

Long-Term Debt - Debt with a maturity of more than one year after the date of issuance.

Mission Statement - A written description declaring the purpose of an organizational unit (department or agency) and its function (what the department or agency does).

Modified Accrual - Revenues are recorded when susceptible to accrual, i.e. both measurable and available to finance expenditures of the fiscal period.

Net Tax Support - The amount of local taxes required to finance a particular program or set of programs. The net tax support is determined by subtracting all State and Federal aid, fees and charges from the total cost of the program or set of programs.

OASIS - A service program for foster care and adoptions.

Objective - Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

Operating Expenses - Includes the cost of contractual services, supplies, materials and equipment.

Operating Revenues - County revenues which have been received and set aside to finance current operating expenses.

Outcome Indicator - A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

Output Indicator - A unit of work accomplished, without reference to the resources required to do work

Pay-As-We-Go - Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

Personal Property (PP) - A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held by manufacturers, wholesalers or retailers (inventory) are not included.



GLOSSARY

Performance Measures - Represents the statistical inputs, outputs or outcomes of County operating programs. Generally, performance measures are included on each program description page in the County budget.

Principle - A comprehensive and fundamental law, doctrine or assumption; a rule or code of conduct.

Privatization - Using the private sector to meet community needs in the most cost-effective manner.

Proffer - Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development.

Property Tax - Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.

Pro Rata Fees - Fees paid by developers and subdividers representing their proportional shares of the cost of public improvements necessitated by their development activities.

R-Board - Rappahannock Regional Solid Waste Management Board, which was formed in 1987 for the purpose of operating and maintaining the regional landfill for the use and benefit of the citizens of Stafford and the City of Fredericksburg.

Real Property - Real estate, including land and improvements, classified for purposes of tax assessment.

Reserve - An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Reserved Fund Balance - For governmental funds and expendable trust funds, the portion of fund balance that is not available for appropriation because it is either legally restricted (e.g., encumbrances) or not spendable (e.g., long-term receivables).

Revenue - Revenue is an increase in assets or financial resources, which does not increase a liability, does not represent a repayment of an expenditure already made, does not represent a cancellation of certain liabilities and does not represent an increase in contributed capital.

Revenue Bonds - Bonds that are issued with the repayment based on pledged revenues from a revenue-generating facility.

Risk Management - An organized, economical attempt to protect a government's assets against accidental loss.

Service Quality Levels - A descriptive section in the budget narratives, detailing past performance and changes in the quality and quantity of services provided by each department.

Special Revenue Funds - Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special Revenue Funds consist of the Transportation Fund and the School Funds. An example of a special revenue fund is the Transportation Fund.

Strategic Plans - A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time. The agency strategic plan establishes the future direction of and reflects the strategic or critical issues facing the whole organization.

Tax Base - The total market value of real property (land, buildings and related improvements), public service, corporation property and personal property (cars, boats, business tangible equipment) in Stafford.

Transfer - The movement of money from the General Fund to other funds or money within the General Fund.



GLOSSARY

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.