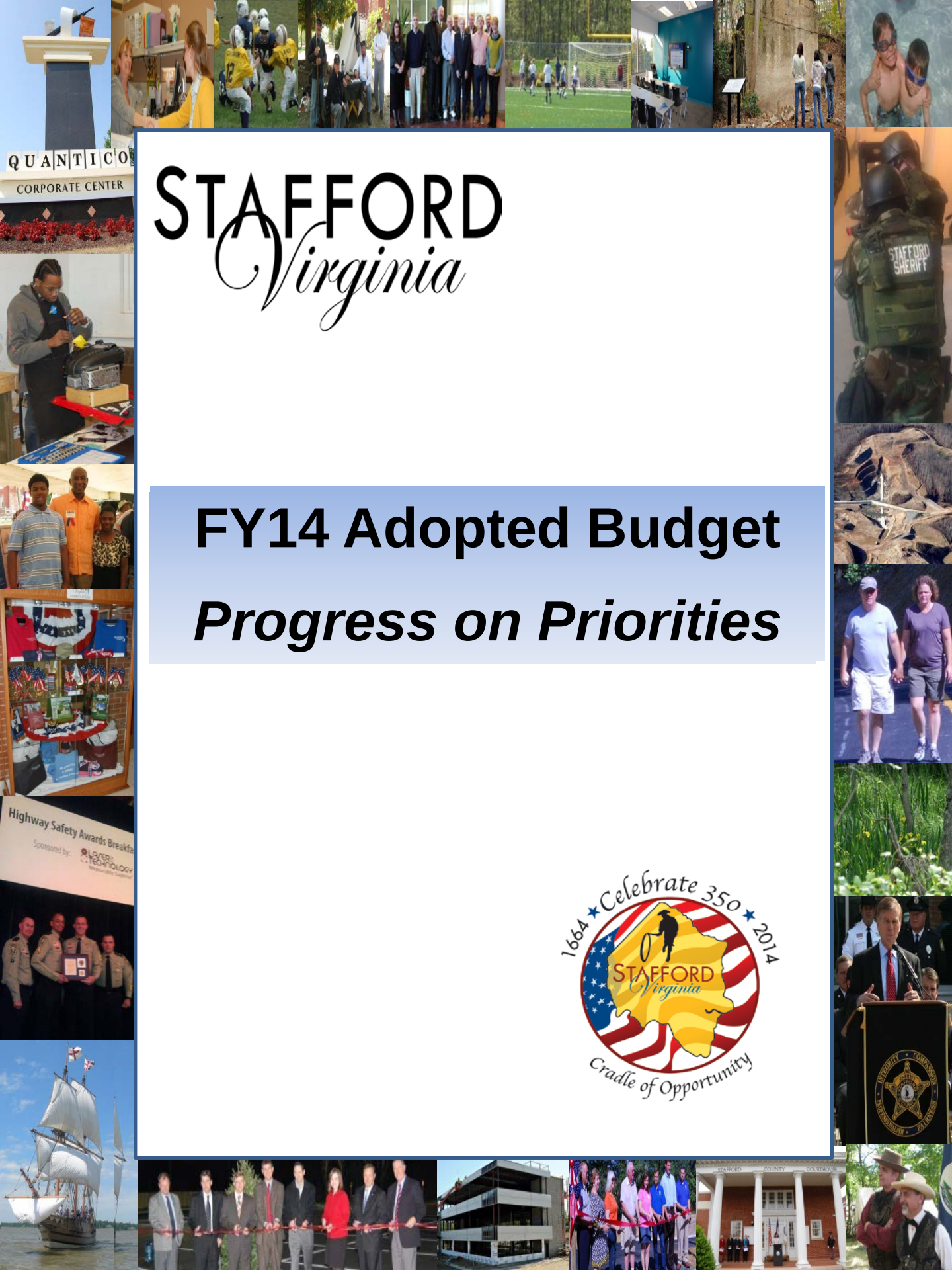

STAFFORD
Virginia

FY14 Adopted Budget

Progress on Priorities

1664 ★ Celebrate 350 ★ 2014
STAFFORD *Virginia*
Cradle of Opportunity

STAFFORD PREPARES FOR 350TH ANNIVERSARY CELEBRATION IN 2014

Stafford, VA - From George Washington to Wayne Newton, Government Island to the new Tech and Research Center, the Trail to Freedom to the Belmont-Ferry Farm Trail, Stafford County has much to celebrate. In 2014, the County will commemorate its 350th Anniversary and salute our past, present and future. Planning for the big celebration is being led by the 350th Blue Ribbon Planning Committee which was appointed by the Board of Supervisors in 2011.

Because Stafford County has played such a major role in shaping America's future, the committee believes that Stafford's story is America's story. Stafford's people, such as George Washington, who spent his formative childhood years at Ferry Farm in southern Stafford, to its places, such as Government Island, where stone was quarried to build the White House and the U.S. Capitol, have all made a mark in America's history. A look into Stafford's past reveals many such people and places that contributed to the concepts of liberty, religious tolerance, free enterprise, freedom, art, racial equality and social justice.

The Blue Ribbon Committee has met several times over the last year to organize a great county-wide celebration. Its membership is diverse and represents a wide range of groups and interests. In addition to former Board of Supervisor member Harry Crisp, other members are Michael Neuhard, president of the North Stafford Community Improvement League, who serves as the committee's vice-chairman; Cessie Howell, a South Stafford resident and a George Washington Foundation Regent; Stafford natives, Sheriff Charles Jett and Commonwealth's Attorney Dan Chichester (retired); Cathy Yablonski, senior vice president and administrator of the Stafford Hospital; James Schwartz, D.D.S dentist and businessman; David Kerr, a Stafford resident and former Stafford School Board member; Michael Lovitt, Chick Fil-A owner and president of the Stafford branch of the NAACP (2008-2010); Robert Gibbons, member of the Planning Commission and Rockhill Supervisor from 1992 to 2008; and Gary Snellings, Stafford Native and member of the Board of Supervisors from the Hartwood District. The committee is supported by county government staff including County Administrator Anthony Romanello, Deputy County Administrator Tim Baroody, Tourism Manager M.C. Moncure, and Public Information Administrator Cathy Vollbrecht.

On February 2, 2013, the Committee approved a final list of programs and events for the community. They encompass large legacy initiatives and celebratory events and activities. On February 19, 2013, the Board of Supervisors endorsed and approved the following program of 350th Anniversary programs and events:

Founders Day Parade and Heritage Festival – Spring 2014;
Celebration Stage at Pratt Park;
Interactive Media/Signage;
Rowser African American History Wall & Dedication Ceremony; and
Several other endorsed programs.

The Board also approved the volunteer-led fundraising efforts to fund the following anniversary programs and events:

New Year Kick-Off Event – North Stafford
Legacy Film
Trail to Freedom Tour
Wings & Wheels

The Blue Ribbon Planning Committee invites all Stafford citizens, businesses and visitors to take part in this world-class and year-long celebration of Stafford's past, present and future.

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BOARD OF SUPERVISORS

Susan B. Stimpson, Chairman
Falmouth District

Robert M. “Bob” Thomas, Vice Chairman
George Washington District

Jack R. Cavalier
Griffis-Widewater District

Paul V. Milde III
Aquia District

Ty A. Schieber
Garrisonville District

Gary F. Snellings
Hartwood District

Cord A. Sterling
Rock Hill District

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, 2012.

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

Timothy J. Baroody
Deputy County Administrator

Keith C. Dayton
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Nancy A. Collins
Budget Division Director

Kimberly A. Herman
Budget Manager

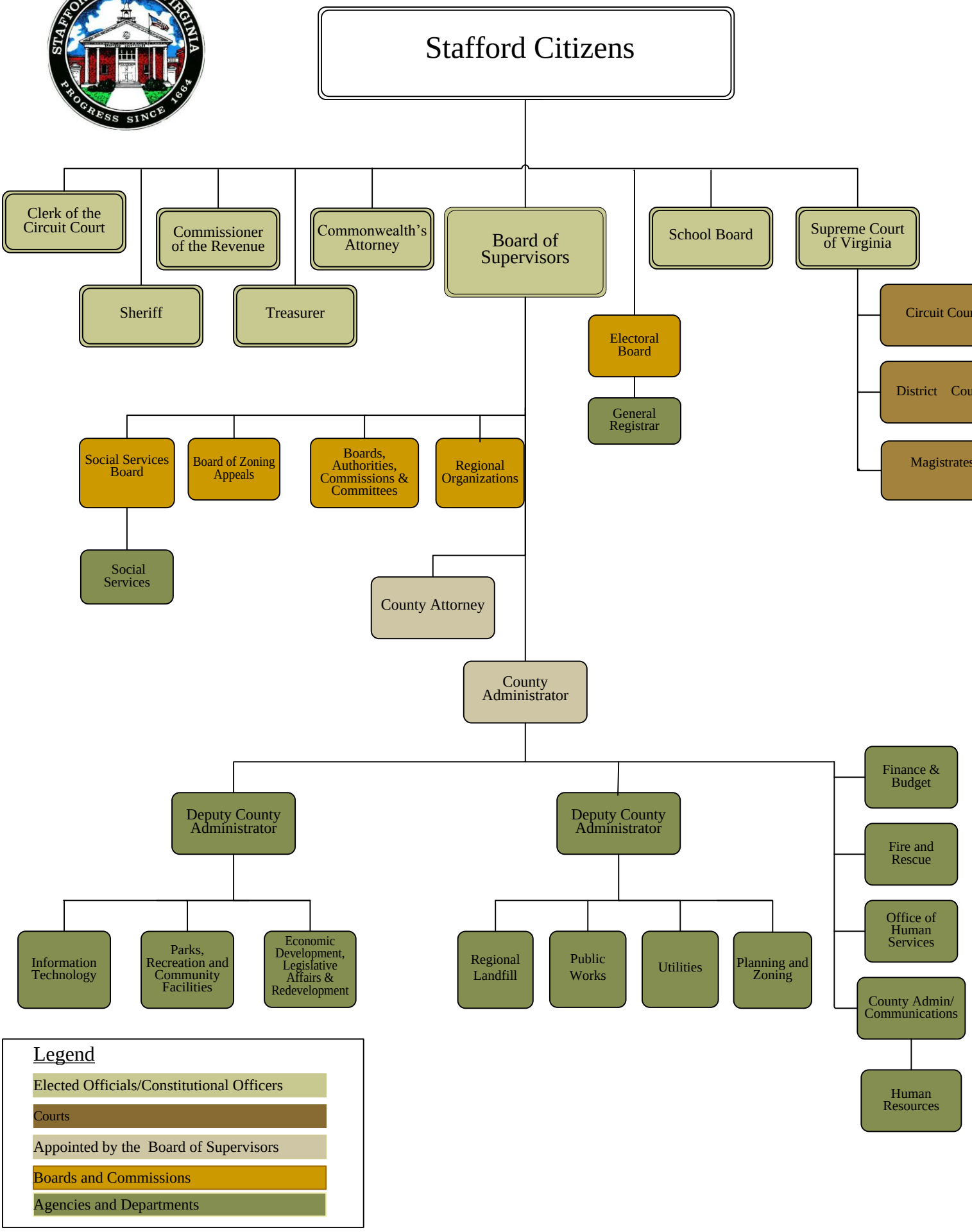
Donna M. Olsen
Budget Analyst

Cathy Vollbrecht
Director of Communications

Donna Krauss
Assistant to the County Administrator for Human Services

Shannon L. Wagner
Human Resources Manager

COUNTY OF STAFFORD, VIRGINIA



5/6/2013

HOW TO USE THE BUDGET DOCUMENT

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

Executive Summary

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

Policy & Goals

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

General Fund Revenues

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

General Fund Expenditures

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

General Government Departments

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

- *Personnel* - Cost related to compensating employees, including salaries, wages, and fringe benefit costs.

- *Operating* - Also known as operating and maintenance costs, these are expenses of day-to-day operations such as office supplies, maintenance of equipment, and contractual services.

- *Capital* - Acquisition of physical assets which have a minimum cost of $5,000 or more and an economic lifespan of more than one year.

Partner Agencies

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

School Fund

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

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.

STAFFORD Virginia

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

Anthony J. Romanello, ICMA-CM
County Administrator

July 1, 2013

Madam Chairman and Gentlemen:

I am pleased to present to you the Board of Supervisors' Adopted Budget for Fiscal Year 2014 which was developed for information and planning purposes. Our goal with all of our budgets is to build a great community in Stafford, one in which people can live, work and raise a family. The FY2014 Budget and the Board's priorities for the community help to move us closer to that goal. The budget reflects our efforts to enhance the quality of life for our residents, and it represents revenues and expenditures for the year beginning July 1, 2013 and ending June 30, 2014.

In January 2013, the Board reaffirmed its priorities for the community. They are: Education, Public Safety, Infrastructure, Economic Development, and Service Excellence, all of which are encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden. These are exciting times for Stafford County. In January 2014, we will begin a year-long celebration of the 350th anniversary of the founding of Stafford County. As we proudly celebrate our rich history, we look forward to the equally rich future being shaped by the Board's priorities.

PRIORITY: EDUCATION

This budget provides the largest school operating transfer in Stafford's history, an increase of $3.4 million. The County continues to provide more than twice the amount of local support for education that the state requires.

The 2013 General Assembly provided funding for a 2% salary increase for state-recognized school employees. The Board of Supervisors increased local funding to ensure that, when combined with new state revenues, there would be sufficient new money to provide a 2.5% increase effective July 1, 2013, a 2% increase effective January 1, 2014, and to fund the next 1% of the VRS 5-5 implementation for all school employees. The School Board opted to provide a 1% raise in July 2013 in lieu of 2% in January 2014.

1300 Courthouse Road, P. O. Box 339, Stafford, VA 22555-0339 Phone: (540) 658.8600 Fax: (540) 658.7643 www.staffordcountyva.gov

Funding continues for the Heather Empfield public day school. This national award-winning partnership between the Schools and County provides the least restrictive community-based services for special education students in Stafford, saving $300,000 per year.

In the upcoming year, members of the Board of Supervisors and School Board will form an ad hoc committee to explore program enhancements that will serve more of our at-risk youth within our community, particularly those children currently served in private day schools.

The state's refinancing of several outstanding Virginia Public School Authority (VPSA) bonds will result in one-time debt service savings in FY2014 of $3.1M. The Board directed that this one-time savings be used for non-recurring education expenditures. $1M will be used for one-time expenditures in the school operating budget. The remaining $2.1M has been designated to the Capital Improvements Program (CIP) to reduce borrowing costs for the rebuilding of Stafford High School.

PRIORITY: PUBLIC SAFETY

The budget provides funding for key public safety initiatives. It includes funding for nine positions which had previously been covered by grants. These are seven firefighters, one school resource officer, and one detective.

The replacement of a 20-year-old computer-aided dispatch infrastructure is currently underway. Fire & Rescue's14-year-old self-contained breathing apparatus will be replaced. Money to replace Sheriff's vehicles and ambulances is included in cash capital.

There is an increased funding for the jail and juvenile detention facility as a result of the County's larger proportion of the inmate population.

PRIORITY: INFRASTRUCTURE

There are more than 31 community projects currently underway – more than at any time in the history of the County.

The budget includes a 10-year CIP. The total of bond funded projects is 2% less than in the FY2013-22 CIP. Cash capital increases from 1% to 2% in FY2014, and goes to 3% by FY2018. This is part of the Board's bond enhancement strategy to reduce reliance on debt.

The CIP fully funds the School Board's $224M request. It maintains funding roads and parks bonds projects. Stafford is one of only seven localities in Virginia to fully leverage $10M per year in state revenue sharing for transportation projects.

Included in the budget are debt service and operating costs for capital projects.

PRIORITY: ECONOMIC DEVELOPMENT

The CIP includes funding for land acquisition in redevelopment areas, to be identified. Having this funding plan in place puts the County in the position to take advantage of potential investment opportunities should they arise.

Ongoing economic development efforts include the Stafford Technology and Research Center, an update to the economic development strategic plan, wayfinding signs, aggressive efforts to attract new retail and pursuit of a data center.

The Board voted to convey county-owned properties located in Courthouse Square and Chatham Office Park to the Economic Development Authority in lieu of annual appropriations for a period of three years. The Authority is encouraged to market and sell the properties and use the proceeds to advance economic development.

PRIORITY: SERVICE EXCELLENCE

The Board approved four new full-time positions to meet service demands.

One Programmer/Analyst will be a shared position between Sheriff, Fire & Rescue, and IT. This person will support public safety IT projects as well as CAD implementation. This is a conversion from a part-time IT position.

Two parks maintenance workers are included to support the expanding park system. Chichester Park, a new baseball/softball facility, with five new fields, a picnic shelter, and a new concession stand with restrooms will open in the spring of 2014.

One position has been added to the department of Social Services to assist with technology upgrade transition. 56% of the costs of this position will be reimbursed by the state.

These are the first non-public safety positions added since 2007. Non-public safety levels are the same as a decade ago.

The Community Development Services Center opened in the fall of 2012 and strives to streamline the permit and planning processes for citizens and businesses.

Stafford's new 311 Service has won a National Association of Counties (NACO) Achievement Award for its success in providing a new service to citizens using existing resources. Using creativity, teamwork, and a strong belief in customer service, the Public Information and Citizens Assistance staff established the 311 Center using available resources.

Additional enhancements in service to the community are included in departmental narratives throughout the budget book, as staff work to fulfill the Board's priorities for the community.

PRIORITY: FISCAL RESPONSIBILITY/REDUCED TAX BURDEN

In calendar year 2013, the Board set the tax rates for boats, machinery & tools, and motor carrier transportation to $0.0001, effectively eliminating these taxes. This reduction to business taxes meets the Board's priority of reducing the tax burden, but also is expected to stimulate economic activity as boat owners move their boats back home from marinas in neighboring localities. Stafford County is one of only two localities in Virginia that does not levy either a BPOL (business license) tax or tax on machinery & tools. It is the only locality in Virginia that has no BPOL, machinery & tools, aircraft, or boat tax.

This budget holds real estate tax rate level at $1.07. Over the last five years, the average residential tax bill has decreased by $90. When adjusted for inflation, this is a reduction of 14%.

Building upon strong financial performance, the Board approved enhancements to the County's financial policies. The FY2014 budget is structurally balanced and adheres to all financial policies, as directed by the Board.

The Board's vision and fiscal discipline has been recognized by recent upgrades by all three ratings agencies. The County received a trifecta of positive financial news with all three rating agencies assigning a positive outlook to the County. Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

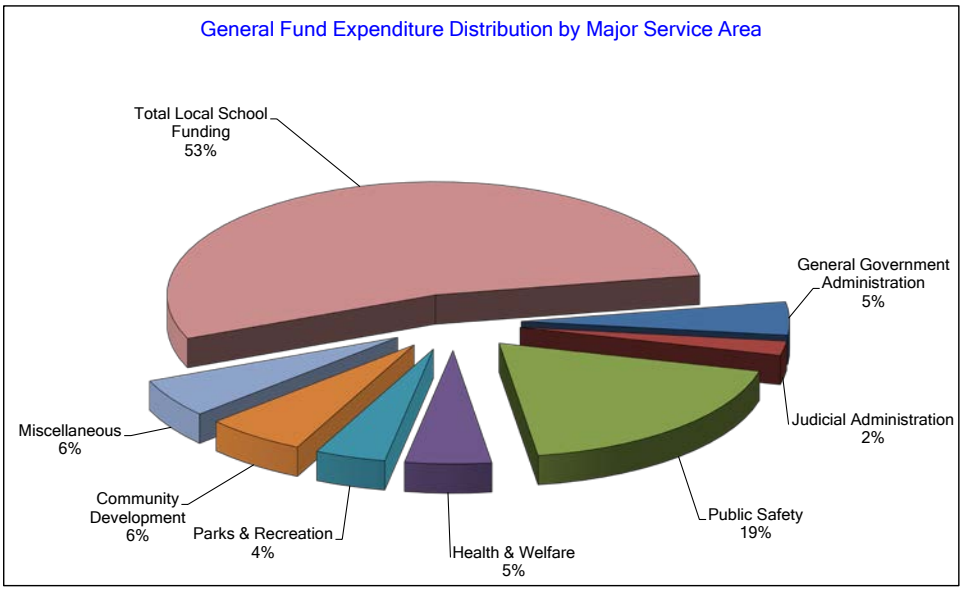
ALL FUNDS

The total FY2014 expenditure plan for all County funds is $472.9 million. This is a decrease of $38.0M (7.4%) when compared to the FY2013 budgets. The FY2013 budget included one-time capital expenditures in the Utilities fund and Transportation fund. The decrease is due to the absence of these non-recurring expenditures in the following year.

	FY2013	FY2014	Change
General Fund (not including local School funding)	114,237,428	118,562,014	4,324,586
Transportation Fund	9,308,256	5,850,000	(3,458,256)
Asset Forfeiture Fund	300,000	300,000	-
Tourism Fund	879,759	800,000	(79,759)
Hidden Lake Special Revenue Fund	105,449	92,622	(12,827)
Garrisonville Road Service District	1,870,000	216,000	(1,654,000)
General Capital Project Fund	530,390	1,732,563	1,202,173
Utilities Fund	86,867,441	42,304,279	(44,563,162)
School Operating & Grants Funds	258,604,504	262,972,083	4,367,579
School Debt Service	26,203,740	24,729,510	(1,474,230)
School Construction Fund	245,618	2,332,000	2,086,382
School Nutrition Service Fund	11,776,004	13,040,603	1,264,599
Total	510,928,589	472,931,674	(37,996,915)

GENERAL FUND

The FY2014 General Fund Budget totals $255.0 million, $7.7 million higher than last year, with increased funding for the Board's priorities for the community.



UTILITIES FUND

The Utilities Fund budget totals $42.3 million. Included in this total are operating and maintenance (O&M) expenses related to the two water treatment facilities, two wastewater treatment facilities, the water distribution system, and the wastewater collection system. In addition, the budget includes debt service and capital projects including the new Rocky Pen Run dam, reservoir, water treatment facility, and other water infrastructure projects required to take advantage of the new water source when it is placed in service in 2014. On the wastewater side, nutrient reduction upgrades were recently completed at the Little Falls Run Wastewater Treatment Facility (WWTF) and the Aquia WWTF. These upgrades ensure that both wastewater treatment facilities remain in compliance with new regulations intended to assist in improving the water quality in the Chesapeake Bay and its tributaries. Other wastewater projects include the replacement of several major sewer interceptors because of age and deteriorating condition. In addition, the capital budget includes funding for maintenance and repair of water and wastewater infrastructure at levels that will provide for continued sustainability of both systems.

The Utilities system is self-supporting. Rates and fees are set to ensure that all the costs of operations are fully recovered and the future of the enterprise is secure. The FY2014 budget includes a proposed 9.5% user fee revenue increase. Reserves equal to at least 150 days of O&M expenses are maintained to offset any revenue shortfalls and/or unanticipated O&M expenses. In addition, a 10-year financial model is maintained and is presented to the Board annually as part of the budget process. The model, as well as longer-term projections (up to 20 years out), are used to determine both short-term and long-term funding needs to maintain the

sustainability of the water and wastewater systems, meet all regulatory requirements, minimize the need for large rate increases, and work toward strengthening the department's fiscal position.

COMPENSATION AND STAFFING

The FY2014 budget includes a 1% across the board increase for County employees on July 1, 2013. It continues the pay for performance program with a 2% average increase, effective April 1, 2014. The pay for performance will be funded with savings achieved with implementation of the final phase of Contribution Strategy for Employee Health Care. Beginning in April 2014, employees will pay a larger portion of their health insurance costs, with the savings shifted to salaries.

Key Care 15		Key Care 30	
Employee Only	Dependent Coverage	Employee Only	Dependent Coverage
15%	20%	5%	10%

County employees continue to provide efficient service to the community. In fact, non-public safety staffing levels are the same as they were in 2004. Stafford continues to be the most efficient local government among our comparatives, with the lowest cost per capita for general government services.

DEBT AND CAPITAL PLANNING

This budget fully funds the School and County debt service obligations. The Adopted FY2014 - FY2023 Capital Improvements Program (CIP) includes projects for General Government, Schools, Transportation, and Utilities. The CIP outlines projects based on the County's ability to afford debt service and operating costs. It includes projections of operating revenues, savings, and expenditures associated with the projects.

In recognition that many financial decisions have more than a one-year impact, the budget includes a Five-Year Operating Model to assist with long-term planning. This also provides a link between the CIP and the operating budget. Consistent with direction from the Board, the FY2015 budget has been balanced to projected revenues.

Additionally, the FY2014 budget includes $1.2M for cash capital and $1.4M for public safety vehicles. Paying for infrastructure projects with cash reduces the County's reliance on debt.

THE ECONOMY

The budget is not developed in a vacuum. Paramount to the underlying financial assumptions is the state of the economy. We continue to see signs of improvement in the local economy, particularly in personal property, sales tax and meals tax. Recent development activity has been strong. However, we are still dealing with what is perhaps the most challenging economy in a generation. Federal sequestration has begun and its effect on state and local revenues is still unfolding. However, we are confident that the County's practice of conservative budget

estimates and fully funded reserves will give us the flexibility to deal with the impact of these federal cutbacks and other changing economic conditions.

GFOA AWARD

Each year, the Government Finance Officers' Association (GFOA) of the United States and Canada recognizes budgets that meet certain standards. To achieve this award, a government must publish a budget document that meets program criteria as a policy document, as an operations guide, as a communications medium, and as a financial plan. Fitch Ratings Services lists the receipt of financial reporting and budgeting awards among best practices, which are influential in ratings assignment.

Stafford County has received 24 consecutive awards from the GFOA, and we are confident that this budget document continues to conform to program requirements.

SUMMARY

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

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

Sincerely,

Anthony J. Romanello, ICMA-CM

County Administrator

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

Progress on Priorities: Adopted FY14 Budget

Responsible & Accountable Government	**Key Facts**	▪ Residential real estate taxes down 14% from FY08-FY14 (inflation-adjusted) ▪ Stafford maintains lowest cost *per capita* compared to our six peer localities ▪ Reserves fully funded to ensure vigilance in this uncertain economy ▪ 31 capital projects underway, more than at any other time in our history ▪ Non-public safety staffing same as 2004

Budget Change Summary	County	$4.3M	▪ Numerous savings and innovations ▪ Zeroes three taxes; prioritizes funds to the classroom ▪ Increases include: operating costs for new parks, debt service, SAFER grant expiration, FY13 salary increases for full year, and health insurance
	Schools	$3.4M	▪ Salary increases for all school employees and increases for capital costs and debt service.
	Total	$7.7M	▪ 3.1% increase over FY13

Board Priority	Budget Initiatives
Reducing the Tax Burden/Fiscal Responsibility	▪ <u>Bond rating upgrade strategy implemented:</u> o Reduced CIP borrowing by 2% o Cash capital increasing to 3% of general fund budget by 2018 ▪ <u>Tax Burden Reduced:</u> o Elimination of: (1) boat tax (2) machinery and tools tax (3) common carrier tax
Public Safety	▪ Funds 9 previously grant-funded positions: 7 firefighters, 1 school resource officer, 1 detective ▪ Funds Computer Aided Dispatch (CAD), public safety apparatus, and self-contained breathing apparatus
Education	▪ State/local funding increase is sufficient to fund 2.5% step increase for all school employees on July 1, 2013; 2% increase for all school employees on January 1, 2014; and funds to cover second year of VRS 5/5 (School Board opted to provide 1% raise July 1, 2013 in lieu of 2% in January)
Infrastructure	▪ Implements capital program for roads, parks, schools, and general government projects ▪ Fully leverages $10M annually in state revenue sharing for roads ▪ Adds funds for land acquisition for economic development
Economic Development	▪ Stafford Opportunity Fund fully funded ▪ Ten-Point Plan, Retail Strategy, Wayfinding signs, data center pursuit, permitting technology upgrades all in progress
Service Excellence	▪ Final phase of 80/20 health insurance strategy implemented April 2014 ▪ 1% salary increase for all employees July 1, 2013; 2% pay for performance increase April 2014 (health insurance cost shift covers cost) ▪ 4 new FT positions to meet service demands (first new non-public safety positions in six years) o CAD manager in Sheriff's office (conversion from part-time) o 2 parks maintenance workers funded at mid-year (for new parks) o Social Services position for technology upgrade transition (56% state funded)

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

STAFFORD COUNTY AT A GLANCE

Area Demographics

Formed as an Independent County	September 27,1664
Area	277 sq. miles/177,280 acres
Resident Population	137,903 (July 1, 2013)
Form of Government	Traditional - Board of Supervisors elected by district who appoint a County Administrator

Legislative Districts

Registered Voters	80,000
Falmouth	Susan B. Stimpson, Chairman
George Washington	Robert M. "Bob" Thomas, V-Chairman
Griffis-Widewater	Jack R. Cavalier
Aquia	Paul V. Milde, III
Garrisonville	Ty A. Schieber
Hartwood	Gary Snellings
Rock Hill	Cord A. Sterling

Employment/Business/Economic Profile

Top Exployers

- Federal Jobs (FBI and Department of Defense)
- Stafford County Schools
- Stafford County Government
- McLane Mid Atlantic
- Stafford Hospital Center
- VDOT
- BAE

Quantico Marine Corps Base

- Base extends over portions of 3 localities, including 32,753 acres in Stafford County
- More than 30 permanent business tenants on Marine Corps Base including:
  - FBI Academy
  - Marine Corps University
  - Marine Corps Systems Command
  - Marine Corps Helicopter Squadron
- More than 20,000 military and civilian employees on Base
- Recent construction of $300 millon, 700,000 SF Military Investigative HQ Facility that houses new BRAC employees, including those who work for Counterintelligence Field Activity, Naval Criminal Investigative Services, Air Force Office of Special Investigations, Defense Security Service, and Army Criminal Investigation Command

FBI

- FBI continues to be a major contributor to the regional economy. In the past seveal years they have leased an additional 25,000 sf in Stafford and are located in 7 different locations within the community

Accessibility

- 25 miles South of Washington Capital Beltway
- 50 miles north of Richmond, VA
- Within 1 day drive of 1/2 of the nation's population
- Located along I-95 with 4 interstate interchanges
- Major airports of Dulles, Reagan National, Baltimore and Richmond are as close as 45 minutes away and home to Stafford Regional Airport
- East Coast's primary North-South rail line bisects Stafford
- Virginia Railway Express (VRE) provides commuter service to Washington DC

Bond Ratings

Fitch	AA+
Moody's	Aa2
S & P	AA+

Tax Profile

Real Property Tax Rate	1.07
Garrisonville Road	0.088
Warrenton Road Special Service District	0.000
Hidden Lake Special Service	0.451
Personal Property Tax Rates:	
• Motor Vehicles for the Disabled	0.10
• Boats, Watercraft, Recreational Vehicles, Camping	0.001
Trailers, Business Property (not including vehicles)	5.49
• Merchant's Capital	0.50
• Machinery and Tools, and Motor Carrier Transportation	0.001
• Disabled Veteran, Volunteer Fire and Rescue, Aircraft	0.001
• All other Personal Property	6.89

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

Assessed Taxable Value of Real Property	$13 billion

Key Phone Numbers

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

STAFFORD COUNTY AT A GLANCE

Board of Supervisor's Priorities

Fiscal Responsibility
and
Reducing the Tax Burden

Education

Public Safety

Infrastructure

Economic Development

Service Excellence

County Budget

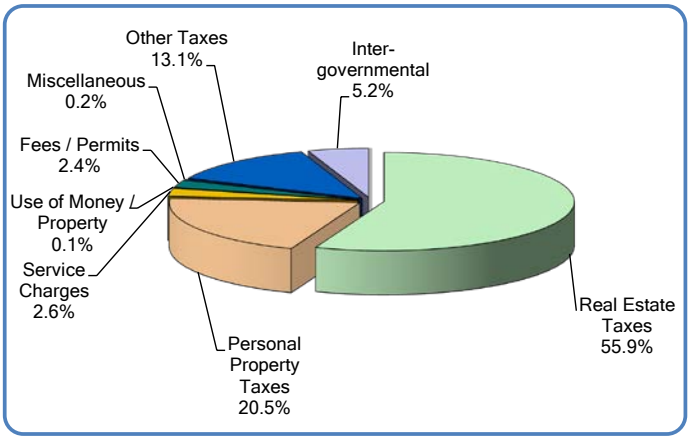
Total General Fund Budget (includes schools)
$255,015,445

County Budgeted Positions
(includes public safety)
full-time - 824
part-time - 166

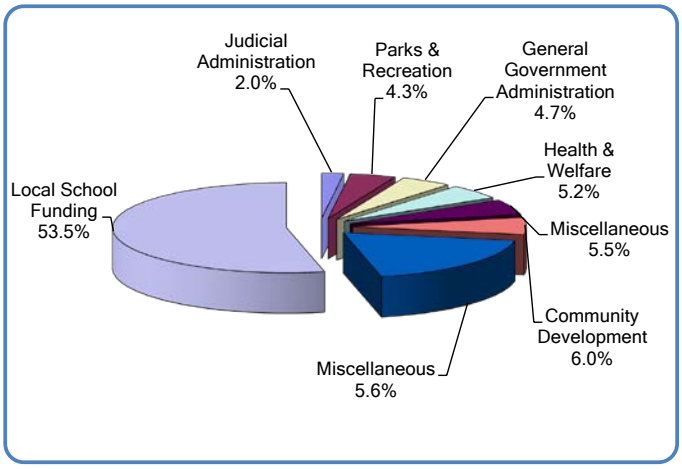
Local School Transfer (includes debt service)
$136,453,431

School Positions - 3,737
School Enrollment (ADM) - 27,229

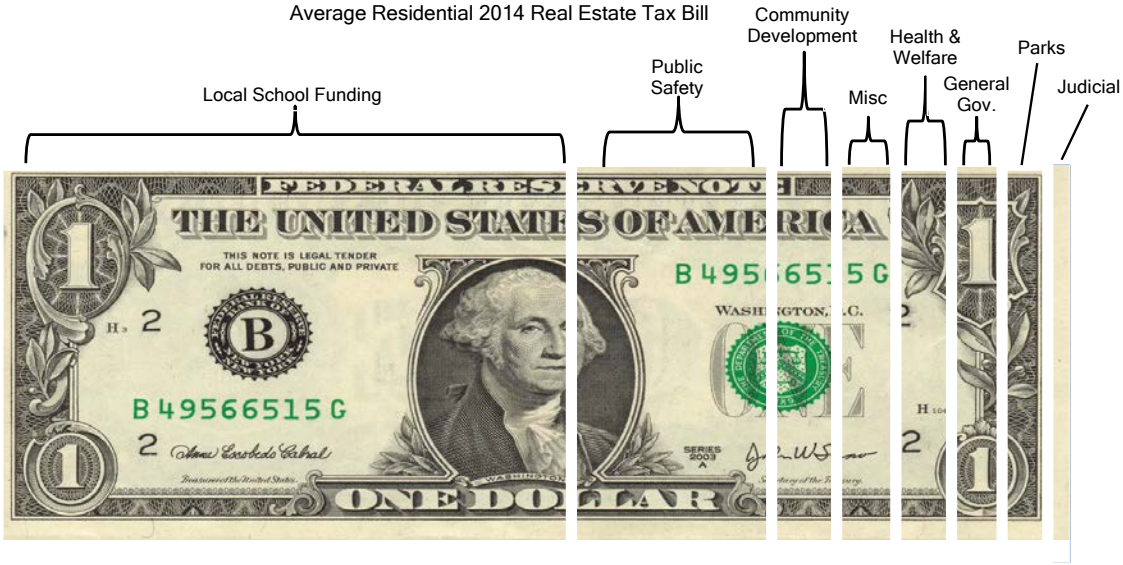
General Fund Revenues



General Fund Expenditures



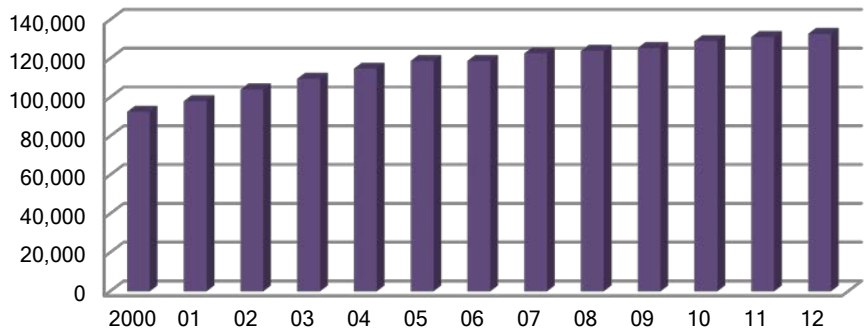
Average Residential 2014 Real Estate Tax Bill



STAFFORD COUNTY MARKET FACTS

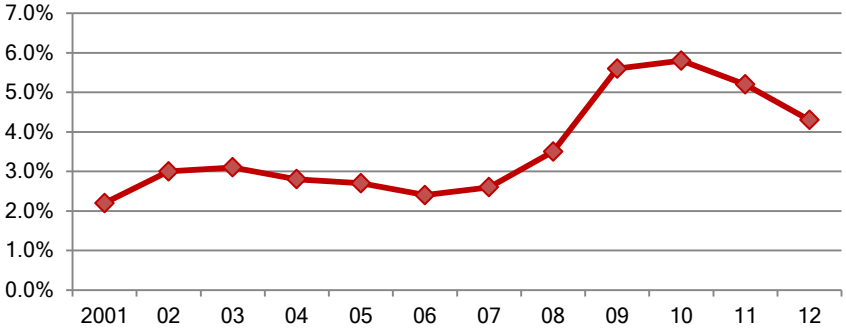
From 2001 to 2011, Stafford County averaged 4.0% annualized job growth, the 2nd highest growth rate among the 134 counties and independent cities in Virginia. Stafford experienced a 44% increase in population from 2000 – 2012.

Population Growth

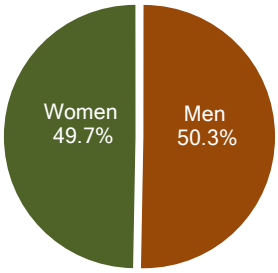


Number of Housholds Increased 38.4%

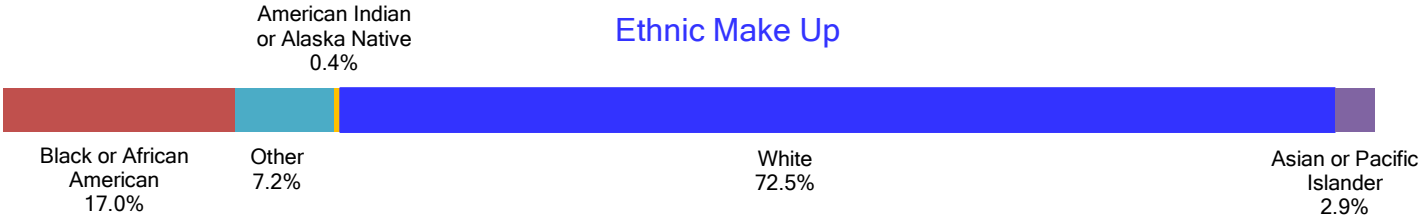
Unemployment Rate



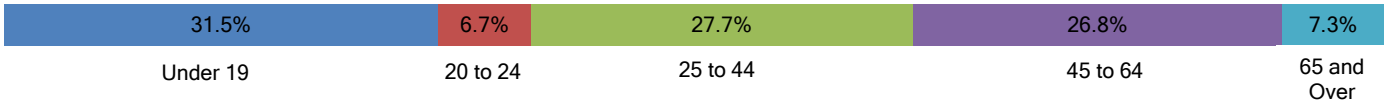
Population by Gender



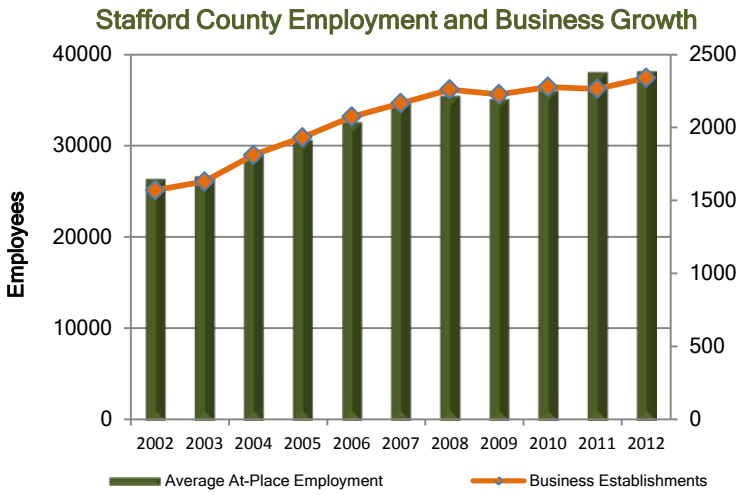
Ethnic Make Up

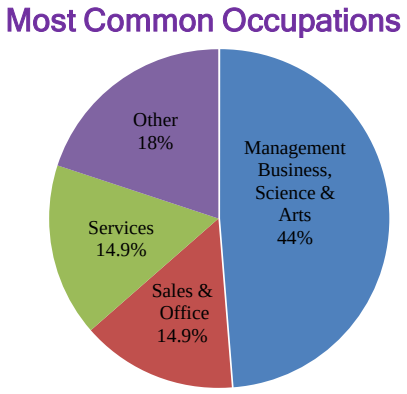


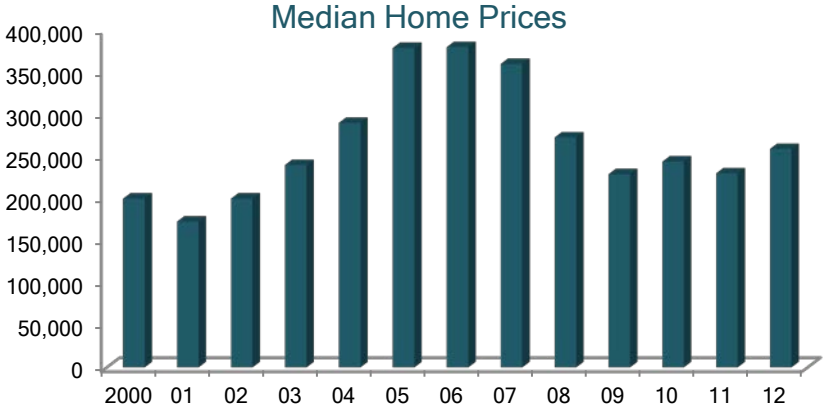
Population by Age



STAFFORD COUNTY MARKET FACTS







SCHOOL STATISTICS FY2013

Enrollment
26,928

Number of Schools
30

Number of Staff
3,711

FY2013 Budget
273.6 M

Per-Pupil Expenditure
9,272

Average SAT
1494

MEDIAN HOUSEHOLD INCOME

2011 **$93,557**

HIGHER EDUCATION

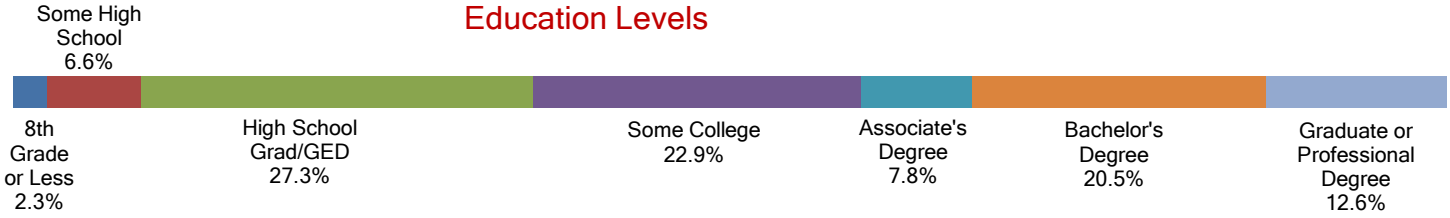
- University of Mary Washington
- Germanna Community College
- Strayer University
- Career Training Solutions
- Stafford Technology Research Center
- Marine Corps University
- George Mason University
- University of Maryland University College

TOP EMPLOYERS 2011

- Stafford County School Board
- GEICO, Government Employees Insurance
- FBI, Federal Bureau of Investigation
- Stafford County Government
- U.S. Department of Defense
- Stafford Hospital
- McLane Mid Atlantic
- Intuit

Resources/Sources

- Stafford County Economic Development http://www.gostaffordva.com
- U.S. Census Bureau American Community Survey 2007 - 2011
- Virginia Employment Commission:
- Stafford County Planning
- MRIS/ Real Estate Business Intelligence, LLC
- Stafford County Schools FY2013 Adopted Budget

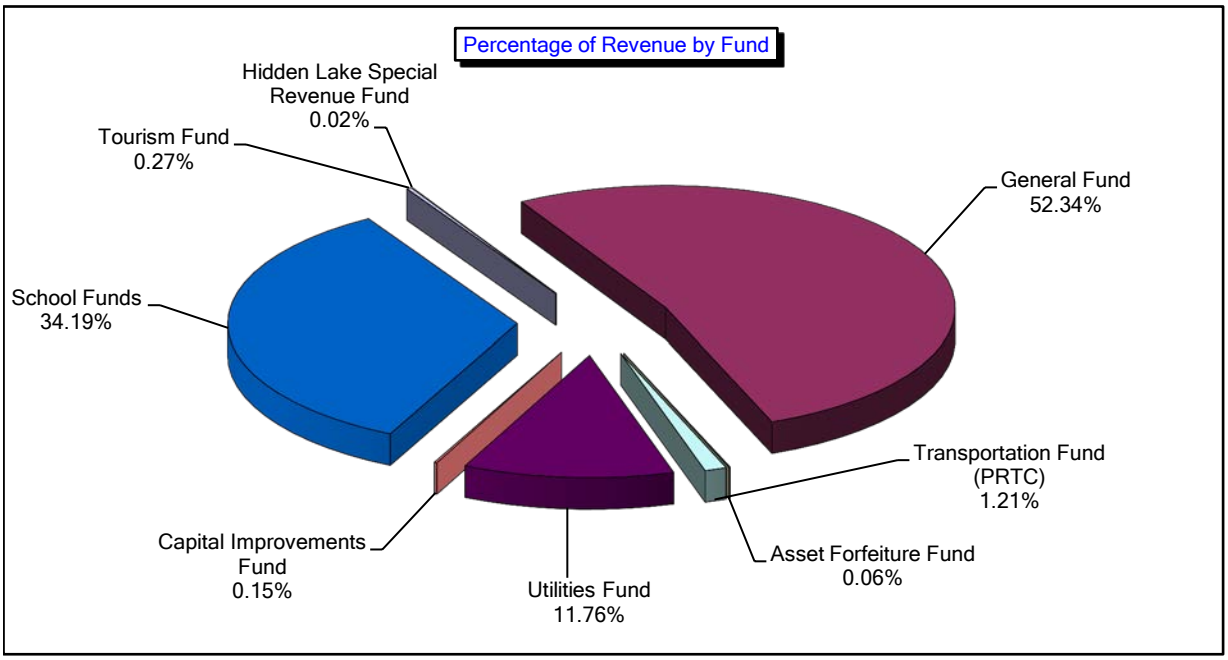


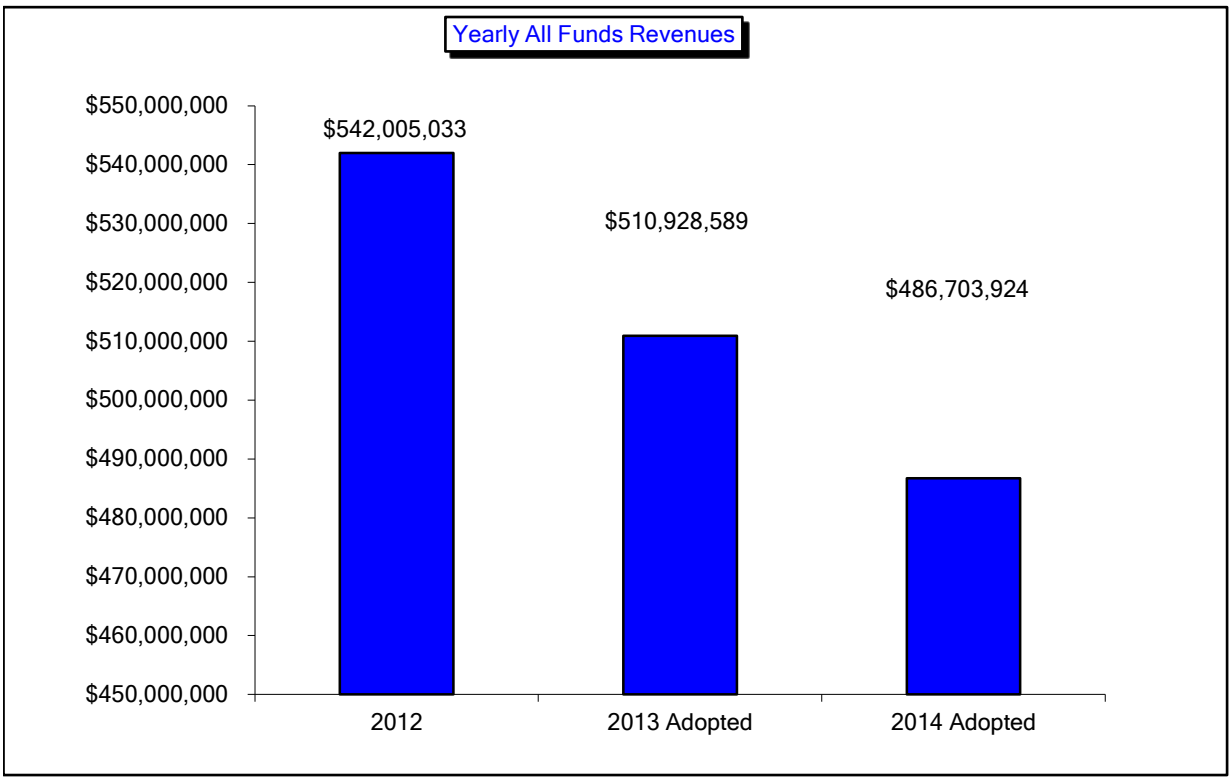
FUND STRUCTURE

Name & Type	Description
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	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.
Fleet Services Fund Proprietary - Internal Service Fund	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.
Capital Improvements Fund Major 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 and equipment.
General Fund Major Governmental - General Operating Fund	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.
Hidden Lake Dam Non-major Governmental - Special Revenue Fund	Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
School Construction Fund Major Governmental - Component Unit	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.
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
School Health Services Fund Component Unit Proprietary - Internal Service Fund	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.
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	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.
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	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.
Tourism Fund Non-major Governmental - Special Revenue Fund	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	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.
Utilities Fund Proprietary - Enterprise Fund	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.
Road Impact Fee-West Fund Non-major Governmental - Special Revenue 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 Non-major Governmental - Special Revenue 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 Non-major Governmental - Special Revenue Fund	The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorum tax receipts from property owners in the district.
Warrenton Road Service District Fund Non-major Governmental - Special Revenue Fund	The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorum tax receipts from property owners in the District.

Note:
Fiduciary Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governmental units and other funds. The agency funds are purely custodial (assets equal liabilities) and thus do not involve measurement of results of operations. The County does not adopt a budget for these funds.

ALL FUNDS REVENUE GRAPHS



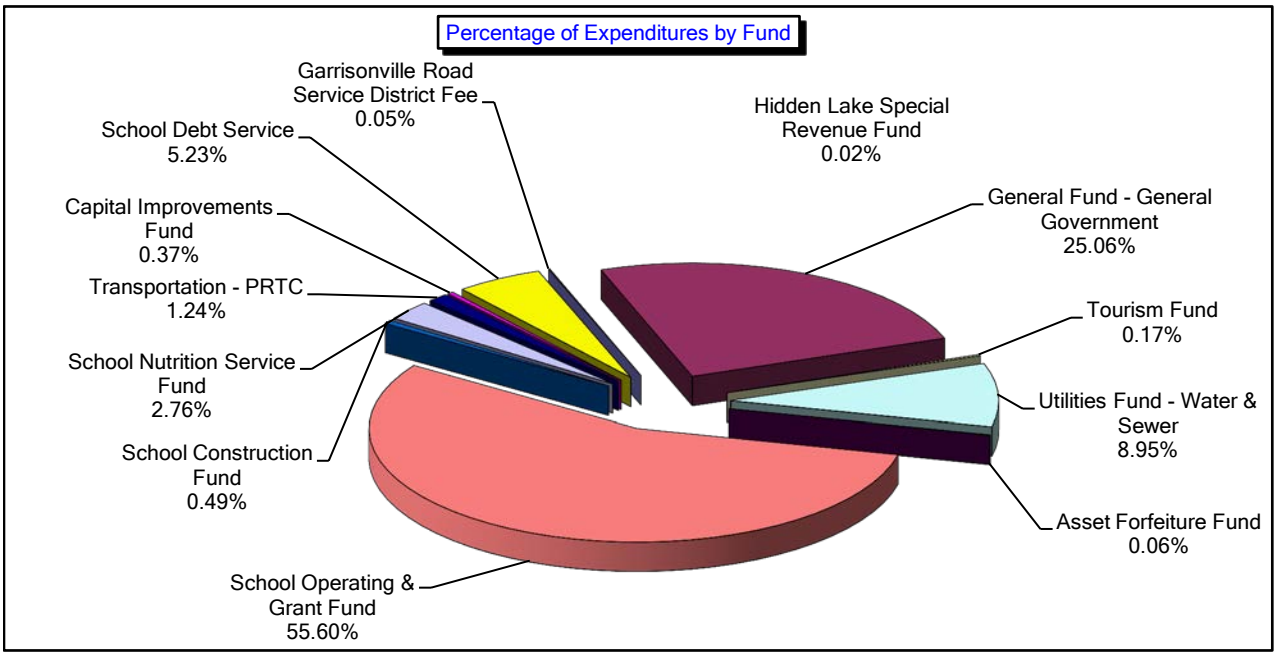


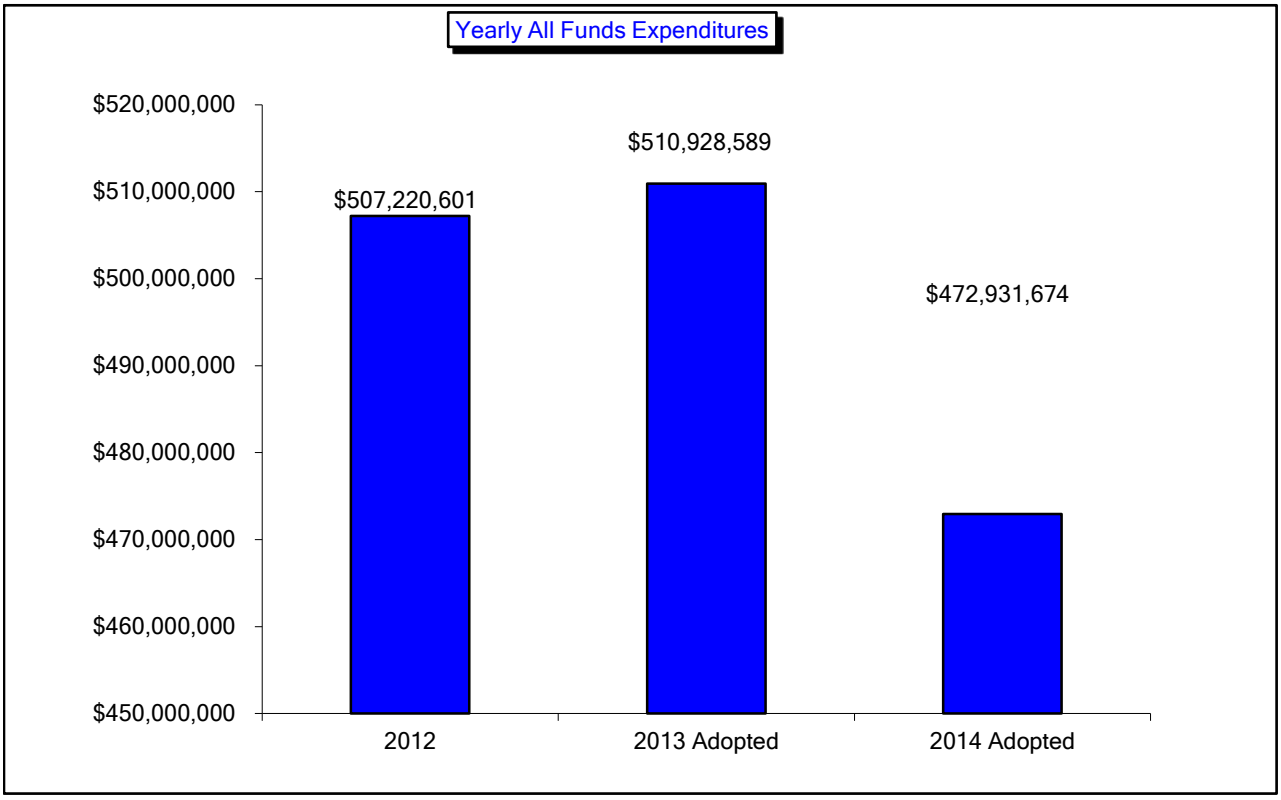
ALL FUNDS SCHEDULE REVENUE

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	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted	Changes '13 to '14	
General Fund					
Property Taxes	$187,168,411	$187,159,504	$192,780,900	$5,621,396	3.0%
Other Local Taxes	32,901,513	32,692,192	33,482,300	790,108	2.4%
State & Federal	15,919,017	13,691,157	14,651,445	960,288	7.0%
Other Revenue	13,043,565	12,344,885	12,696,596	351,711	2.8%
Prior Year Fund Balance	0	500,000	500,000	0	100.0%
Use of Money & Property	298,034	364,204	364,204	0	0.0%
Total	$249,330,540	$246,751,942	$254,475,445	$7,723,503	3.1%
Transportation Fund (PRTC)					
2% Fuels Tax	$5,345,841	$5,240,779	$5,173,000	($67,779)	-1.3%
State Recordation Road/Schools	707,061	715,000	715,000	0	0.0%
State & Federal	1,717,195	0	0	0	0.0%
Prior Year Fund Balance	0	3,389,977	0	(3,389,977)	-100.0%
Miscellaneous	24,691	2,500	2,000	(500)	-20.0%
Total	$7,794,788	$9,348,256	$5,890,000	($3,458,256)	-37.0%
Asset Forfeiture Fund					
Drug Seizure	$187,765	$300,000	$300,000	$0	0.0%
Total	$187,765	$300,000	$300,000	$0	0.0%
Tourism Fund					
3% Transit Occupancy Tax	$771,219	$763,125	$780,000	$16,875	2.2%
2% Transit Occupancy Tax	515,517	511,634	520,000	8,366	1.6%
Other Revenue	37,484	5,000	0	(5,000)	-100.0%
Prior Year Fund Balance	0	100,000	0	(100,000)	0.0%
Total	$1,324,220	$1,379,759	$1,300,000	($79,759)	-5.8%
Hidden Lake Special Revenue Fund					
Total	$112,178	$105,449	$105,449	$0	0.0%
Road Impact Fee - West Fund					
Total	$233,503	$0	$0	$0	0.0%
Road Impact Fee - South East Fund					
Total	$42,745	$0	$0	$0	0.0%
Garrisonville Road Service District Fee					
Total	$533,987	$1,870,000	$533,500	($1,336,500)	100.0%
Warrenton Road Service District Fee					
Total	$338,783	$0	$0	$0	100.0%
Capital Improvements Fund					
Total	$5,568,059	$530,390	$732,563	$202,173	38.1%
Utilities Fund					
Water & Sewer Fees	$22,664,873	$25,143,000	$27,061,000	$1,918,000	7.6%
Prior Year Fund Balance	0	19,459,441	0	(19,459,441)	-100.0%
Availability/ Pro Rata Fees	6,988,859	8,307,000	8,700,000	393,000	4.7%
Other Charges and Fees	1,530,178	1,399,000	1,212,000	(187,000)	-13.4%
Grant/Donated Assets	1,037,356	67,000	0	(67,000)	-100.0%
Revenue Bond Proceeds	52,348,794	32,265,000	20,000,000	(12,265,000)	-38.0%
Use of Money/Property	436,545	227,000	185,000	(42,000)	-18.5%
Total	$85,006,605	$86,867,441	$57,158,000	($29,709,441)	-34.2%
School Funds					
State and Federal	$143,418,058	$148,518,853	$153,813,396	$5,294,543	3.6%
Use of Money/Property	26,157	245,618	235,000	(10,618)	100.0%
Bond Proceeds	24,581,047	0	0	0	0.0%
Prior Year Fund Balance	13,965,038	2,298,046	0	(2,298,046)	100.0%
User Fees	7,189,960	7,600,556	7,025,542	(575,014)	-7.6%
Other Revenue	2,351,600	5,112,279	5,135,029	22,750	0.4%
Total	$191,531,860	$163,775,352	$166,208,967	$2,433,615	1.5%
Total Revenues - All Funds	$542,005,033	$510,928,589	$486,703,924	($24,224,665)	-4.7%

ALL FUNDS EXPENDITURE GRAPHS





ALL FUNDS SCHEDULE EXPENDITURES

The all Funds Expenditure Schedule represents all County Budgets with the exception of the Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Fund. The Fleet Services Fund, School Workers Compensation Fund and School Health Benefits Funds are Internal Service Funds All Funds listed below require appropriation and the Internal Services Funds also require appropriation. Appropriation is legal authorization to expend.

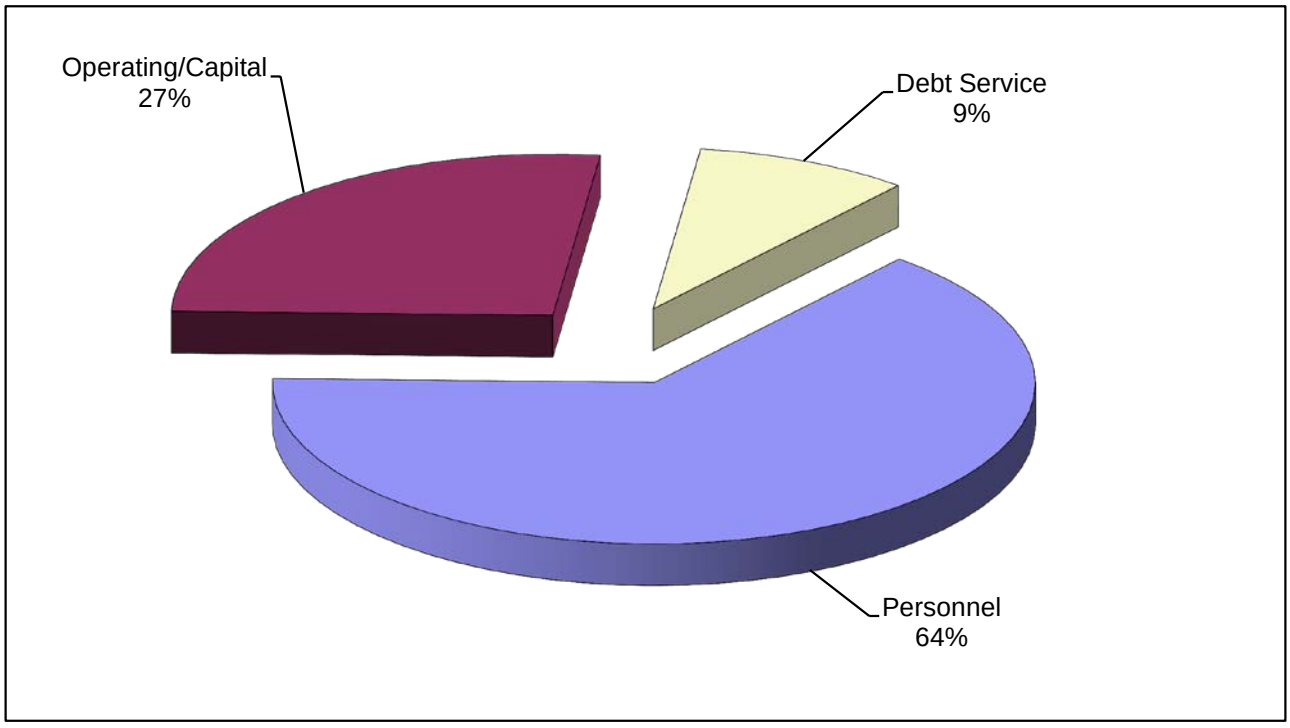
Expenditure Plan	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted	Changes '13 to '14	
General Fund - General Government					
Personnel	$56,420,920	$59,780,456	$61,266,134	$1,485,678	2.5%
Operating	38,594,892	39,912,120	40,320,896	408,776	1.0%
Capital	7,370,419	4,565,334	5,855,194	1,289,860	28.3%
Debt Service	14,065,413	9,979,518	11,119,790	1,140,272	11.4%
Total	$116,451,644	$114,237,428	$118,562,014	$4,324,586	3.8%
Transportation - PRTC					
Operating	4,180,811	2,849,256	3,246,665	397,409	13.9%
Capital	2,101,340	6,459,000	2,603,335	(3,855,665)	-59.7%
Total	$6,282,151	$9,308,256	$5,850,000	($3,458,256)	-37.2%
Asset Forfeiture Fund					
Operating	$145,549	$300,000	$300,000	$0	0.0%
Capital	7,511	0	0	0	0.0%
Total	$153,060	$300,000	$300,000	$0	0.0%
Tourism Fund					
Operating	$487,440	$644,194	$566,630	($77,564)	-12.0%
Personnel	160,635	188,445	192,250	3,805	2.0%
Tourism Programs	43,120	47,120	41,120	(6,000)	-12.7%
Capital	0	0	0	0	0.0%
Total	$691,195	$879,759	$800,000	($79,759)	-9.1%
Hidden Lake Special Revenue Fund					
Personnel	$8,865	$7,387	$7,060	($327)	-4.4%
Operating	20,768	35,000	22,500	(12,500)	-35.7%
Debt Service	64,729	63,062	63,062	0	0.0%
Total	$94,362	$105,449	$92,622	($12,827)	-12.2%
Road Impact Fee - West Fund					
Total (Capital)	$175,833	$0	$0	$0	0.0%
Road Impact Fee - South East Fund					
Total (Capital)	$0	$0	$0	$0	0.0%
Garrisonville Road Service District Fee					
Debt Service	$0	$0	$216,000	$216,000	100.0%
Capital	61,521	1,870,000	0	(1,870,000)	-100.0%
Total	$61,521	$1,870,000	$216,000	($1,654,000)	100.0%
Warrenton Road Service District Fee					
Total (Capital)	$0	$0	$0	$0	100.0%
Capital Improvements Fund					
Personnel	$111,158	$517,790	$719,230	$201,440	38.9%
Operating	526,092	12,600	13,333	733	100.0%
Capital	30,773,944	0	1,000,000	1,000,000	0.0%
Total	$31,411,194	$530,390	$1,732,563	$1,202,173	226.7%
Utilities Fund - Water & Sewer					
Operating	$11,566,270	$16,765,590	$16,083,152	($682,438)	-4.1%
Capital	18,469,815	53,845,000	8,213,000	(45,632,000)	-84.7%
Personnel	10,573,176	11,132,851	11,452,127	319,276	2.9%
Debt Service	5,812,568	5,124,000	6,556,000	1,432,000	27.9%
Total	$46,421,829	$86,867,441	$42,304,279	($44,563,162)	-51.3%
School Operating & Grant Fund					
Personnel	$206,857,178	$219,686,365	$224,026,565	$4,340,200	2.0%
Operating / Capital	40,403,206	38,456,230	38,483,609	27,379	0.1%
Debt Service	461,910	461,909	461,909	0	0.0%
Total	$247,722,294	$258,604,504	$262,972,083	$4,367,579	1.7%
School Debt Service					
Total	$28,428,908	$26,203,740	$24,729,510	($1,474,230)	-5.6%
School Construction Fund					
Personnel	$0	$242,573	$235,000	($7,573)	-3.1%
Operating / Capital	17,535,080	3,045	2,097,000	2,093,955	68767.0%
Total	$17,535,080	$245,618	$2,332,000	$2,086,382	849.4%
School Nutrition Service Fund					
Personnel	$5,486,715	$5,811,760	$6,087,818	$276,058	4.7%
Operating	6,187,194	5,740,244	6,653,785	913,541	15.9%
Capital	117,621	224,000	299,000	75,000	33.5%
Total	$11,791,530	$11,776,004	$13,040,603	$1,264,599	10.7%
Total Expenditures - All Funds	$507,220,601	$510,928,589	$472,931,674	($37,996,915)	-7.4%

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

SUMMARY OF ALL FUNDS BY MAJOR EXPENSE

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

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Personnel	$279,618,647	$297,367,627	$303,986,184	$6,618,557	2.23%
Operating/Capital	178,768,426	171,728,733	125,799,219	(45,929,514)	-26.75%
Debt Service	48,833,528	41,832,229	43,146,271	1,314,042	3.14%
Total Expenditures	$507,220,601	$510,928,589	$472,931,674	($37,996,915)	-7.44%

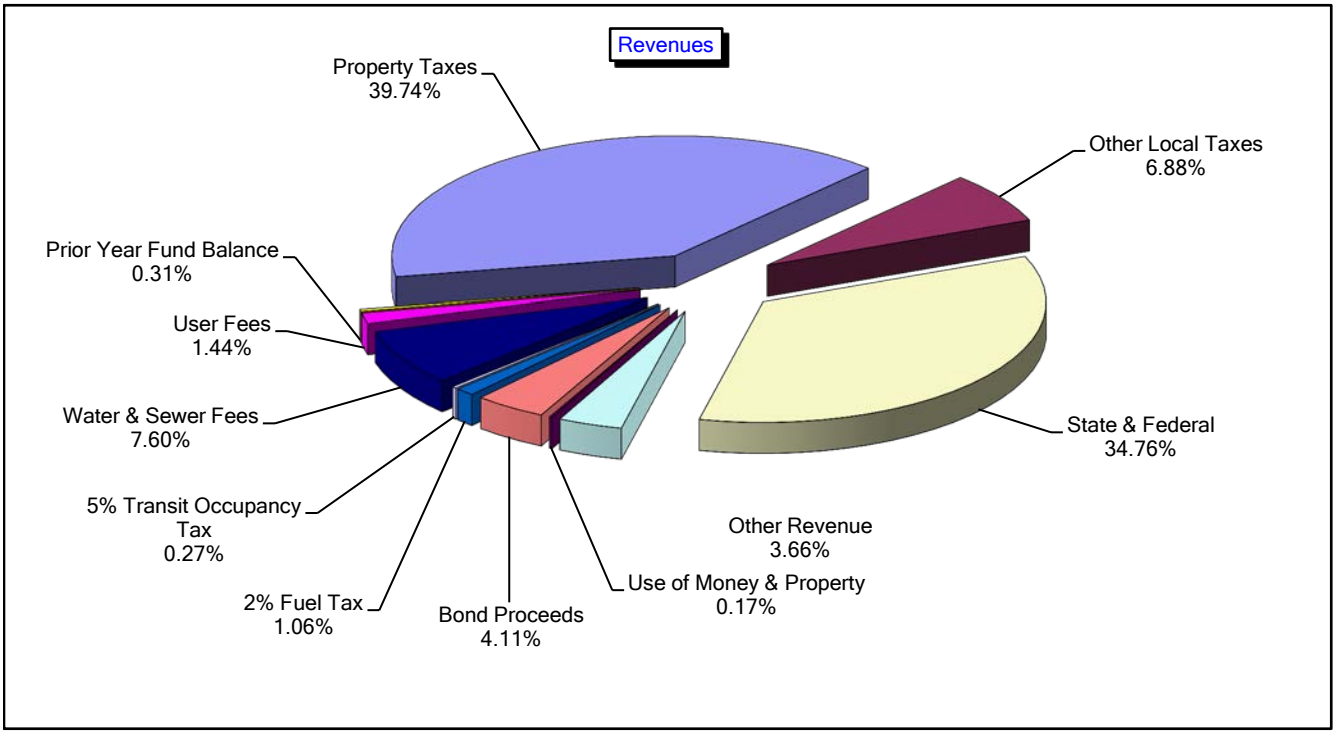


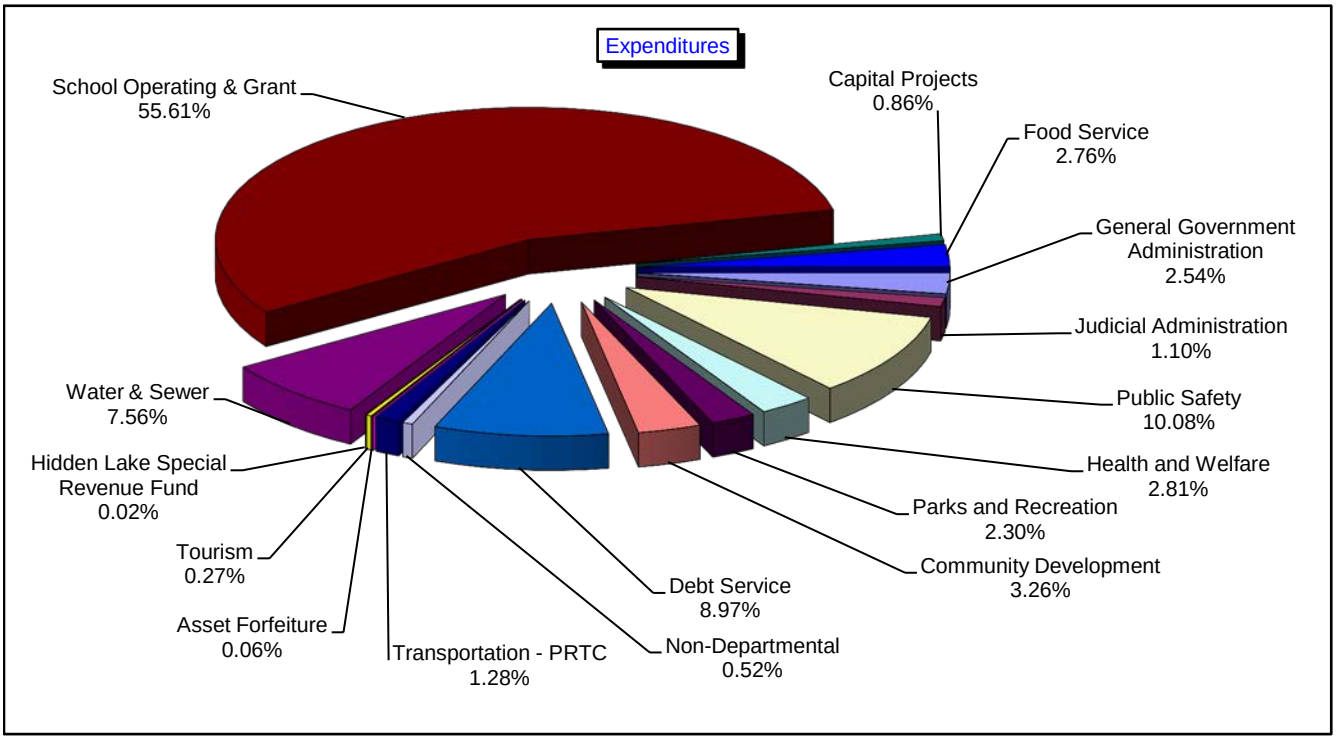
FY2014 ADOPTED BUDGET ALL FUND TYPES

	Governmental Funds				Proprietary Funds	
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	Total 2014 Adopted Budget
Revenues						
Property Taxes	$192,780,900		$638,900			$193,419,800
Other Local Taxes	33,482,300					33,482,300
State & Federal	14,651,445		715,000	153,813,396		169,179,841
Other Revenue	12,696,596			5,135,029		17,831,625
Use of Money & Property	364,204	20,000	2,049	235,000	185,000	806,253
Bond Proceeds					20,000,000	20,000,000
2% Fuel Tax			5,173,000			5,173,000
5% Transit Occupancy Tax			1,300,000			1,300,000
Water & Sewer Fees					36,973,000	36,973,000
User Fees				7,025,542		7,025,542
Prior Year Fund Balance	500,000	712,563	300,000			1,512,563
Total	$254,475,445	$732,563	$8,128,949	$166,208,967	$57,158,000	$486,703,924
Expenditures						
General Government Administration	$12,053,530					$12,053,530
Judicial Administration	5,197,540					5,197,540
Public Safety	47,681,920					47,681,920
Health and Welfare	13,269,354					13,269,354
Parks and Recreation	10,858,950					10,858,950
Community Development	15,405,750					15,405,750
Debt Service	35,849,300				6,556,000	42,405,300
Non-Departmental	2,475,180					2,475,180
Transportation - PRTC			6,066,000			6,066,000
Asset Forfeiture			300,000			300,000
Tourism			1,300,000			1,300,000
Hidden Lake Special Revenue Fund			92,622			92,622
Water & Sewer					35,748,279	35,748,279
School Operating & Grant				262,972,083		262,972,083
Capital Projects		1,732,563		2,332,000		4,064,563
Food Service				13,040,603		13,040,603
Total	$142,791,524	$1,732,563	$7,758,622	$278,344,686	$42,304,279	$472,931,674
Other Financing Sources (Uses)						
Operating Transfers In	$540,000	$1,000,000		$113,820,921		$115,360,921
Operating Transfers Out	(111,723,921)		(540,000)			(112,263,921)
Total Other Financing Sources (Uses)	($111,183,921)	$1,000,000	($540,000)	$113,820,921	$0	$3,097,000
Fund Balance, Beginning of Year	$55,625,103	$10,518,878	$37,107,072	$25,216,249	$28,809,135	$157,276,437
Fund Balance, end of Year	$55,625,103	$9,806,315	$36,637,399	$26,901,451	$43,662,856	$172,633,124

ADOPTED BUDGET ALL FUND TYPES GRAPHED

The graphs below present the FY2014 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.





1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

ACCOMPLISHMENTS

Board Priorities for the Community
In 2012, the Board set the following priorities for the community: public safety, education, economic development, infrastructure, and service excellence, all encompassed by fiscal responsibility and reducing the tax burden.

Reducing the Tax Burden
For the FY2014 budget, the Board eliminated the boat tax, the machinery and tools tax and the common carrier tax. In 2009, the Board repealed the airport tax, and in 2010, the Business, Professional and Occupational License (BPOL) tax was eliminated. According to 2012 data from the Virginia Auditor of Public Accounts, every city or county in Virginia levied at least one of these taxes.

Redevelopment Master Plan
Since its adoption in 2011 by the Board of Supervisors as an element of the Comprehensive Plan, implementation of the recommendations contained in the Master Redevelopment Plan has progressed. Some of the highlights are: the opening of the Stafford Technology and Research Center; new Class A office buildings in the Quantico Corporate Center: approval of design plans for the extension of Corporate Drive to Telegraph Road; a $4M federal project to improve the intersection of US Route 1 and Telegraph Road began; and a $250,000 federal grant to undertake a Joint Land Use Study with Prince William and Fauquier Counties and MCB Quantico was approved. Substantial progress has been made on the $2.8M Courthouse Streetscape Project and the Virginia Department of Transportation's (VDOT) design of the new Interstate 95/Courthouse Road interchange. Site development plans were submitted for five new businesses and VDOT continued to move forward with major improvements to US Route 17 in the Southern Gateway Redevelopment Area.

Economic Development Ten-Point Plan
The Board of Supervisors adopted the Economic Development Ten-Point Plan in early 2010 to lay out steps for implementing the Board's mission of making Stafford a more desirable and business-friendly community through jobs for our citizens, a world-class school system, modern public safety services and abundant parks and recreation amenities. Accomplishments include the opening of the Stafford Technology and Research Center, Community Development Services Center, and the opening of the Belmont-Ferry Farm Trail.

Stafford Technology and Research Center
In September 2012, Stafford held a grand opening for the Stafford Technology and Research Center, the foundation for a future full-fledged technology and research park. The creation of the center will help Stafford meet the evolving needs of the more than 30,000 tech sector employees who work for the more than 40 private high-tech employers and 30 public agencies and support operations near the center, which is conveniently located near Quantico. The Board of Supervisors passed a Memorandum of Understanding with George Mason University, the University of Mary Washington, and Germanna Community College to provide classes at the center.

ACCOMPLISHMENTS

Community Development Services Center
In an effort to make Stafford more business-friendly, a Community Development Services Center was opened at the Government Center. The center strives to streamline the permit and planning processes for citizens and businesses.

Job Growth
Stafford County led the Commonwealth of Virginia in job growth over the five years between 2006 and 2011 among large communities. In addition, Stafford had the fastest job growth, by percentage of growth, in all of Northern Virginia in the same time period. Employment increased 14.6%. In 2006, Stafford had 32,578 jobs, and by 2011, the number had changed to 37,336, an increase of 4,758. In 2012, Stafford has 38,184 jobs and an unemployment rate of 4.3%, the lowest in five years.

Bond Rating Upgrade
Stafford County's fiscally responsible management has once again led Standard and Poor's Rating Services to upgrade the County's bond rating from AA to AA+, one level below AAA, which is the highest grade bond rating. Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded the County's outlook from stable to positive.

Ended Fiscal Year 2012 with $5.1 Million Positive Results of Operations
Through a combination of fiscal restraint, lower taxes, prioritized funding and an aggressive pursuit of economic development, Stafford County ended FY 2012 with a $5.1 million positive results of operation. Stafford County emerged from the economic downturn with a stronger balance sheet and continues to be financially sound.

Rocky Pen Run Reservoir
Progress continues on the County's third water reservoir. The reservoir will hold approximately 5.3 billion gallons of water, greatly increasing the amount of water in reserve. Construction is due to be completed in the fall of 2013 for the dam portion of the project. The water treatment facility is scheduled to be complete in spring of 2014.

Parks and Recreation Bond Referendum
In 2009, Stafford County citizens voted to approve a Parks and Recreation Bond Referendum to develop new parks and improve or renovate existing parks. Two new parks are under construction. Chichester Park, a baseball and softball field complex, will be built next to Stafford High School and is due to be finished in 2014. Scheduled to open in 2015, Embrey Mill Park will increase the number of rectangular playing fields in the County and add an indoor 50-meter pool. Preliminary work is complete on the Curtis Park pool to prepare it for a fall 2013 start of renovation. The renovation is scheduled to be complete in spring of 2014. A parking expansion is complete at Smith Lake Park.

ACCOMPLISHMENTS

Transportation Bond Referendum
In 2008, Stafford citizens voted to approve a $70 million bond referendum to make transportation improvements in Stafford. The bond referendum identified 19 road projects as well as pedestrian improvements. Currently, nine road projects, two safety enhancements, and four pedestrian improvements are under way or completed.

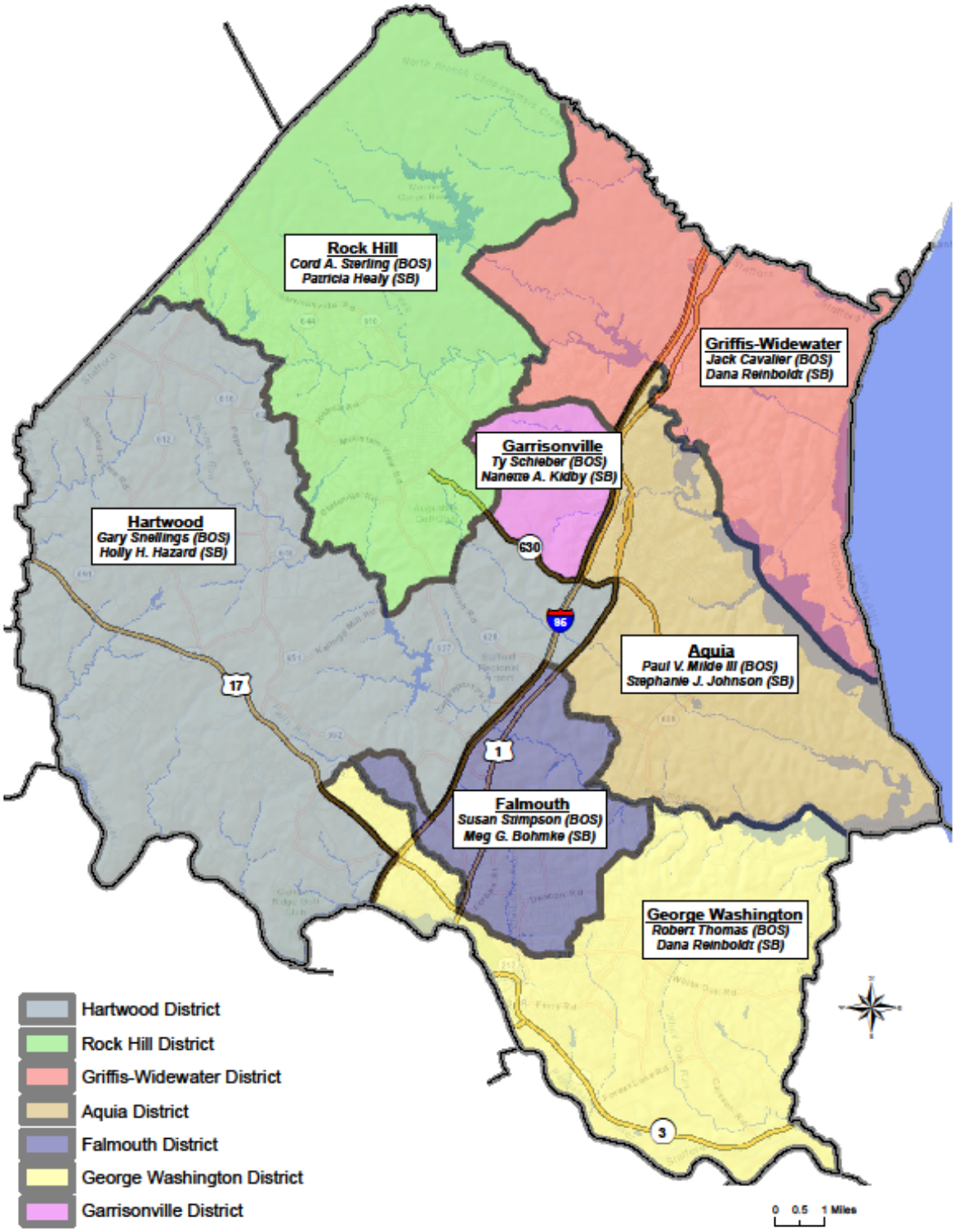
Belmont-Ferry Farm Trail
Sections 1, 2, 3 and 5 of this new walking, biking and running trail have been completed of the Belmont-Ferry Farm Trail, linking Belmont to Historic Falmouth to St. Clair Brooks Park and Pratt Park. The Belmont-Ferry Farm Trail system is part of a bigger trail system that is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

Stafford 311 Wins National Award
Stafford's new 311 Service has won a National Association of Counties (NACO) Achievement Award for its success in providing a new service to citizens using existing resources. The Achievement Awards are given to innovative county government programs across the United States. Using creativity, teamwork, and a strong belief in customer service, the Public Information and Citizens Assistance staff established the 311 Center using available resources.

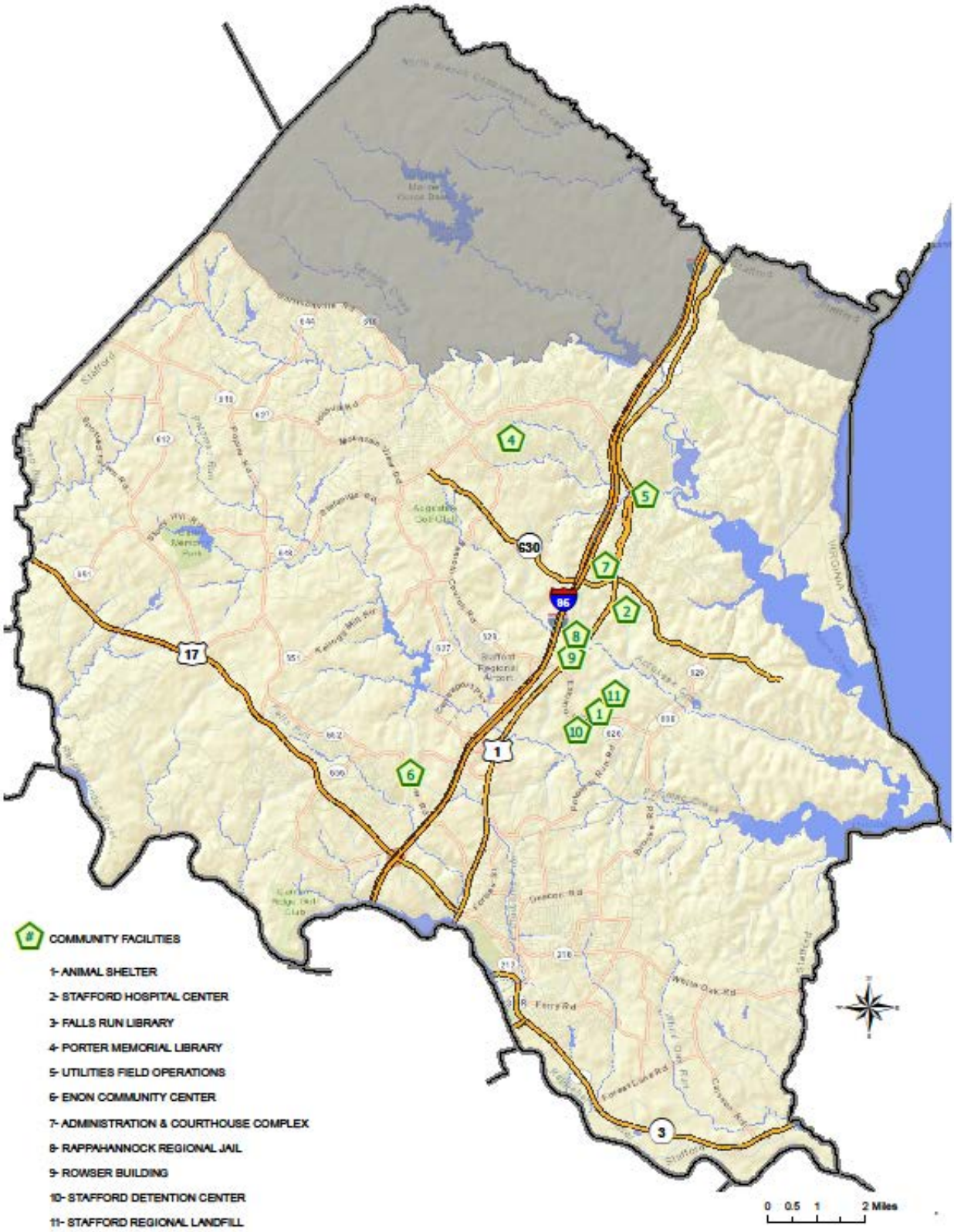
Stafford's 350th Anniversary
The Board of Supervisors appointed a 350th Anniversary Blue Ribbon Planning Committee to plan for the year-long celebration of Stafford's 350th anniversary. Signature events will take place throughout 2014 to mark Stafford's special milestone and to bring the community together to honor the county's history and people.

STAFFORD COUNTY, VIRGINIA

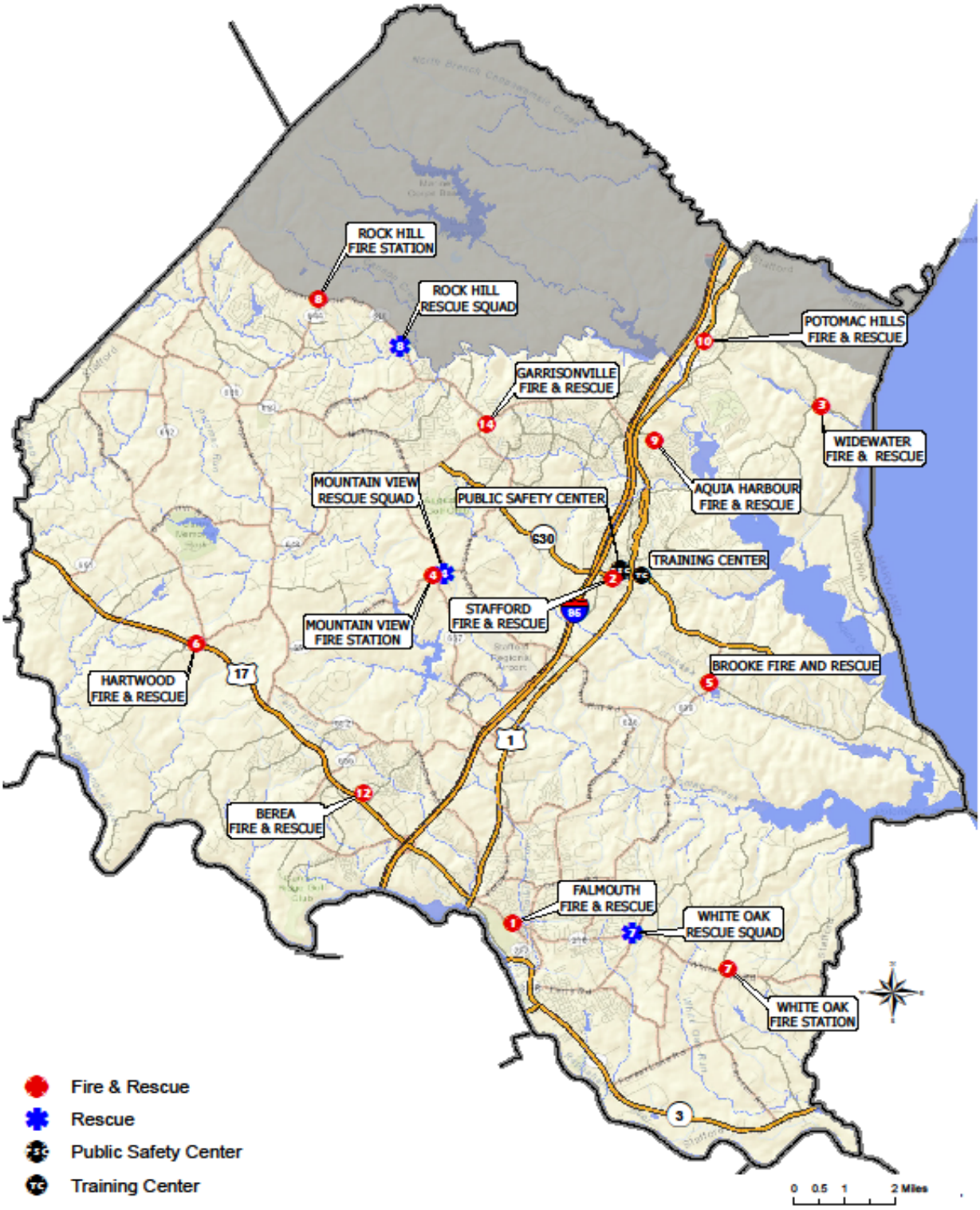
ELECTION DISTRICT BOUNDARIES



STAFFORD COUNTY FACILITIES

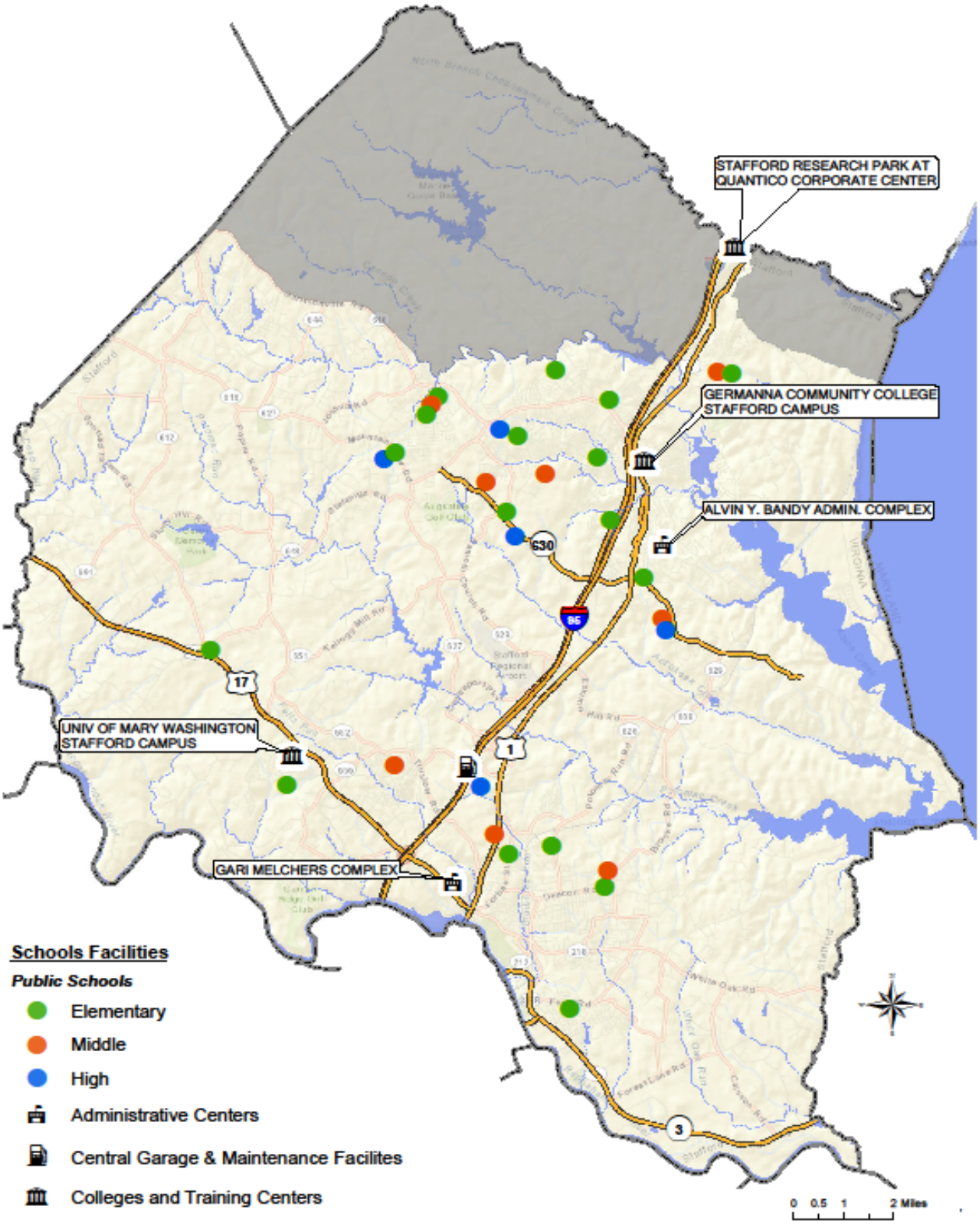


EMERGENCY SERVICES



PARKS AND RECREATION

STAFFORD COUNTY SCHOOL FACILITIES



1664 Celebrate 350 2014
STAFFORD
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BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 23rd day of April, 2013:

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

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

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2013 TAX RATES

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

WHEREAS, a public hearing on the proposed calendar year 2013 tax rates was held on Tuesday, April 9, 2013, at 7:00 P.M., in the Board Chambers at the Stafford County Administration Center, located at 1300 Courthouse Road, Stafford, Virginia; and

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 23rd day of April, 2013, that the following tax rates be and they hereby are established for the calendar tax year beginning January 1, 2013:

Classification	Rate Per One Hundred Dollars of Assessed Valuation
Real Estate (Section 58.1-3200, Code of Virginia (1950), as amended.)	1.07
Tangible Personal Property (Section 58.1-3500, Code of Virginia (1950), as amended. Includes all other classifications of personal property not specifically enumerated.)	6.89*
Boats or watercraft (Section 58.1-3506(A)(1.a)(1.b)(12)(28)(29), Code of Virginia (1950), as amended.)	.0001
Motor Vehicles Specially Equipped for the Disabled (Section 58.1-3506(A)(14), Code of Virginia (1950), as amended.)	.10
Personal Property Volunteer Fire & Rescue (Section 58.1-3506(A)(15)(16), Code of Virginia (1950), as amended.)	.0001
Camping trailers and recreational vehicles (Section 58.1-3506(A)(18)(30), Code of Virginia (1950), as amended.)	5.49
One motor vehicle owned and regularly used by a veteran who has either lost, or lost the use of, one or both legs, or an arm or a hand, or who is blind or who is permanently and totally disabled as certified by the Department of Veterans Services. In order to qualify, the veteran shall provide a written statement to the commissioner of the revenue or other assessing officer from the Department of Veterans Services that the veteran has been so designated or classified by the Department of Veterans Services as to meet the requirements of this section, and that his disability is service-connected. For purposes of this section, a person is blind if he meets the provisions of § 46.2-739 (Section 58.1-3506(A)(19), Code of Virginia (1950), as amended.)	.0001
Motor Carrier Transportation (Section 58.1-3506(A)(25), Code of Virginia (1950), as amended.)	.0001

Classification	Rate Per One Hundred Dollars of Assessed Valuation
All tangible personal property employed in a trade or business other than that described in Virginia Code § 58.1-3503(A)(1) through (A)(18), except for subdivision (A)(17) (Section 58.1-3506(A)(26), Code of Virginia (1950), as amended.)	5.49
Programmable computer equipment and peripherals employed in a trade or business (Section 58.1-3506(A)(27), Code of Virginia (1950), as amended.)	5.49
Personal Property Volunteer Sheriff's Deputy (Section 58.1-3506(A)(32), Code of Virginia (1950), as amended.)	.0001
Machinery and Tools (Section 58.1-3507, Code of Virginia (1950), as amended.)	.0001
Merchant's Capital (Section 58.1-3509, Code of Virginia (1950), as amended.)	.50
Mobile Homes (Section 58.1-3506, Code of Virginia (1950), as amended.)	1.07
Aircraft (Section 58.1-3506, Code of Virginia (1950), as amended.)	.0001
Garrisonville Road Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.088
Warrenton Road Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.000
Hidden Lake Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.451
Hartlake Special Service District (Sections 15.2-2400 through 15.2-2403, Code of Virginia (1950), as amended.)	.00
Countywide Fire and Emergency Medical Services Tax District (Section 27-23.1, Code of Virginia (1950), as amended.)	.00

* The tax rate for personal property is based on the 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 the estimated fair market value.

In 2004, the General Assembly capped the amount of relief the State will provide for Personal Property Tax Relief (PPTRA) at $950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is $12.5 million. This allotment is to be distributed among all the qualifying vehicles. For tax year 2013, qualifying vehicles will be granted 40% relief.

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 23rd day of April, 2013:

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

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

A RESOLUTION TO APPROVE THE FISCAL YEAR 2014 COUNTY BUDGETS

WHEREAS, a public hearing on the proposed FY2014 budgets was held on Tuesday, April 9, 2013, at 7:00 P.M., in the Board Chambers at the Stafford County Administration Center, located at 1300 Courthouse Road, Stafford, VA; and

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

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

WHEREAS, the Board desires to support special education students in the County, as identified by the County's Public Schools, by providing educational services in the least restrictive, most cost-effective environment, and within the community through shared responsibility between the County and Schools for day-school students; and

WHEREAS, refunding of Virginia Public School Authority (VPSA) refunding of outstanding bonds will result in one-time savings in the amount of $3,097,000 in FY2014; and

WHEREAS as of the third quarter budget review, staff is projecting sufficient Positive Results of Operation (PRO) to increase the cash capital funding of the General Government Capital Improvements Plan by $1 million and to reserve $500,000 in unspent FY2013 contingency for the FY2014 contingency budget; and

WHEREAS the School Board's budget includes $216,079 in carryover funds and per the financial policies, budget and appropriation of these funds will be considered after the FY2013 audit, and therefore, are not included therein;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 23rd day of April, 2013, that the FY2014 budgets for the various General Government Funds be and they hereby are adopted as follows:

I. GENERAL GOVERNMENT FUNDS:

General Fund:	**253,430,560**
Operating Budget Transfer to Schools	109,526,921
School Debt Service/Capital Projects	26,826,510
Board of Supervisors	591,710
Capital Projects	2,747,670
Central Rappahannock Regional Library	5,067,220
Commissioner of the Revenue	2,723,530
Commonwealth's Attorney	2,956,070
Cooperative Extension	172,270
Corrections	7,926,280
County Administration	1,086,090
County Attorney	1,083,930
Clerk of the Circuit Court	1,470,850
Circuit Court	274,400
General District Court	101,750
Juvenile and Domestic Relations Court	66,590
Magistrate	9,330
15th District Court Services Unit	318,550
Debt Service County	11,219,790
Economic Development	743,110
Finance and Budget	1,579,320
Fire and Rescue	15,859,620
Human Resources	412,450
Human Services, Office of	2,074,410
Information Technology	2,161,750
Non-Departmental	2,975,180
Parks, Recreation and Community Facilities	10,858,950
Partner Agencies	1,608,024
Planning and Zoning	2,403,380
Public Works	4,272,100
Registrar & Electoral Board	459,610
Sheriff	23,896,020
Social Services	6,736,920
Transfer to CSA Special Revenue Fund	1,265,115
Treasurer	1,955,140

GENERAL GOVERNMENT FUNDS, continued:

Asset Forfeiture Fund	300,000
CSA Private Day School Special Revenue Fund	2,850,000
Fleet Services Fund*	4,392,602
General Capital Improvements Fund	1,732,563
Hidden Lake Special Revenue Fund	92,622
Garrisonville Road Service District Fund	216,000
Tourism Fund	1,300,000
Transportation Fund	5,890,000
Utilities Funds	42,304,279

; and

BE IT FURTHER RESOLVED that the FY2014 School Budget be and it hereby is approved in the following amounts:

II. SCHOOL FUNDS:

School Operating Fund*

Instruction	187,997,963
Administration Attendance and Health	10,260,085
Transportation	14,469,534
Operation and Maintenance	22,980,883
Instructional Technology and Information Services	14,097,287
Food service	227,611
Facilities	287,721
Debt Service	461,909
Contingency	500,000
Total School Operating Fund	251,282,993

Construction Fund	2,332,000
Grants Fund*	11,911,780
Health Services Fund	24,916,982
Nutrition Services Fund	13,040,603
Workers' Compensation Fund*	654,605

; and

BE IT FURTHER RESOLVED that the Board intends that the increase in state and local funds be used by the School Board to implement a 2.5% salary increase, effective July 1, 2013 for all School employees, for the second phase, an additional 1% of the Virginia Retirement System (VRS) 5 and 5 funding requirement, and for a 2% salary increase for all employees, effective January 1, 2014; and

*Subsequently amended by Resolution R13-205

BE IT FURTHER RESOLVED that the implementation of the proposed Stafford County Public School partnership for at risk youth is delayed until FY2015. The Board of Supervisors will appoint a two person ad hoc committee to meet with two members of the School Board to report no later than December 31, 2013 on a partnership opportunity for at risk youth; and

BE IT FURTHER RESOLVED that $332,000 be included in the local transfer to the Schools, contingent on continuation of a mutual memorandum of understanding, between the Superintendent and the County Administrator, to provide the continued support for current public day-school services; and

BE IT FURTHER RESOLVED that $1 million in VPSA refunding savings be included in the Schools Operating Fund budget to be used for one-time purposes, as identified in the School Board's Approved budget and $2 million be included in the Schools Construction fund to be used for capital projects as identified in the Capital Improvements Plan (CIP); and

BE IT FURTHER RESOLVED that $1 million in FY2013 PRO be reserved to increase cash capital in the CIP and $500,000 in FY2013 PRO be reserved to fund the FY2014 contingency reserve; and

BE IT FURTHER RESOLVED that contingent on the FY2013 audit demonstrating no less than $2.4 million in Positive Results of Operations (PRO) after all reserves and all budgeted uses of PRO are funded in accordance with the Board's Principles of High Performance Financial Management, the Treasurer is authorized not to bill nor collect the 2014 Vehicle License Fee (VLF), and the County Administrator is authorized to allocate the PRO for this one time purpose and to make any other necessary budget adjustments to comply with generally accepted accounting principles and the Board's Principles of High Performance Financial Management; and

BE IT FURTHER RESOLVED the Board intends to convey properties known as Courthouse Square and Chatham Office Park, within 90 days, in lieu of annual appropriations for a period of three years. The Economic Development Authority is encouraged to market and sell the properties immediately to ensure they are returned to the tax rolls, and is to use the proceeds to advance economic development in the County; and

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

General Fund	
Non-Public Safety	~~328~~ 331
Public Safety	~~350~~ 351
Utilities Fund	139
Capital Projects Fund	3
Total	~~820~~ 824

; and

BE IT FURTHER RESOLVED that the Board will annually revisit authorization of the position added to the Social Services department; and

BE IT FURTHER RESOLVED that the Contribution Strategy for Employee Health Care, adopted in Resolution R09-165, be amended, effective April 1, 2014, as follows:

	Key Care 15		Key Care 30	
	Employee Only	Dependent Coverage	Employee Only	Dependent Coverage
FY2014	15%	20%	5%	10%

; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to implement a 1.0% market adjustment for County employees, effective July 1, 2013; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to continue the Employee Pay for Performance Program, effective April 1, 2014, with an average salary increase of 2.0%; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to approve contracts for the purchase of replacement public safety vehicles, consistent with the FY2014 budgets; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2014 Potomac and Rappahannock Transportation Commission subsidy of $93,400, and the Virginia Railway Express subsidy of $2,529,281, and authorizes the payment of the subsidies during FY2014 from the County's Motor Fuels Tax Revenue account.

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nc

R13-99

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 23rd day of April, 2013:

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

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

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2014 COUNTY BUDGETS

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

WHEREAS, the public hearing was held on April 9, 2013 at 7:00 p.m. in the Board Chambers at the County Administration Center located at 1300 Courthouse Road, Stafford, VA on the proposed FY2014 budgets; and

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

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 23rd day of April, 2013, that General Fund General Government expenditures (other than debt service) and Local School Transfer (other than debt service) be and they hereby are appropriated at 95% of the adopted FY2014 Budgets; and

BE IT FURTHER RESOLVED that debt service be and it hereby is appropriated at 100% of the Adopted FY2014 Budgets; and

BE IT FURTHER RESOLVED that the Fiscal Year 2014 Budgets for the various General Government Funds be and they hereby are appropriated as follows:

I. GENERAL GOVERNMENT FUNDS:

General Fund:	**242,744,022**
Operating Budget Transfer to Schools	104,050,575
School Debt Service/Capital Projects	26,826,510
Board of Supervisors	562,125
Capital Projects	2,610,287
Central Rappahannock Regional Library	4,813,859
Commissioner of the Revenue	2,587,354
Commonwealth's Attorney	2,808,267
Cooperative Extension	163,657
Corrections	7,612,632
County Administration	1,031,786
County Attorney	1,029,734
Clerk of the Circuit Court	1,397,308
Circuit Court	260,680
General District Court	96,663
Juvenile and Domestic Relations Court	63,261
Magistrate	8,864
15th District Court Services Unit	302,623
Debt Service County	11,219,790
Economic Development	705,955
Finance and Budget	1,500,354
Fire and Rescue	15,066,639
Human Resources	391,828
Human Services, Office of	1,970,690
Information Technology	2,053,663
Non-Departmental	2,826,421
Parks, Recreation and Community Facilities	10,316,003
Partner Agencies	1,527,623
Planning and Zoning	2,283,211
Public Works	4,058,495
Registrar & Electoral Board	436,630
Sheriff	22,701,219
Social Services	6,400,074
Transfer to CSA Special Revenue Fund	1,201,859
Treasurer	1,857,383

GENERAL GOVERNMENT FUNDS

Asset Forfeiture Fund	300,000
CSA Private Day School Special Revenue Fund	2,850,000
Fleet Services Fund*	4,392,602
General Capital Improvements Fund	1,732,563
Hidden Lake Special Revenue Fund	92,622
Garrisonville Road Service District Fund	216,000
Tourism Fund	1,300,000
Transportation Fund	5,890,000
Utilities Funds	42,304,279

BE IT FURTHER RESOLVED that the Fiscal Year 2014 School Budget be and it hereby is appropriated in the following amounts:

II. SCHOOL FUNDS

School Operating Fund*	
Instruction	183,884,682
Administration Attendance and Health	10,035,555
Transportation	14,153,001
Operation and Maintenance	22,478,154
Instructional Technology and Information Services	13,788,969
Food service	222,682
Facilities	281,697
Debt Service	461,909
Contingency	500,000
Total School Operating Fund	245,806,649
Construction Fund	2,332,000
Grants Fund*	11,911,780
Health Services Fund	0
Nutrition Services Fund	13,040,603
Workers' Compensation Fund*	654,605

*Subsequently amended by Resolution R13-205

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

BE IT FURTHER RESOLVED that the Board intends to consider the appropriation of the 5% balance of the General Fund, General Government budget (less debt service), and the Local School Transfer, following the mid-year review and completion of the FY2013 audit, in consideration of the then current financial conditions; and

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

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

BE IT FURTHER RESOLVED that in accordance with the Board's Principles of High Performance Financial Management, the Board will consider any requests for re-appropriation of FY2013 unspent carryover funds for the County and Schools following the completion of the FY2013 audit and in consideration of the then current financial conditions; and

BE IT FURTHER RESOLVED that the County Administrator be and he hereby is authorized to increase budgets and appropriations for the following items of non-budgeted restricted revenue that may occur during FY2014:

1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
2. Defaulted developer and builder securities to be used for uncompleted projects;
3. Donations for a specific purpose; and
4. Asset Forfeiture funds.
5. Excess roll-back taxes for Purchase of Development Rights pursuant to the County's financial policies.

; and

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

BE IT FURTHER RESOLVED that to comply with Governmental Accounting Standards Board Standards and Generally Accepted Accounting Practices, some projects or sets of accounts may need to be moved between funds, and the County Administrator be and he hereby is authorized to make such transfers; and

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

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nac

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R13-205

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 18th day of June, 2013:

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

On motion of Mr. Milde, seconded by Mr. Cavalier, which carried by a vote of 6 to 0, the following was adopted:

A RESOLUTION TO AMEND THE FY2014 BUDGET AND APPROPRIATION FOR THE SCHOOLS' OPERATING FUND, GRANTS FUND, WORKERS COMPENSATION FUND, AND FLEET SERVICES BUDGETS

WHEREAS, on June 11, 2013, the School Board amended the Schools' FY2014 Operating Budget, removing the pay-to-play activities fees as a revenue source, and identifying expenditure savings in the amount of $500,000; and

WHEREAS, the County expects to save up to $100,000 in debt service in FY2014, which could be used to increase the Schools' FY2014 Operating Budget;

WHEREAS, changes to compensation and staffing levels in the School Board's Adopted Budgets affect the Grants Fund, Workers' Compensation Fund, and Fleet Services fund;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18th day of June, 2013, that it be and hereby does increase the local transfer to the Schools' Operating fund by $100,000; and

BE IT FURTHER RESOLVED that the Board does hereby amend the budget and appropriation of the FY2014 School Funds as follows:

	Amended Budget	Amended Appropriation
School Operating Fund		
Instruction	187,142,363	183,047,154
Administration Attendance and Health	10,972,960	10,733,096
Transportation	14,312,366	13,999,667
Operation and Maintenance	22,283,065	21,792,932
Instructional Technology and Information Services	15,160,689	14,829,370
Food service	235,004	230,075
Facilities	98,558	96,367
Debt Service	461,909	461,909
Contingency	500,000	500,000
Total School Operating Fund	251,166,914	245,690,570
Fleet Services Fund	4,283,603	4,283,603
Grants Fund	11,805,169	11,805,169
Workers' Compensation Fund	613,745	613,745

A Copy, teste:

for Keith C. Dayton

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:MJP:nac

R13-101

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, Stafford County Administration Center, Stafford, Virginia, on the 23rd day of April, 2013:

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

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

A RESOLUTION TO ADOPT THE FISCAL YEAR 2014-2023 CAPITAL IMPROVEMENTS PROGRAM WITH INTENT TO REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed FY2014-2023 Capital Improvements Program (CIP) was held on Tuesday, April 9, 2013, at 7:00 P.M. in the Board Chambers at the Stafford County Administration Center, located at 1300 Courthouse Road, Stafford, VA; and

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

WHEREAS, the ten-year CIP is a significant part of the Comprehensive Plan; and

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

NOW, THEREFORE BE IT RESOLVED by the Stafford County Board of Supervisors on this the 23rd day of April, 2013, that the FY2014-2023 CIP, as directed by the Board be and it hereby is adopted as part of the Comprehensive Plan; and

BE IT FURTHER RESOLVED that Intent to Reimburse certain Capital Improvement expenditures for projects indicated in the FY2014-2023 CIP be and it hereby is adopted as follows:

General Government

Land Acquisition
Fire & Rescue Apparatus Replacement
Fire and Rescue Training Center
Fire and Rescue Station 14
Fire and Rescue Station - Centerport
E-911 System
Information Technology Infrastructure
Chichester Park
Curtis Park Pool
Park at Embrey Mill
Duff McDuff Green Park
St. Clair Brooks Park
Mountain View Site
Patawomeck Park
John Lee Pratt Park
Park at Rocky Pen Run Reservoir
Indoor Recreation Facility at Embrey Mill
Parks Recreation and Community Facilities Infrastructure
Animal Shelter
Courthouse Addition
Library
Bike Trails
Belmont Ferry Farm Trail - Phase 4
Belmont Ferry Farm Trail - Phase 6
Stormwater Permit Compliance
Route 610, Garrisonville Rd
Route 652, Truslow Road, East of I-95
Route 652, Truslow Road, West of I-95
Route 1, Jefferson Davis Highway
Route 608, Brooke Road, South of Eskimo Hill Rd
Route 616, Poplar Road, North of Truslow Rd
Route 616, Poplar Road, South of Mt View Rd
Route 627, Mt View Rd From Joshua Rd To Rose Hill Farm Rd
Route 17, Warrenton Rd
Route 606, Ferry Rd
Courthouse Rd & Rt 1 Intersection Improvements
Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd
Route 630, Courthouse Rd: Winding Creek Rd to Sheldon Shop Rd
Pedestrian Improvements
Poplar Road Phase 1
Route 627, Mt View Rd Ext. to High School
Staffordboro Parking Lot
Streetscape Phase 1
Streetscape Phase 2
Garrisonville Rd & Rt 1 Intersection Improvements
Stafford Parkway
Enon Road Improvements
Butler Road
Garrisonville Rd., Eustace Rd. to Shelton Shop Rd.
Eskimo Hill Road
Leeland Road
Shelton Shop Road
Mt. View Rd, Shelton Shop to Choptank Road
Falmouth Safety Improvements
Boswell's Corner Improvements
Courthouse Area Improvements

Schools

Stafford High School Rebuild
Fiber Optic Network
Moncure Elementary Rebuild
Ferry Farm Elementary Rebuild
Career & Technical Center
Elementary School #18 w/Headstart
Grafton Village Elementary Renovation
Brooke Point HS Addition
Colonial Forge HS Addition
Mt. View HS Addition
Hartwood Elementary Renovation
Fleet Services Addition
Infrastructure

NOTICE OF INTENT TO REIMBURSE
CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2014-2023 Capital Improvements Program ("Projects") with tax-exempt or taxable bonds, or other obligations ("the "Bonds"), and to reimburse capital expenditures paid by Stafford County (including expenditures previously paid by the County to the extent permitted by law) in connection with the Projects before the issuance of the Bonds.

Section 2: Source of Interim Financing and Payment of Bonds. Stafford County expects to pay the capital expenditures related to the Projects, and incurred before the issuance of the Bonds, with an interfund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the projects to be financed in the FY2014-2023 Capital Improvements Program. The maximum amount of Bonds expected to be issued for the Projects is $387,827,557.

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

A Copy, teste:

Anthony J. Romanello, ICMA-CM
County Administrator

AJR:NAC:dmo

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POLICY AND GOALS

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

- Board of Supervisor's Priorities
- B.E.S.T Values of Stafford County Employees
- Principles of High Performance Financial Management
- Utilities Fiscal Policy
- Budget Guidelines, Basis of Accounting, and Basis of Budgeting

BOARD OF SUPERVISOR'S PRIORITIES

The Board has identified its top priorities for the community:

- Fiscal responsibility and reducing the tax burden
- Education
- Public Safety
- Infrastructure
- Economic Development
- Service Excellence

Stafford County

Vision

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

Mission

To become the best local government in Virginia.

B.E.S.T. Values

Balance

Empowerment

Service

Teamwork

Guiding Beliefs

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

Balance

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

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

Empowerment

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

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

Service

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

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

Teamwork

We work best as a team.

We trust, care for, and respect each other.

We reach across organizations to collaborate for success.

Stafford County Belongs To All Of Us

COUNTY PLANNING PROCESSES

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

1.0 Introduction

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

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

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

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

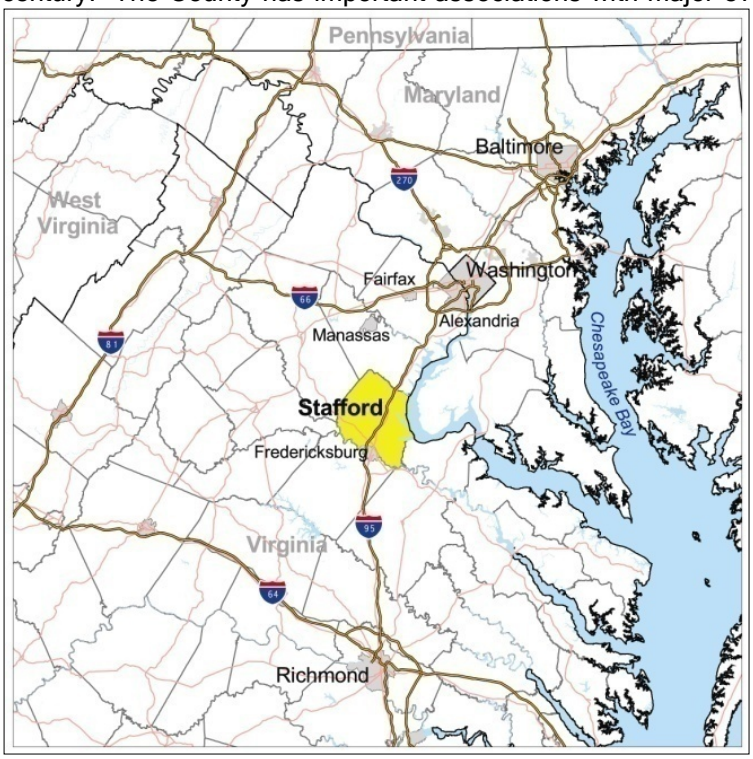
The Stafford County Comprehensive Plan emphasizes maintaining and enhancing the quality of life for existing and future residents of the County.

View of Crow's Nest from Accokeek Creek

1.1 Background

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

Established in 1664, Stafford County has a rich history from pre-colonial days to the industrialization of the nineteenth century. The County has important associations with major events and people in our nation's history. This history is documented by the County's bountiful archaeological and architectural remains. Stafford remained mostly a rural community until the construction of Interstate 95 during the late 1960s. Since that time, the County has experienced a growth rate that, for a period of time, ranked it among the fastest growing jurisdictions in the nation.



Stafford County in Regional Context

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

1.2 Purpose of the Plan

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

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

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

1.3 Format of the Plan

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

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

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

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

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

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

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

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

1.4 Relationship to other Plan Elements

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

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

STAFFORD COUNTY
COMPREHENSIVE PLAN

PLAN ELEMENTS

- Environmental Plans:
  - Master Environmental Plan
  - Regional Stormwater Management/ Reservoir Protection Plan
  - Shoreline Area Management Plan
  - Groundwater Resource Protection Plan
  - Wildlife Habitat Protection Plan
  - Chesapeake Bay Preservation Area Plan
- Land Use:
  - Land Use Plan and Map
  - Economic Development Strategic Plan
  - Traditional Neighborhood Development Plan
  - Special Area Plans
    - U.S. Route 1 Corridor
    - Falmouth Area Plan
    - Redevelopment Area Plans (to be adopted)
    - Urban Development Area Concept Plans (to be adopted)
- Community Facilities and Infrastructure:
  - Master Water and Sewer Plan
  - Water Supply Study
  - Multi-modal Transportation Plan
  - Bicycle/Pedestrian Facilities Plan
  - Parks and Recreation Facilities Master Plan
  - Public Safety Plan
  - Capital Improvement Program
  - Telecommunications Plan
  - Cultural Resources Management Plan

1.5 Legal Basis for the Plan

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

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

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

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

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

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

1. The designation of areas for various types of public and private development and use, such as different kinds of residential, including age-restricted, housing; business; industrial; agricultural; mineral resources; conservation; active and passive recreation; public service; flood plain and drainage; and other areas;

2. The designation of a system of community service facilities such as parks, sports playing fields, forests, schools, playgrounds, public buildings and institutions, hospitals, nursing homes, assisted living facilities, community centers, waterworks, sewage disposal or waste disposal areas, and the like;

3. The designation of historical areas and areas for urban renewal or other treatment;

4. The designation of areas for the implementation of reasonable ground water protection measures;

5. A capital improvements program, a subdivision ordinance, a zoning ordinance and zoning district maps, mineral resource district maps, and agricultural and forestall district maps, where applicable;

6. The location of existing or proposed recycling centers;

7. The location of military bases, military installations, and military airports and their adjacent safety areas; and

8. The designation of corridors or routes for electric transmission lines of 150 kilovolts or more.

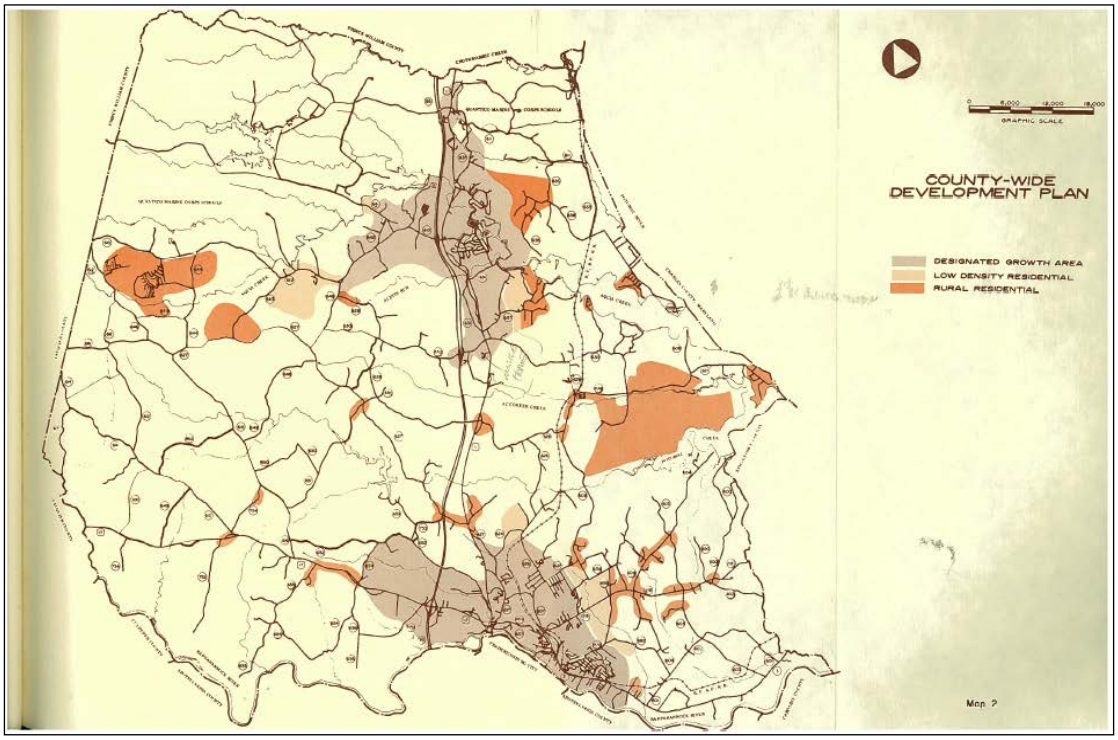
The plan shall include: the designation of areas and implementation of measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality, while considering the current and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

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

1.6 History of the Comprehensive Plan in Stafford County

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

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



The Comprehensive Development Plan - 1979

In May 1986, the County began the process of developing a new Land Use Plan which would represent the first in a series of component documents that now comprise the Stafford County Comprehensive Plan. The Land Use Plan was to direct residential, commercial, and industrial growth in suitable areas. This process was initiated with the development of extensive environmental, land use, and historic inventories, which would be used as a foundation in determining appropriate land uses. The location of major transportation routes, existing public utilities, and existing public facilities was also considered. The intention was to identify areas for growth that limited impacts on environmental and historic resources and took advantage of major existing roads and public

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

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

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

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

1.7 Preparation of the Plan

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

Steering Committee Meetings

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

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

Inventory

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

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

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

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

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

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

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

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

1.8 Use of the Plan

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

Elected Officials will use the Plan to learn about their constituency's vision of the community's future as they consider development proposals and adopt local codes and ordinances to support the desired goals.
Planning Commissioners can measure the desirability of proposed developments by their conformity with the Plan; use the Plan to identify areas in which to initiate changes to subdivision and zoning ordinances; and guide its recommendations regarding transportation planning and capital improvements.
County employees will use the Plan when evaluating development proposals and prioritizing work efforts.
The Public will use the Plan as a reference when making residential location choices, determining where to locate a business, and evaluating the effectiveness of local government.

2.0 The Foundation for the Future

2.1 Introduction

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

2.2 Goals, Objectives and Policies

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

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

Sustainability

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

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

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

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

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

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

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

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

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

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

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

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

Objective 1.2. Direct growth into the Urban Services Area.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Objective 1.8. Integrate land use and transportation decisions.

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

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

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

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

Fiscal Responsibility

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Environment

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

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

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

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

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

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

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

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

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

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

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

Objective 3.2. Preserve and improve air quality.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Policy 3.6.1. Create open space and conservation easement policies.

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

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

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

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

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

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

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

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

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

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

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

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

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

Health, Safety and Welfare

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

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

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

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

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

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

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

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

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

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

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

Objective 4.2. Protect drinking water resources.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Housing

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

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

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

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

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

Goal 5. Promote affordable and quality housing.

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

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

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

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

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

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

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

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

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

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

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

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

Policy 5.3.4. Housing should include universal design features.

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

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

Transportation

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

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

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

Objective 6.1. Maintain a safe road system.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Policy 6.4.5. Promote alternative routes to relieve congested corridors.

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

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

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

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

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

Objective 6.6. Provide transportation facilities that promote economic development.

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

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

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

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

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

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

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

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

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

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

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

Economic Development

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Education

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

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

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

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

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

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

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

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

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

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

Heritage Resources

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.3 Implementation

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

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

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

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PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Last Revision: Resolution R13-102, 3/19/2013

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

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

DEBT LIMITATIONS

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

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

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

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

UNASSIGNED FUND BALANCE

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

- A reserve for healthcare costs equal to the estimated IBNR (incurred but not reported) plus 10% of annual claims will be maintained by school and county funds.

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

    1. Revenue Stabilization Reserve (RSR): minimum of ½ of 1% of General Fund revenues.
        - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
        - The reserve will not be used to offset a tax rate change.
        - The reserve will be used in combination with spending cuts.
        - The reserve will be restored to the minimum level within 5 years.
        - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
        - RSR funds should only be directed to one-time expenditures to the extent possible.
    2. Capital Projects Reserve of $1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
    3. Stafford Opportunity Fund Reserve: $500,000
    4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.
    5. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.

- Rollback Tax Revenue in excess of $80,000 will be dedicated to the County's Purchase of Development Rights program.

- Stafford County does not intend to establish a trend of using Fund Balance to finance current operations. As a nonrecurring source of revenue, any balance not needed for liquidity or financial cushion as noted above will be spent solely for nonrecurring uses. After the yearly audit and confirmation of fund balances by the County's external auditor, and in consideration of current financial conditions, the Board of Supervisors will consider reappropriation of Schools' unspent prior year funds.

GENERAL FUND BUDGET GUIDELINES

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

- Each year as part of the budget process, five year projections of revenues and expenditures will be prepared.

- 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.
- When the Schools desire an amendment to the adopted budget or appropriation, the School Board shall pass a resolution for consideration by the Board of Supervisors.
- An amount equivalent to 1% of general government expenditures will be set aside for pay-as-you-go capital projects, with a goal of 3% by July 1, 2017._ An amount equal to 1% of the school's operating budget will also be set aside for pay-as-you-go capital projects by July 1, 2015~~.~~ , with a goal of 2% by July 1, 2017. Cash capital will be used for only small capital projects and infrastructure needs.
- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

FINANCE, AUDIT & BUDGET COMMITTEE

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

BUDGET REVIEWS

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

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.

FUND BALANCE REPORTING

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

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

- Non-spendable – for items that would not be converted to cash, like inventories and prepaid items (cash has already been used).
- Restricted – amounts that can be spent for specific purposes, dictated by external entities or legislation, like debt service covenants, and grants.
- Committed – for specific purposes determined by formal action of governing body, such as transportation projects or our Capital, Stafford Opportunity, and Revenue Stabilization reserves. The commitments for the specific purpose must be made prior to the end of the fiscal year. The actual amount may be determined subsequently (prior to financial statement issuance). Action by governing body is needed to "undo" the commitment.
- Assigned – management's intentions/specific purposes, such as set asides we have for CSA, permit center, or future expenditures.
- Unassigned – residual, spendable amounts in the General Fund – there should not be any unassigned funds in Special Revenue and Capital Projects Funds, as all funds should relate to the purpose of the fund.

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

Fund Balance Classification Policies and Procedures:

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

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

BUDGET PROCEDURES/CALENDAR

MONTH	PROCEDURE
October	Work Session • Preliminary prior year balances • 1st quarter review of fiscal year • Preliminary budget overview to include: o Revenue projection with no increase in equalized tax o Expenditures with no new initiatives other than required o Information on new revenues and expenditures o Budget calendar BOS/School Board Joint work session
November	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards Proposed CIP work session
December	Public Hearing and adoption of CIP Audit Report
January	Work Session • Final prior year balances • Mid-year review • Revenue trends for upcoming budget • Feedback from Board
February	Receive School Budget
March, 1st meeting	County Administrator presents Proposed Budget
March, 2nd meeting	Budget work session
April, 1st meeting	Budget work session
April, 2nd meeting	Budget work session & public hearing
April, 3rd meeting	Adopt budget

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UTILITIES FISCAL POLICY

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

Utilities Fiscal Policy

OBJECTIVES

Three primary objectives drive the establishment of this fiscal policy:

1. The desire to maintain strong operations and maintenance programs and complete the priority capital projects, as developed and adopted each year, in order to deliver high-quality water and wastewater services

2. The desire to maintain a strong financial condition aimed at preserving and enhancing our current bond ratings to minimize capital project financing costs

3. The desire to maintain reasonable and well-justified levels of rates and fees, in accordance with this fiscal policy

ACCOUNTING FOR FINANCIAL ACTIVITIES

1. The Utilities Fund is subdivided into two categories: a Capacity Expansion Fund and an Operating Fund.

2. Sources and uses of funds are tracked by category and used in the monitoring of rate and fee adequacy.

   a. CAPACITY EXPANSION FUND

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

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

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

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

UTILITIES 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 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 FISCAL POLICY (Continued)

DEBT SERVICE COVERAGE

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

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

FORECASTING AND MONITORING

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

1. Annual adoption of a 10-Year Financial Plan. Future financial needs of the Utilities Fund will be projected over a ten-year period using information from all available sources; including, but not limited to, historical and projected financial data, projected growth rates, the County's Comprehensive Plan and the Department of Utilities Water and Sewer Master Plan. This forecasting model will be maintained in an electronic spreadsheet, updated annually, and presented to the Stafford County Board of Supervisors annually as part of the Budget process.

2. Maintenance of a 3-year cash expenditure forecast by quarter with subsequent updating on at least a quarterly basis.

3. Maintenance of annual capital and operating spending plans.

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

BUDGET GUIDANCE

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

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

- The appropriations process, on the other hand, is the mechanism by which funds are made available for spending on those programs and operations that the governing body has decided to support.

The Nature of the Budget

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

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

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

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

Constraints on Budgetary Process

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

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

Final Budget Consideration

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

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

Requirements for Public Hearings

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

Budgets, Budget Amendments

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

Tax Rate

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

  - 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.

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

free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts, and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

Basis of Accounting

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

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

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

Basis of Budgeting

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

GENERAL FUND REVENUES

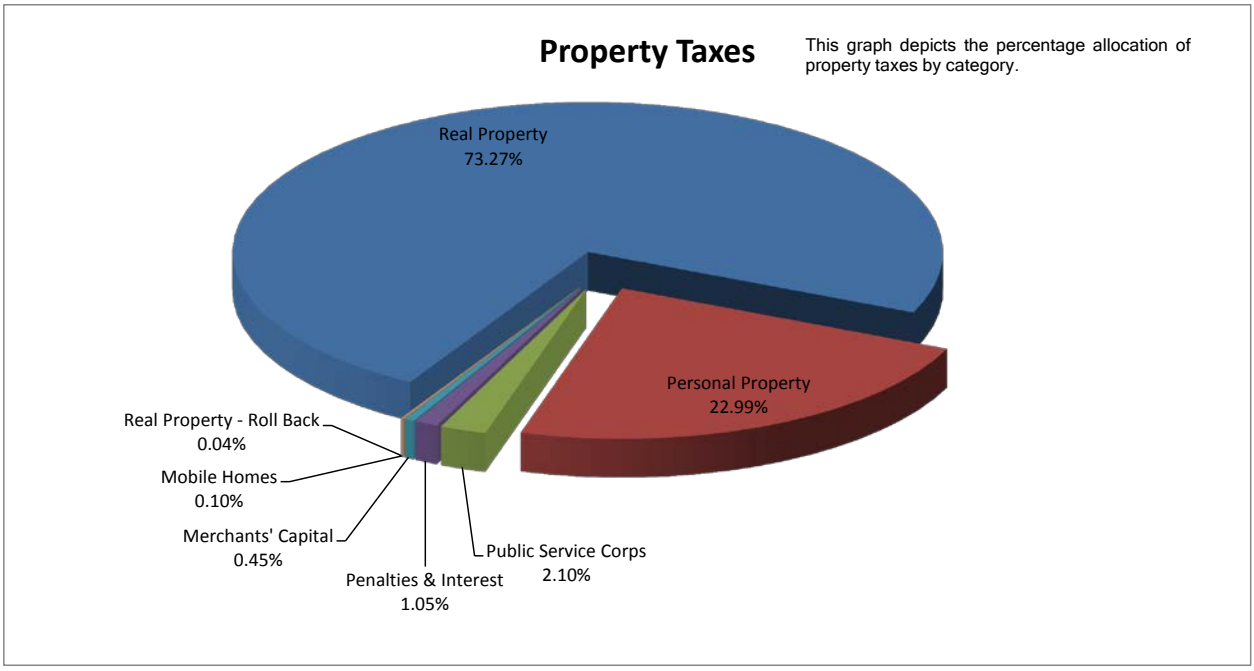
The General Fund, the governmental general operating fund of the County, accounts for all current financial transactions and resources not required by law or administrative action to be accounted for in another fund.

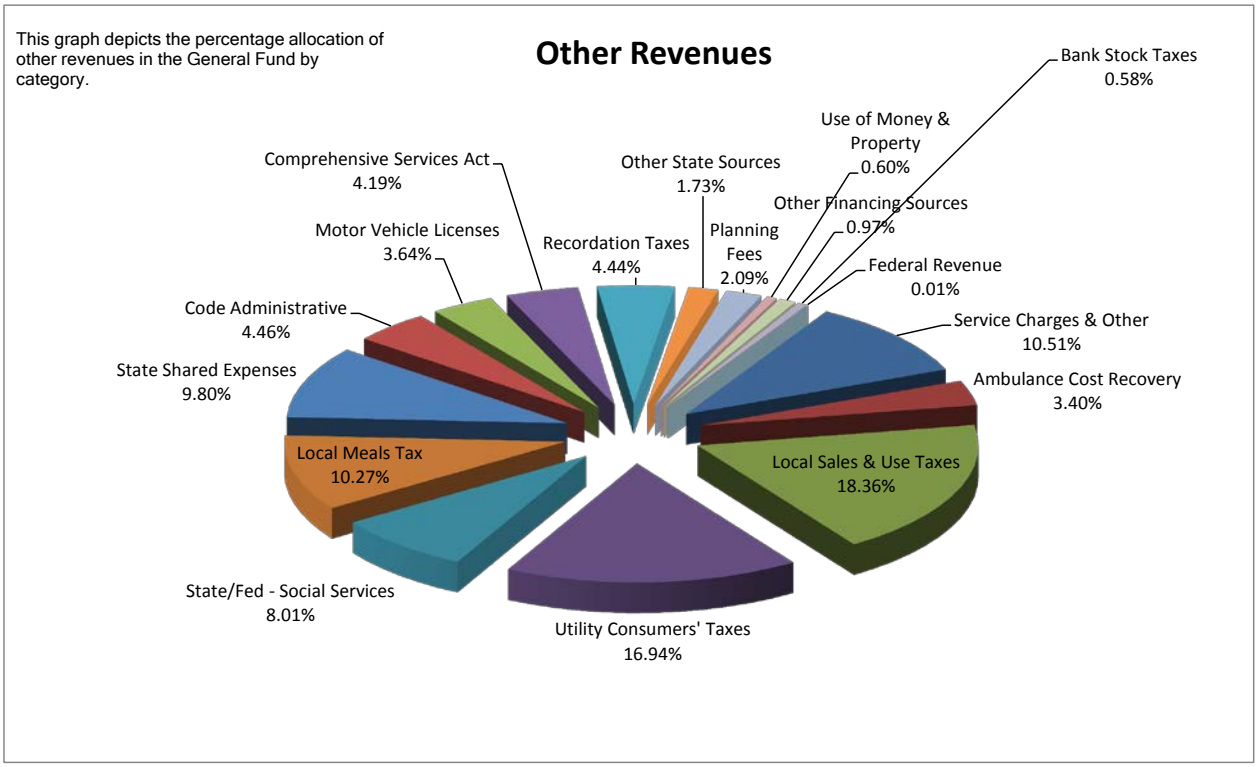
The General Fund Revenues section includes revenue projections, schedules and graphs. This section contains an analysis of each category of revenues with a description, history, and the variables used in the revenue projections.

REVENUE PROJECTION

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Property Taxes					
Real Property	$ 136,848,279	$ 137,818,000	$ 141,241,700	$ 3,423,700	2.5%
Personal Property	42,775,204	42,342,004	44,315,700	1,973,696	4.7%
Public Service Corps	3,832,446	3,572,000	4,050,000	478,000	13.4%
Penalties & Interest	2,049,930	2,030,500	2,030,500	-	0.0%
Merchants' Capital	894,478	866,000	866,000	-	0.0%
Mobile Homes	193,779	197,000	197,000	-	0.0%
Real Property - Roll Back	249,540	80,000	80,000	-	0.0%
Machinery & Tools	324,755	254,000	-	(254,000)	-100.0%
Total Property Taxes	$ 187,168,411	$ 187,159,504	$ 192,780,900	$ 5,621,396	3.0%
Other Revenue					
Service Charges & Other	$ 6,158,779	$ 6,583,112	$ 6,487,800	$ (95,312)	-1.4%
Ambulance Cost Recovery	2,415,704	2,000,000	2,100,000	100,000	5.0%
Local Sales & Use Taxes	11,014,935	11,125,000	11,345,000	220,000	2.0%
Utility Consumers' Taxes	10,591,172	10,289,692	10,456,300	166,608	1.6%
State/Fed - Social Services	5,173,402	4,758,220	4,943,800	185,580	3.9%
Local Meals Tax	6,251,632	6,215,000	6,340,000	125,000	2.0%
State Shared Expenses	5,527,534	5,693,025	6,048,700	355,675	6.2%
Code Administrative	2,766,249	2,583,200	2,750,300	167,100	6.5%
Motor Vehicle Licenses	2,245,004	2,451,000	2,245,000	(206,000)	-8.4%
Comprehensive Services Act	2,185,810	2,151,360	2,587,245	435,885	20.3%
Recordation Taxes	2,447,621	2,256,500	2,741,000	484,500	21.5%
Other State Sources	1,071,941	1,083,152	1,066,100	(17,052)	-1.6%
Planning Fees	1,236,851	1,141,225	1,291,200	149,975	13.1%
Use of Money & Property	298,034	364,204	370,800	6,596	1.8%
Other Financing Sources	693,500	577,348	600,700	23,352	4.0%
Bank Stock Taxes	351,149	355,000	355,000	-	0.0%
Federal Revenue	1,960,330	5,400	5,600	200	3.7%
Total Other Revenue	$ 62,389,647	$ 59,632,438	$ 61,734,545	$ 2,102,107	3.5%
Reserve for Contingency [1]	$ -	$ 500,000	$ 500,000	$ -	100.0%
Total Revenues	$ 249,558,058	$ 247,291,942	$ 255,015,445	$ 7,723,503	3.1%

[1] Reserve for Contingency - Consistent with the Board's Principles of High Performance Financial Management and its strategy to reduce the burden on taxpayers, unspent contingency from the previous year has been reserved for the following year. Any additional amounts needed to comply with the policy were included in the budget.


Property Taxes
This graph depicts the percentage allocation of property taxes by category.
Real Property
73.27%
Personal Property
22.99%
Real Property - Roll Back
0.04%
Mobile Homes
0.10%
Merchants' Capital
0.45%
Penalties & Interest
1.05%
Public Service Corps
2.10%


This graph depicts the percentage allocation of other revenues in the General Fund by category.
Other Revenues
Bank Stock Taxes
0.58%
Use of Money & Property
0.60%
Other Financing Sources
0.97%
Federal Revenue
0.01%
Service Charges & Other
10.51%
Ambulance Cost Recovery
3.40%
Local Sales & Use Taxes
18.36%
Utility Consumers' Taxes
16.94%
State/Fed - Social Services
8.01%
Local Meals Tax
10.27%
State Shared Expenses
9.80%
Code Administrative
4.46%
Motor Vehicle Licenses
3.64%
Comprehensive Services Act
4.19%
Recordation Taxes
4.44%
Other State Sources
1.73%
Planning Fees
2.09%

FUND BALANCE ANALYSIS

This schedule estimates the allocation of the general fund balance at June 30, 2013 and the budgeted estimate for the end of FY2014. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

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

As part of its strategy to enhance the County's bond rating, the Board of Supervisors has established these goals for fund balance:

- The County shall maintain an unassigned fund balance that is not less than 12% of annual general fund revenues, not including transfers, reserves, and grants.
- A reserve for healthcare costs equal to the estimated IBNR (incurred but not reported) plus 10% of annual claims will be maintained by school and county funds.
- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:

    1. Revenue Stabilization Reserve: minimum of ½ of 1% of General Fund revenues.
    2. Capital Projects Reserve of $1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
    3. Stafford Opportunity Fund Reserve: $500,000
    4. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.

Projection

All reserves will be fully funded at the end of FY2013 and FY2014. It is assumed that the year-end unassigned fund balance and revenue stabilization reserve will be calculated on the greater of the current year's or upcoming year's revenues.

FUND BALANCE ANALYSIS

	FY2011 Actual	FY2012 Actual	FY2013 Adopted		FY2014 Adopted
Fund balance, beginning of year	$ 37,019,769	$ 49,546,957	$ 55,625,103		$ 55,625,103
Revenues	$ 242,748,309	$ 246,596,143	$ 245,454,594		$ 253,975,445
Other Financing Sources	7,369,676	2,961,912	1,337,348		540,000
Contingency Reserve	-	-	500,000		500,000
Total revenues & other financing sources	$ 250,117,985	$ 249,558,055	$ 247,291,942		$ 255,015,445
Local School Operating/Capital transfer	$ (99,436,451)	$ (98,599,339)	$(106,850,774)		$(111,723,921)
Debt Service - General Gov't & Schools	(39,849,165)	(42,494,320)	(36,183,258)		(35,849,300)
Expenditures	(98,305,181)	(102,386,250)	(104,257,910)		(107,442,224)
Total expenditures & transfer	$ (237,590,797)	$(243,479,909)	$(247,291,942)		$(255,015,445)
Fund balance, end of year	$49,546,957	$55,625,103	$ 55,625,103		$ 55,625,103
Fund Balance Allocation					
Non-spendable	38,977	39,554	40,000		40,000
Restricted	569,745	652,293	652,000		652,000
Committed:			-		
Capital Projects Reserve	8,080,677	7,694,182	7,311,000		7,271,000
Stafford Opportunity Fund Reserve	500,000	613,000	613,000		613,000
Contingency Reserve	-	500,000		(1)	-
High School Replacement	941,788	618,571	618,571		618,571
School Surplus		2,298,046	2,298,046		2,298,046
Purchase of Development Rights	66,093	235,633	235,633		235,633
Assigned					
Encumbrances	1,061,662	2,231,736	2,231,736		2,231,736
CSA Reserves	200,000	200,000	200,000		200,000
Health Claims Fluctuation Reserve	2,063,059	2,064,073	2,064,000		2,064,000
Development Service Center	400,000	-	-		-
Revenue Stabilization Reserve	1,213,967	1,232,943	1,270,000		1,270,000
Risk Management Reserve	100,000	1,036,294	1,036,000		1,036,000
Schools One-Time Expenditures	1,046,937	1,029,635	1,029,635		1,029,635
Fuels Reserve		500,000	500,000		500,000
Other Purposes	4,134,258	5,088,504	5,088,504		5,088,504
Unassigned	29,129,794	29,590,639	30,476,978		30,476,978
% of revenues	12.0%	12.0%	12.0%		12.0%
Target Unassigned Fund Balance	29,129,794	29,591,534	30,477,000	(2)	30,477,000
Variance above (below)	-	-	-		-
Fund balance, end of year	$ 49,546,957	$ 55,625,103	$ 55,625,103		$ 55,625,103

(1) The FY13 and FY14 budgets funded contingency by reserving the prior year's unspent contingency.

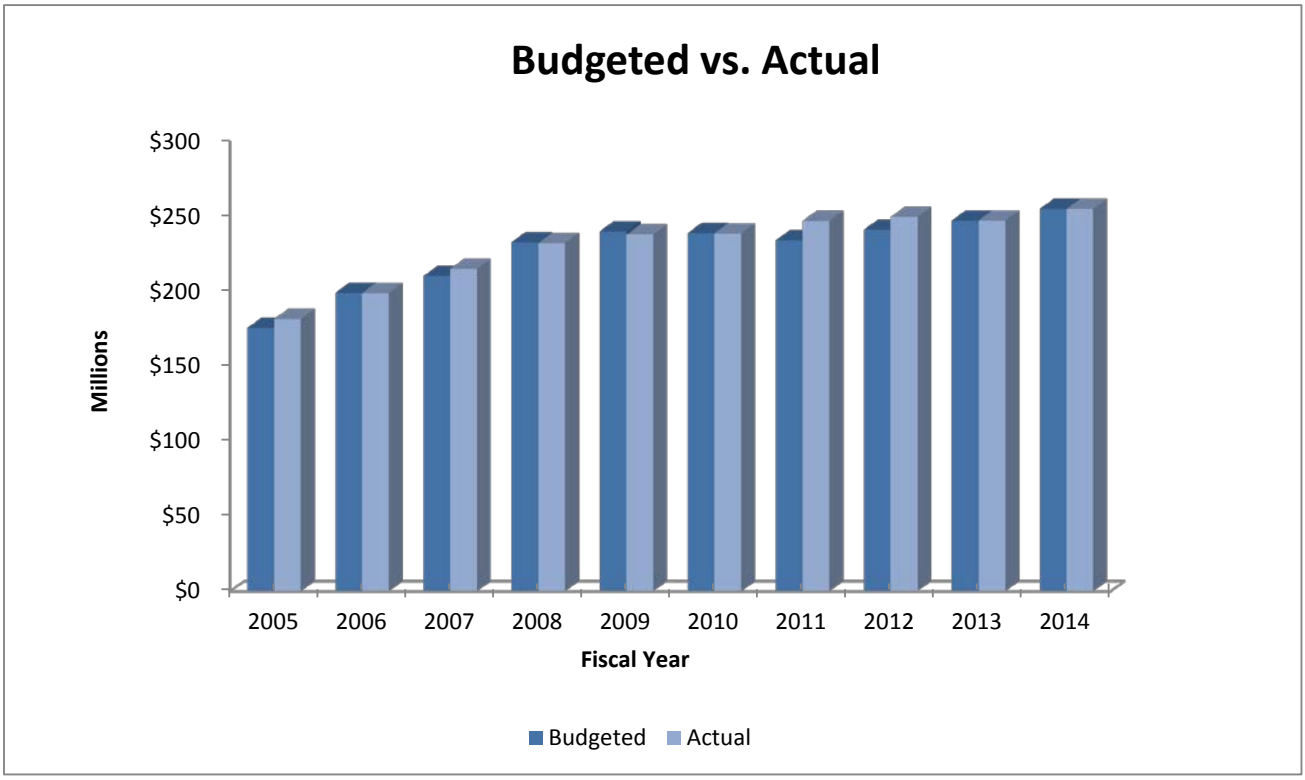
(2) FY2013 and FY2014 assumes undesignated fund balance and revenue stabilization reserve will be calculated based on the greater of the current year's or next year's revenues.

TEN-YEAR REVENUE ANALYSIS

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

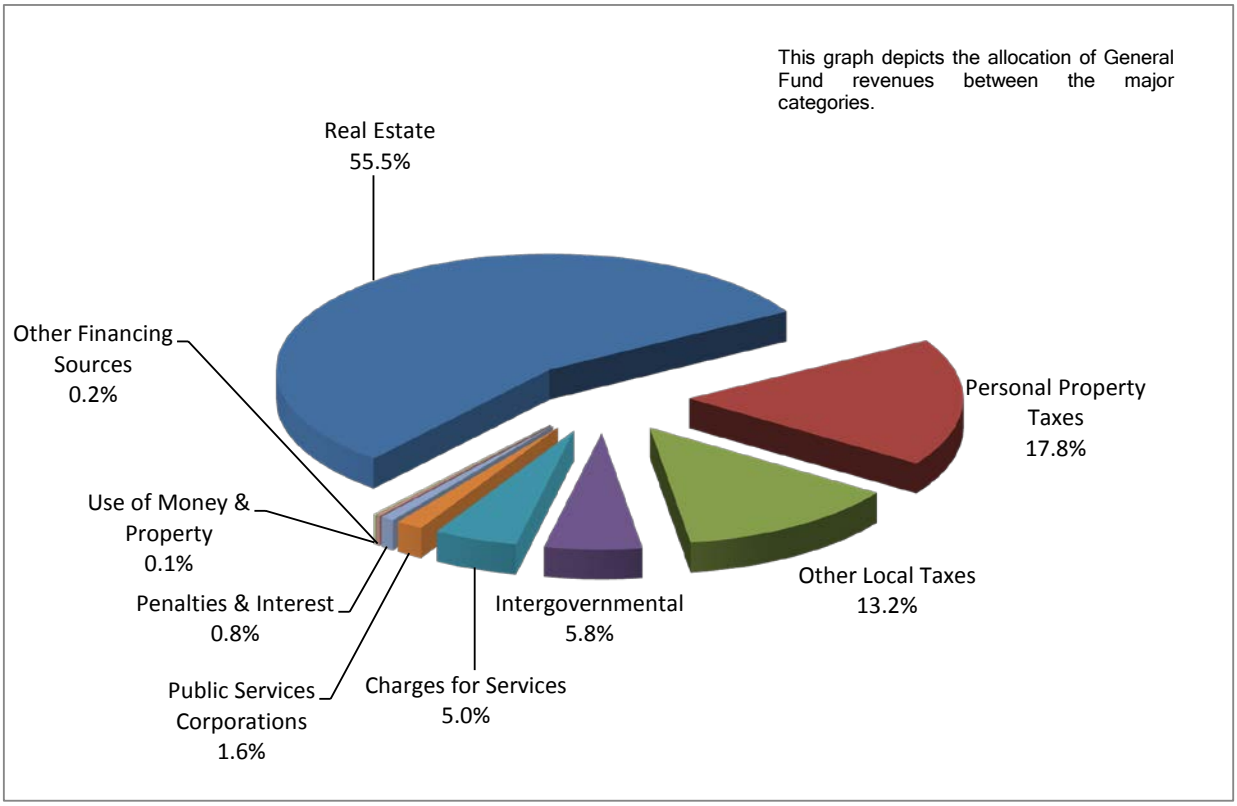
Fiscal Year	Budgeted Revenues	vs.	Actual Revenues		Prior Year % Change
2005	175,726,600		181,608,351		11.83%
2006	199,178,539		199,122,358		9.64%
2007	210,298,725		215,148,062		8.05%
2008	232,879,330		232,348,424		7.99%
2009	240,068,894		237,902,403		2.39%
2010	238,985,663		238,872,052		0.41%
2011	234,149,653		247,028,581		3.41%
2012	241,174,370		249,558,058		*1.02%*
2013	*247,291,942*		*247,291,942*	*	*-0.91%*
2014	*255,015,445*		*255,015,445*	*	*3.12%*
Average					4.70%

* Budget



GENERAL FUND REVENUES

Category	FY2013 Adopted	Adopted Budget	FY2014 Changes		Budget as % of Total
Real Estate	$137,898,000	$141,321,700	$ 3,423,700	2.5%	55.4%
Personal Property Taxes	43,659,004	45,378,700	1,719,696	3.9%	17.8%
Other Local Taxes	32,692,192	33,482,300	790,108	2.4%	13.1%
Intergovernmental	13,731,157	14,651,445	920,288	6.7%	5.7%
Charges for Services	12,307,537	12,629,300	321,763	2.6%	5.0%
Public Services Corporations	3,572,000	4,050,000	478,000	13.4%	1.6%
Penalties & Interest	2,030,500	2,030,500	-	0.0%	0.8%
Other Financing Sources	537,348	600,700	63,352	11.8%	0.2%
Use of Money & Property	364,204	370,800	6,596	1.8%	0.1%
Reserve for Contingency	500,000	500,000	-	0.0%	0.2%
Total	$247,291,942	$255,015,445	$ 7,723,503	3.1%	100.0%



GENERAL FUND REVENUE ANALYSIS

General Property Taxes	FY2012 Actual	FY2013 Budget	FY2014 Adopted	Changes '13 Adopted to '14 Adopted	
Real Property - Current	$ 132,042,772	$ 134,718,000	$ 138,141,700	$ 3,423,700	2.5%
Real Property - Delinquent	4,805,507	$ 3,100,000	$ 3,100,000	-	0.0%
Roll Back	249,540	$ 80,000	$ 80,000	-	0.0%
Public Service Corps	3,832,446	$ 3,572,000	$ 4,050,000	478,000	13.4%
Personal Property - Current	36,794,574	40,284,504	$ 42,258,200	1,973,696	4.9%
Personal Property - Delinquent	5,980,630	$ 2,057,500	$ 2,057,500	-	0.0%
Merchants Capital	894,478	$ 866,000	$ 866,000	-	0.0%
Mobile Homes	193,779	$ 197,000	$ 197,000	-	0.0%
Machinery & Tools	324,755	$ 254,000	$ -	(254,000)	-100.0%
Penalities	1,175,948	$ 1,227,500	$ 1,227,500	-	0.0%
Interest	873,982	$ 803,000	$ 803,000	-	0.0%
Total	**$ 187,168,411**	**$ 187,159,504**	**$ 192,780,900**	**$ 5,621,396**	**3.0%**

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate $141.1 million in FY2014, approximately 55.5% of general fund revenues. Each penny on the tax rate yields approximately $1.3 million in estimated collectible real estate tax revenues.

This tax is levied on the assessments of real property (land, buildings, and improvements) as determined by the Commissioner of the Revenue. The Commissioner of the Revenue conducts a general assessment every two years. The purpose of a reassessment is to distribute the tax burden fairly and equitably. The most recent reassessment was completed January 1, 2012. The reassessment, reflecting a modest recovery of market conditions, resulted in an increase of slightly more than 2% in the overall assessed value of real property in Stafford County, mainly due to growth. The reassessment revealed a shift in the composition of the tax base. Commercial properties now make up 20% of the tax base.

Tax Base Percentage								
Year	2000	2002	2004	2006	2008	2010	2012	2013
Residential	83%	83%	87%	88%	84%	81%	80%	80%
Commercial	17%	17%	13%	12%	16%	19%	20%	20%

On average, assessments are approximately 92% of estimated fair market value. The calendar year real estate tax rate remains level at $1.07.

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

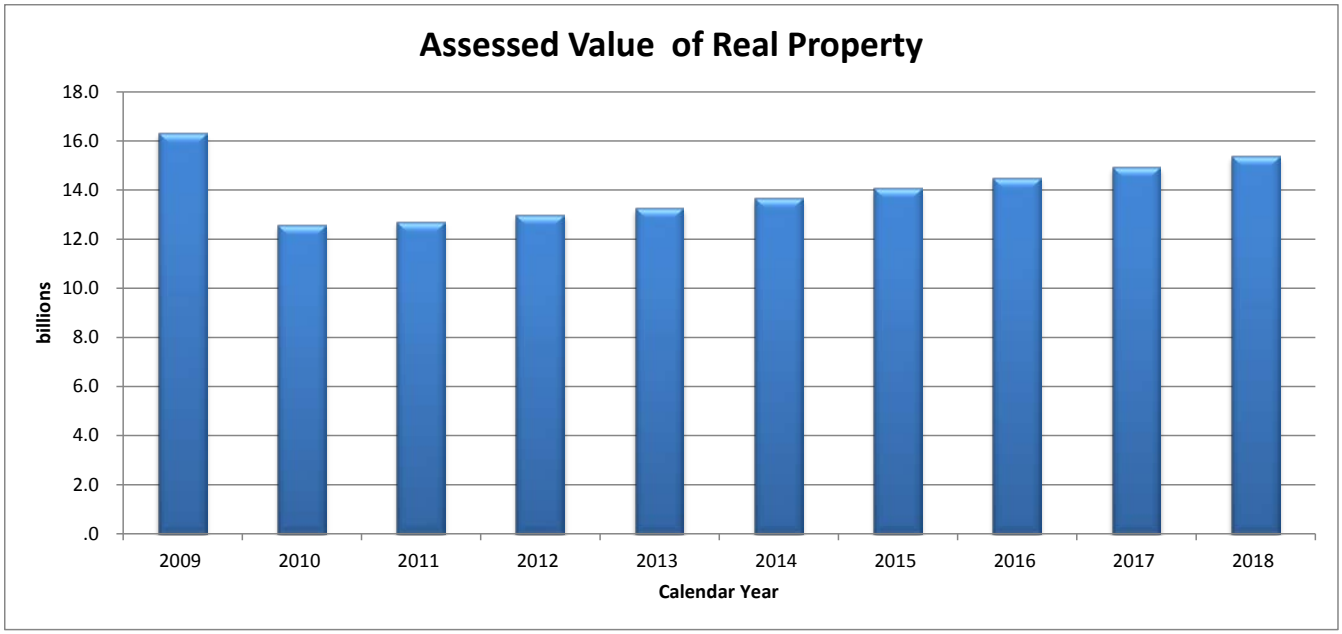
The County continues to see an increase due to new construction, with a growth rate of 2.0% in calendar year 2012. The Adopted budget assumes the same level of growth in the upcoming year.

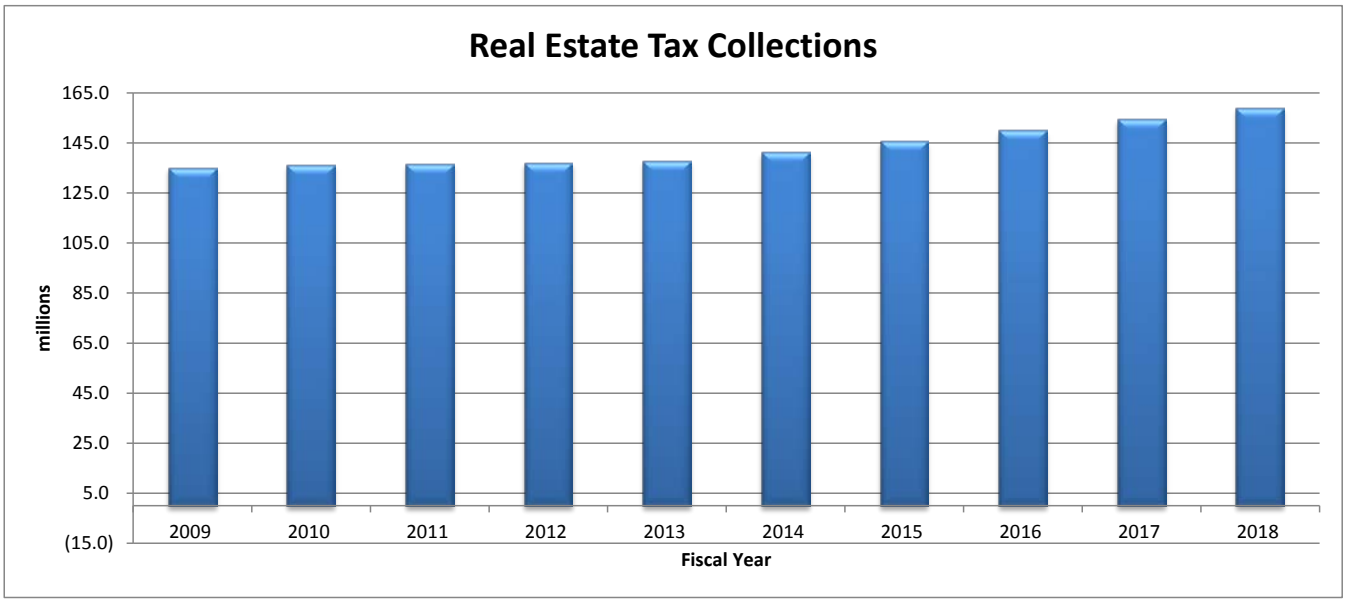
The FY2014 real property revenue projection is based on the following assumptions:

- 2.0% growth in properties in the County over the next year
- Tax rate of $1.07 for calendar year 2013
- An equalized tax rate for calendar year 2014
- Collection rate of 98%

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 2.0% in calendar year 2013, 3% in 2014 thereafter. It is assumed that the real estate tax remains at $1.07 or is equalized in assessment years.





Personal Property

Personal property includes vehicles, mobile homes, airplanes, boats, merchants' capital, machinery and tools, and motor carrier transportation.

In keeping with the Board's priority to reduce the tax burden and support economic development, the Board adopted a tax rate of $0.0001 for personal property on boats, machinery and tools and motor carrier transportation in 2013, effectively eliminating the tax.

Vehicles

Vehicle sales continue to rebound from the lows seen during the recession. In 2012, U.S. consumers purchased over one million more new cars than the year before. Economists are predicting a continuation of the trend in 2013 and 2014. The average car on U.S. roads in 2012 was over 11 years old, which would indicate a large number of vehicles needing to be replaced. Sales of pickup trucks have improved as the construction industry continues to improve.

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 is $0.0001 per $100.00 of assessed value for one vehicle owned or operated by volunteer Fire and Rescue personal, volunteer Sheriff's deputies, and disabled veterans.

There is a special personal property category for vehicles equipped for disabled individuals set at $0.10 cents per $100.00 of assessed value.

Boats

In 2013, the personal property tax on boats was set at $0.0001 per $100.00 of assessed value, effectively eliminating this tax.

Aircraft

In 2009, the Board reduced the personal property tax rate on aircraft to $.0001 per $100.00 of assessed value. This change was to attract airplane owners to the Stafford Regional Airport. It is expected that the decrease in revenue resulting from this change will be offset by higher business and real estate taxes generated through increased economic activity around the airport. The Airport Authority reports positive results from the strategy, with its hangars nearly full, and revenues increasing.

Machinery & Tools

Machinery & Tools are equipment used in manufacturing, mining, processing or reprocessing, radio or television broadcasting, cable television, dairy, dry cleaning or laundry business, and trucks used for hire that qualify as common carriers.

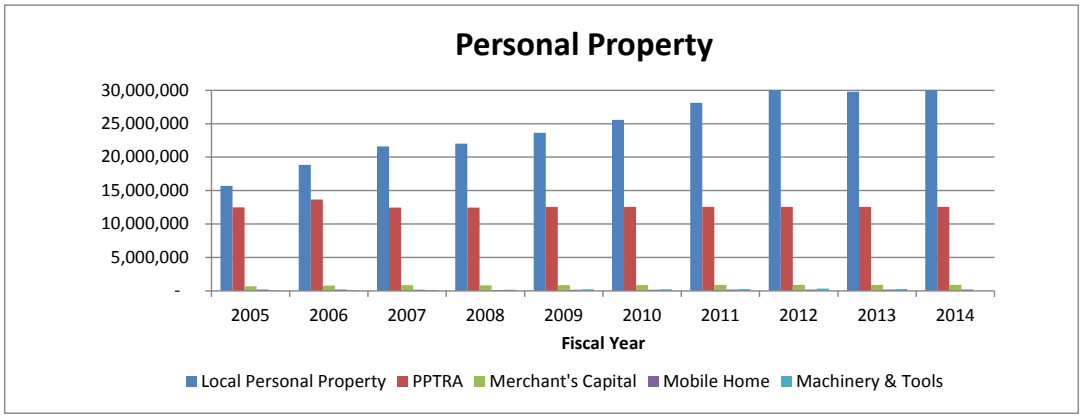
In 2013, the Board adopted a tax rate of $0.0001 for machinery and tools and motor carrier transportation in 2013, effectively eliminating these taxes.

The following table lists the Adopted personal property tax rates for calendar year 2013:

Classification	Rate	Effective Rate
Tangible Personal Property:		
Aircraft	$0.0001	$0.00
Boats or watercraft	$0.0001	$0.00
Business Property	$5.49	$1.92
Camping Trailers & Recreational Vehicles	$5.49	$2.20
Computer Equipment	$5.49	$1.92
Disabled Veterans	$0.0001	$0.00
Motor Vehicles Specially Equipped for Disabled	$0.10	$0.04
Personal Property Volunteer Fire & Rescue, VA Code	$0.0001	$0.00
Personal Property Volunteer Sheriff, VA Code	$0.0001	$0.00
All Other	$6.89	$2.76
Motor Carrier Transportation	$0.0001	$0.00
Machinery and Tools	$0.0001	$0.00
Merchant's Capital	$0.50	$0.20
Mobile Homes	$1.07	$1.07

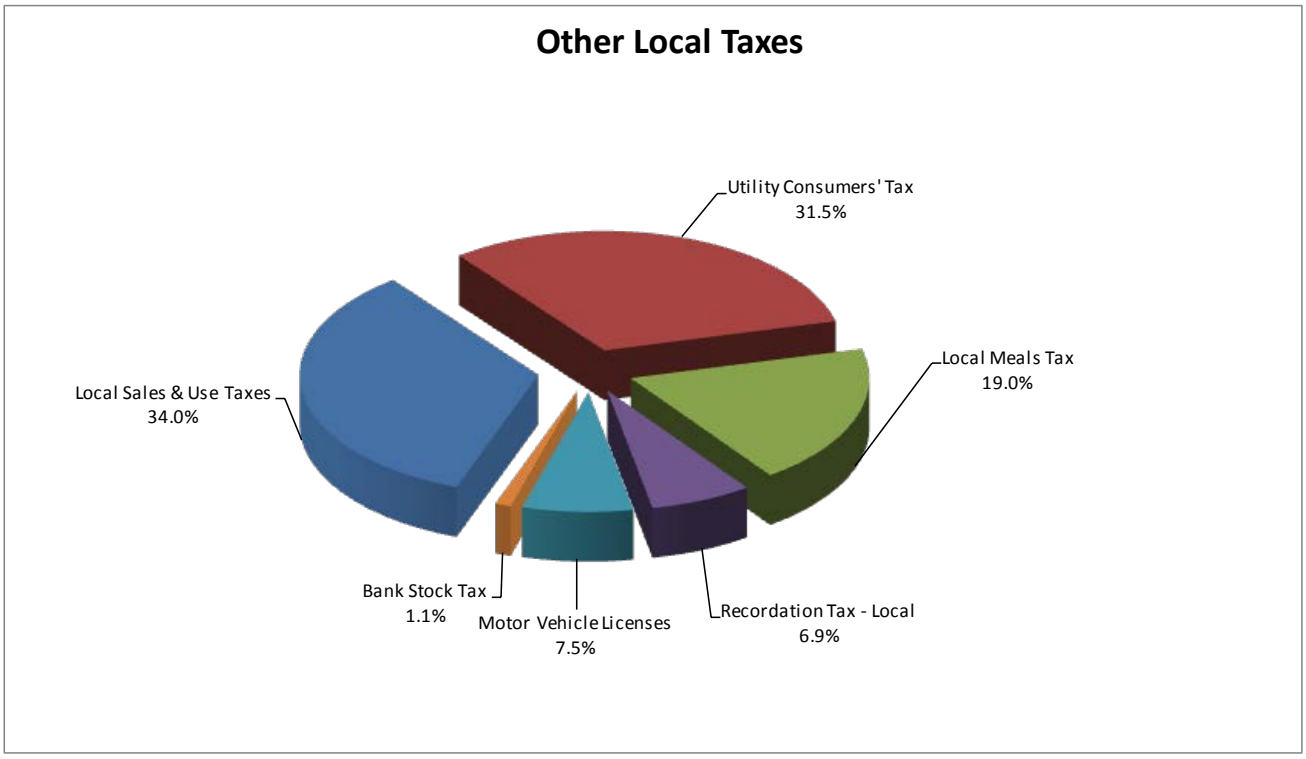
Personal Property Tax Relief Act

The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to $20,000 of a vehicle's assessed value; owners with vehicles assessed over $20,000 pay 100% of the remainder of the tax. However, while the original intent was to give residents full relief in 2002 and provide the County with 100% state reimbursement for qualifying vehicles, the implementation was altered due to fiscal restraints at the state level. Since FY2006, each locality receives a flat, recurring revenue reimbursement for car taxes. The state reimbursement equates to Stafford's calendar year 2004 collection. Stafford expects to receive that same amount – $12.5 million – from the state annually.



GENERAL FUND REVENUE ANALYSIS

Other Local Taxes	FY2012 Actual	FY2013 Budget	FY2014 Adopted	Changes '13 Adopted to '14 Adopted	
Local Sales & Use Taxes	$11,014,935	$11,125,000	$11,345,000	$220,000	2.0%
Utility Consumers' Tax	10,591,172	10,289,692	10,456,300	$166,608	1.6%
Local Meals Tax	6,251,632	6,215,000	6,340,000	$125,000	2.0%
Recordation Tax - Local	2,447,621	2,256,500	2,741,000	$484,500	19.8%
Motor Vehicle Licenses	2,245,004	2,451,000	2,245,000	($206,000)	-9.2%
Bank Stock Tax	351,149	355,000	355,000	$0	0.0%
Total	**$32,901,513**	**$32,692,192**	**$33,482,300**	**$790,108**	**2.4%**

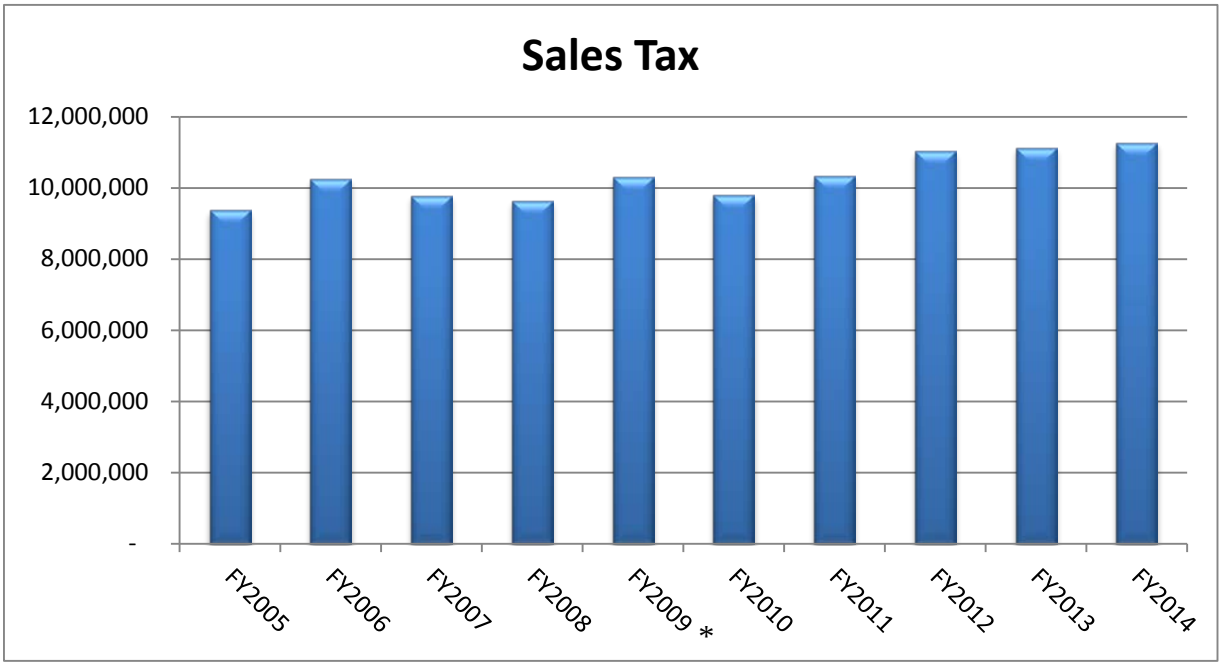


Local Sales & Use Tax

The State collects and distributes the local option 1% Sales and Use Tax in accordance with §58.1-605 and §58.1-606 of the Code of Virginia. Actual distributions are made to the County based on the amount of sales tax collected in the County.

Retail sales continue to grow. Calendar year 2012 collections were 5.8% higher than 2011. Sale tax revenue FY2013 to date (through April 2013) is 4% higher than the same period in FY2012. The FY2014 forecast recognizes that growth, but conservatively projects level revenues going forward.

This chart reflects the recent history of sales tax revenue:



*2009 receipts reflect a one-time adjustment for prior year's receipts credited to City of Fredericksburg due to shared zip code.

Consumer Utilities Revenue

Utility Consumer's Tax

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

Electric

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

Gas

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

Communications Sales and Use Tax

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

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

The bill imposed new taxes and fees on:

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

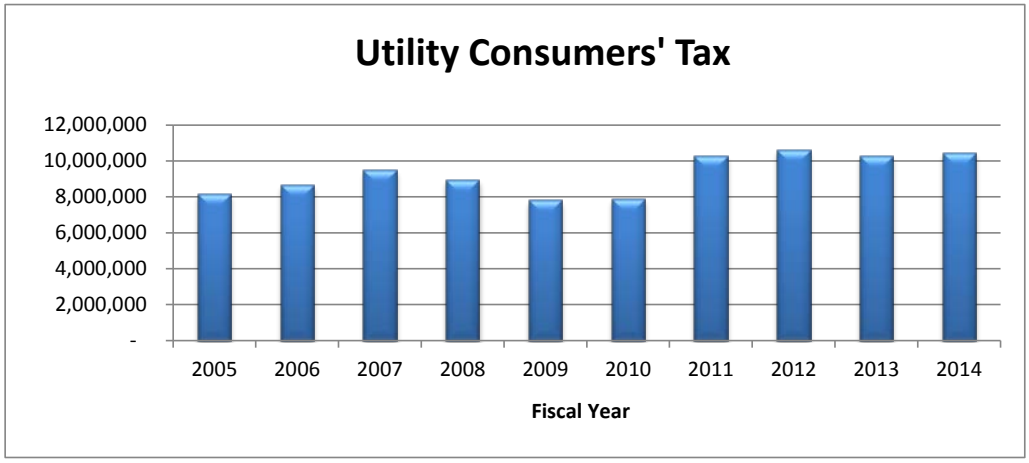
The "State Communications Sales and Use Tax" applies to the following services:

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

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

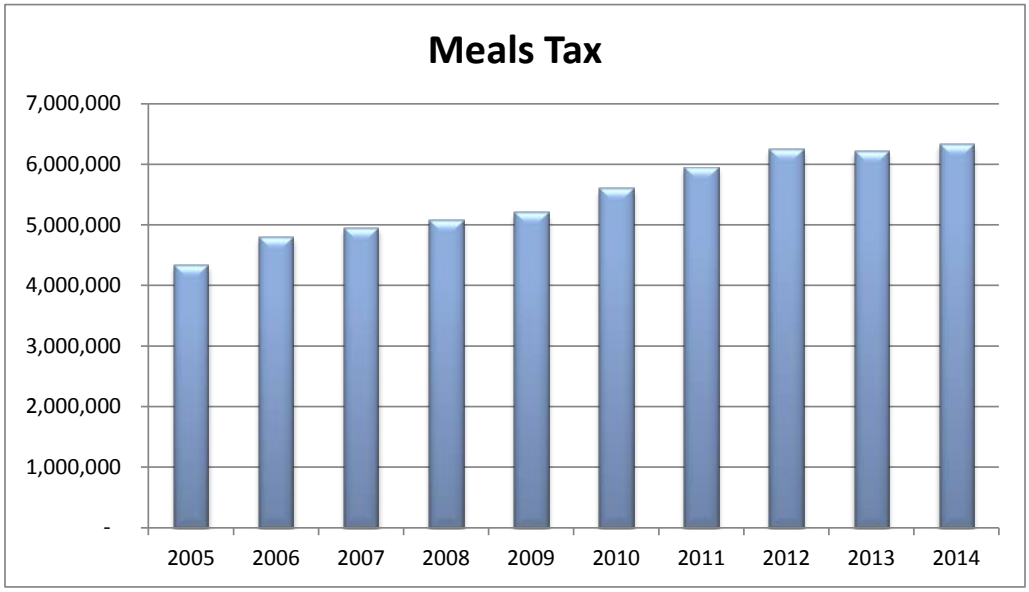
In compliance with GASB 54, the County combined the E911 fund with the General Fund. The consumer utilities taxes that were previously shown in the E911 fund are largely responsible for the increase shown in FY2011.

The FY2014 forecast assumes that revenue from these sources remain level.



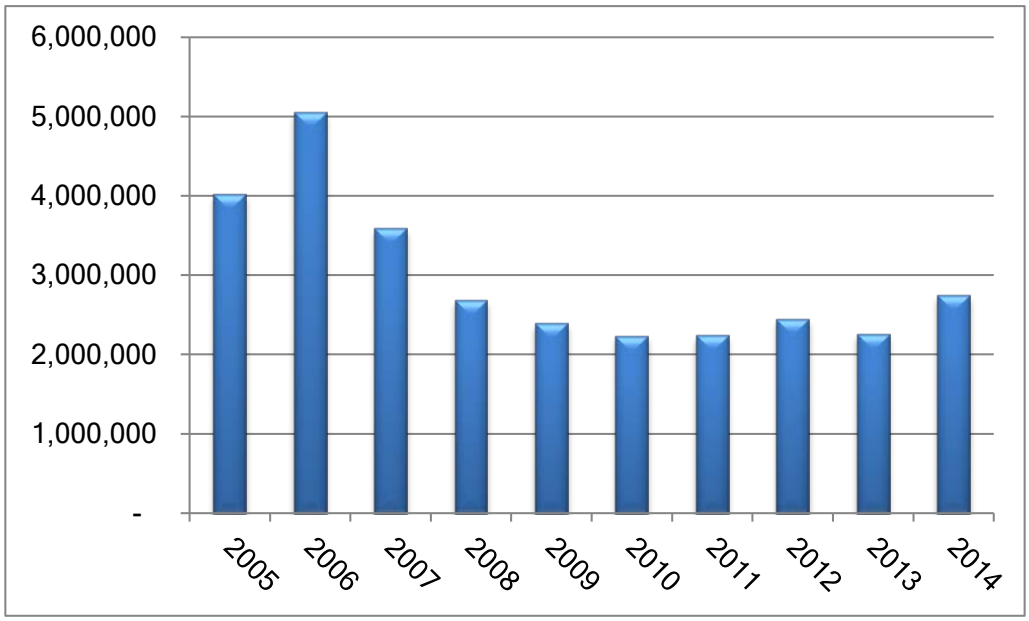
Local Meals Tax

A Meals Tax of 4% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. 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 continue to show steady growth. FY 2012 meals tax revenues were 4.5% higher than the year before. Meals tax revenue FY2013 to date (through April 2013) is 3.0% higher than the same period in FY2012. The FY2014 forecast recognizes that growth, but conservatively projects level revenues going forward.



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. The tax is equal to one-third (1/3) of the amount of the state tax on each such probate of a will or grant of administration. These revenues are collected by the Clerk of the Circuit Court and paid monthly to the Treasurer. General Assembly action in 2004 increased the amount on each probate of a will or grant of administration from $0.15 to $0.25. Due to low interest rates and the continued growth in new construction in the County from FY2000 through FY2006, this revenue source dramatically increased, peaking in FY2006. Recordation revenues declined during the recession, due to the slowdown of both the real estate market and the crisis in the financial sector. Activity has recently begun to increase. Recordation tax revenue FY2013 to date (through April 2013) is 25.0% higher than the same period in FY2012. The FY2014 forecast conservatively recognizes the increase in activity.



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 FY2014 Adopted Budget includes $2.2 million for this fee, consistent with recent history.

Bank Stock Taxes

The Bank Stock Tax revenues are collected in accordance with Section 58.1-1210 of the Code of Virginia (1950), as amended. These revenues are collected from a tax levied on shareholders by the State at the rate of $1.00 per one hundred dollar ($100.00) value of stock and distributed 80% to Stafford and 20% to the State. The FY2014 Adopted budget assumes that these revenues will be level.

GENERAL FUND REVENUE ANALYSIS

Service Charges & Other	FY2012 Actual	FY2013 Adopted	FY2014 Adopted	Changes '13 Adopted to '14 Adopted	
Permit Fees & Licenses					
Code Administration Fees	$ 2,766,249	$ 2,583,200	$ 2,750,300	$ 167,100	6.5%
Planning & Zoning Fees	1,236,851	1,141,225	1,291,200	149,975	13.1%
Animal Licenses & Charges	94,038	100,090	92,400	(7,690)	-7.7%
Well & Septic Fees	27,750	27,500	30,000	2,500	9.1%
Charges for Services					
Ambulance Fees	2,415,704	2,000,000	2,100,000	100,000	5.0%
Fines & Forfeitures	1,178,381	1,226,260	1,175,300	(50,960)	-4.2%
Aquatics Fees	490,221	449,120	449,100	(20)	0.0%
Recreation Fees	428,583	436,766	451,100	14,334	3.3%
Gymnastics Fees	622,509	668,433	687,000	18,567	2.8%
Miscellaneous Revenue	3,203,836	3,324,943	3,252,900	(173,963)	-5.2%
Use of Money & Property	298,034	364,204	370,800	6,596	1.8%
Total	**$ 12,762,156**	**$ 12,321,741**	**$ 12,650,100**	**$ 328,359**	**2.7%**

Permits & Licenses

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

The majority of revenue in this category is related to development. Construction activity has steadily improved recently. Building permit revenues are estimated based upon projections of new households as well as commercial and industrial establishments. The County has followed a policy of charging user fees to cover the cost of providing services related to special interest. Departments of Public Works and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications. The Adopted budget includes a technology fee to finance technology upgrades for the online permitting system.

Ambulance Fees

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

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

Fees have been set using the Centers for Medicare and Medicaid customary rates for our region. The “loaded mile” rate is established to cover the cost of the vehicle maintenance and fuel usage, both to and from emergency calls. The fees are evaluated annually to maximize cost recovery and adhere to Medicare’s national fee schedule. The Board approved an increase to the rates in March, 2012.

The current approved rates are:

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

The FY2014 forecast estimates $2.1 million of cost recovery revenue through ambulance transport fees.

Use of Money and Property

The Treasurer is responsible for Stafford's investment program. Cash resources of individual funds, excluding cash held with fiscal agents, are combined to form a pool of cash and investments to maximize interest earnings. Investment earnings are a function of interest rates and the amount available for investment. Interest rates are expected to remain low in FY2014. The Adopted budget includes $16,000 in interest income.

The County has several properties that generate rental income. The Health Department and Social Services Department pay rent for the office space they occupy in the Government Center. Several Parks & Recreation properties are available for rent to the public. Rental income for FY2013 is estimated at $355,000.

Fines and Forfeitures

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

Parks and Recreation Fees

In FY2014, revenues generated through gymnastic, aquatic and recreation programs, and admission fees are budgeted at $1.6 million.

GENERAL FUND REVENUE ANALYSIS

Intergovernmental	FY2012 Actual	FY2013 Budget	FY2014 Adopted	Changes '13 Adopted to '14 Adopted	
State - Shared Expenses					
Clerk of the Circuit Court	$ 553,193	$ 554,760	$ 584,700	$ 29,940	5.4%
Commissioner of the Revenue	236,357	242,033	252,700	10,667	4.5%
Commonwealth's Attorney	897,199	927,862	1,024,100	96,238	10.7%
Registrar	75,978	68,527	68,500	(27)	0.0%
Sheriff	3,546,943	3,677,869	3,886,800	208,931	5.9%
Treasurer	217,864	221,974	231,900	9,926	4.6%
State & Federal - Social Services	5,173,402	4,758,220	4,943,800	185,580	3.6%
State - Comprehensive Services Act	2,185,810	2,151,360	2,587,245	435,885	19.9%
State Categorical Aid:				-	
State Reimbursement	277,696	293,152	292,100	(1,052)	-0.4%
State Fire Program Fund	344,741	325,000	325,000	-	0.0%
Emergency Medical Service	105,918	100,000	100,000	-	0.0%
State - Non Categorical Aid	343,586	365,000	349,000	(16,000)	-4.7%
Federal	1,960,330	5,400	5,600	200	0.0%
Total	$ 15,919,017	$ 13,691,157	$ 14,651,445	$ 960,288	6.0%

State Shared Expenses

The County receives partial reimbursement for the expenses of Sheriff, Commonwealth's Attorney, and Clerk of the Circuit Court, Treasurer, and the Commissioner of the Revenue from the State Compensation Board. The Compensation Board reimburses part of the costs of salaries, benefits, office expenses, and equipment. In February 2013, the General Assembly adopted a budget that restored compensation board funding that had been reduced since 2008. In addition, the budget amendment includes a 3% increase, effective August 1, 2013, for all state supported local positions except Deputy Commonwealth's Attorneys. Funding for these positions is slated to increase by 2% plus $3,038, effective July 1, 2013. Revenue projections reflect these changes.

State & Federal - Social Services

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

State - Comprehensive Services Act

Mandated services under the Comprehensive Services Act are partially reimbursed by the state. The County has seen a recent increase in private day school placements for at-risk children. The increase in this revenue reflects the state's share of these increased expenditures.

State Categorical Aid

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

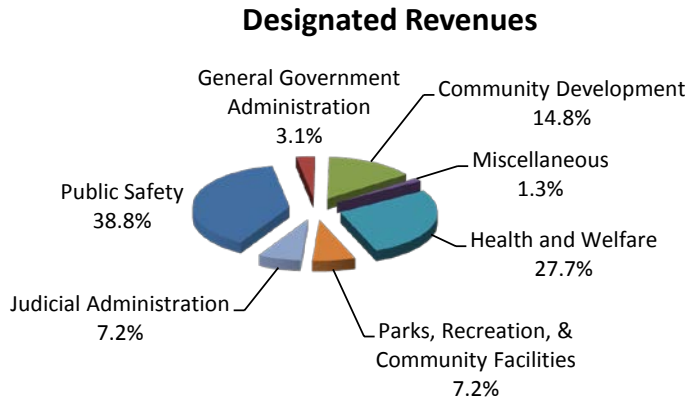
State Non-Categorical Aid

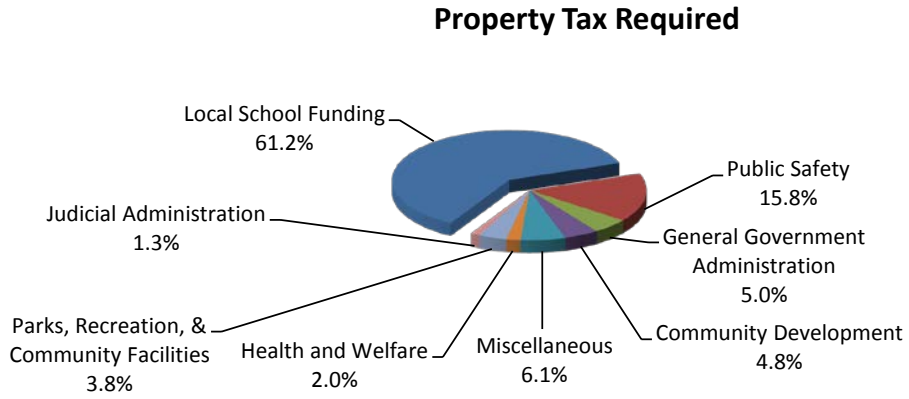
These revenues are collected by the Commonwealth and shared with the County. The FY2014 budget includes projected revenues from rolling stock tax, motor vehicle carrier tax, mobile home titling tax, and auto rental tax. Ratios, rate and distribution formulas are subject to change each year by the General Assembly.

CURRENT SERVICE COSTS PROPERTY TAXES

Service Type	Service Costs	FY2014 Revenues Designated	FY2014 Revenues Undesignated	Property Tax Required Total	Property Tax Required Per Capita
Local School Funding	$136,453,431	$0	$18,514,860	$117,938,571	$855.23
Public Safety	47,681,920	10,727,900	6,469,783	30,484,237	221.06
General Government Administration	12,053,530	851,800	1,635,499	9,566,231	69.37
Community Development	15,405,750	4,078,500	2,090,349	9,236,901	66.98
Miscellaneous	14,094,970	350,000	1,912,494	11,832,476	85.80
Health and Welfare	13,269,354	7,662,833	1,800,469	3,806,052	27.60
Parks, Recreation, & Community Facilities	10,858,950	1,985,300	1,473,411	7,400,239	53.66
Judicial Administration	5,197,540	1,976,112	705,235	2,516,193	18.25
Total	$255,015,445	$27,632,445	$34,602,100	$192,780,900	$1,397.95

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





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

GENERAL FUND EXPENDITURES

The general fund expenditure section contains schedules that present the budget for each department, a comparison of Designated Revenues, a ten year analysis of expenditures, and a graph for each expenditure category. Graphs in this section visually demonstrate the State's support for Stafford's Constitutional Officers, with a summary graph for the County tax support for each office and total expenditures for each office. In addition, there is a "Constitutional Officers Funding" graph for each office, a funding graph for the Office of Human Services, Rappahannock Regional Jail, and Social Services. The graphs show fiscal year expenditures for FY 2005 through FY 2014 and the sources of funding used to support these expenditures.

GENERAL FUND EXPENDITURES

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes Adopted to Adopted		Designated Revenue	Net Tax Support	% Tax Support
General Government Public Safety								
Fire and Rescue	$ 14,313,626	$ 15,348,245	$ 15,859,620	$ 511,375	3.3%	$ 2,790,000	$ 13,069,620	82%
Sheriff	22,977,349	23,018,823	23,896,020	877,197	3.8%	7,597,900	16,298,120	68%
Sub-Total	$ 37,290,975	$ 38,367,068	$ 39,755,640	$ 1,388,572	3.6%	$ 10,387,900	$ 29,367,740	74%
General Government Non-Public Safety								
Board of Supervisors	$ 528,792	$ 607,066	$ 591,710	$ (15,356)	(2.5)%	$ -	$ 591,710	100%
Commissioner of the Revenue	2,431,649	2,602,081	2,723,530	121,449	4.7%	252,700	2,470,830	91%
Commonwealth's Attorney	2,735,129	2,891,603	2,956,070	64,467	2.2%	1,140,700	1,815,370	61%
County Administration	993,425	1,033,663	1,086,090	52,427	5.1%	-	1,086,090	100%
County Attorney	1,305,165	1,049,488	1,083,930	34,442	3.3%	-	1,083,930	100%
Clerk of the Circuit Court	1,374,911	1,466,530	1,470,850	4,320	0.3%	744,700	726,150	49%
Circuit Court	237,292	265,839	274,400	8,561	3.2%	45,000	229,400	84%
General District Court	78,377	102,556	101,750	(806)	(0.8)%	-	101,750	100%
Juvenile and Domestic Relations Court	56,073	68,223	66,590	(1,633)	(2.4)%	-	66,590	100%
Magistrate	5,498	9,328	9,330	2	0.0%	-	9,330	100%
15th District Court Services Unit	381,949	416,327	318,550	(97,777)	(23.5)%	45,712	272,838	86%
Economic Development	841,197	700,900	743,110	42,210	6.0%	-	743,110	100%
Finance and Budget	1,636,519	1,526,022	1,579,320	53,298	3.5%	-	1,579,320	100%
Human Resources	345,337	381,833	412,450	30,617	8.0%	-	412,450	100%
Human Services, Office of	5,081,462	4,300,585	4,924,410	623,825	14.5%	2,587,245	2,337,165	47%
Information Technology	2,379,839	2,138,986	2,161,750	22,764	1.1%	52,400	2,109,350	98%
Parks, Recreation and Community Facilities	10,198,735	10,189,438	10,858,950	669,512	6.6%	1,985,300	8,873,650	82%
Planning and Zoning	2,136,681	2,582,691	2,403,380	(179,311)	(6.9)%	1,291,200	1,112,180	46%
Public Works	3,858,026	4,057,656	4,272,100	214,444	5.3%	2,750,300	1,521,800	36%
Registrar & Electoral Board	511,334	425,624	459,610	33,986	8.0%	68,500	391,110	85%
Social Services	6,388,422	6,695,188	6,736,920	41,732	0.6%	4,983,800	1,753,120	26%
Treasurer	1,756,683	1,927,218	1,955,140	27,922	1.4%	478,200	1,476,940	76%
Sub-Total	$ 45,262,495	$ 45,438,845	$ 47,189,940	$ 1,751,095	3.9%	$ 16,425,757	$ 30,764,183	65%
General Government Other Operating								
Non-Departmental	$ 992,044	$ 3,063,656	$ 2,975,180	$ (88,476)	(2.9)%	$ 350,000	$ 2,625,180	88%
Other Transfers	3,485,893	-	-	-	0.0%	-	-	0.0%
Sub-Total	$ 4,477,937	$ 3,063,656	$ 2,975,180	$ (88,476)	(2.9)%	$ 350,000	$ 2,625,180	88%
General Government Other								
Debt Service County	$ 14,065,413	$ 9,979,518	$ 11,119,790	$ 1,140,272	11.4%	$ -	$ 11,119,790	100%
Capital Projects	743,427	2,565,782	2,747,670	181,888	7.1%	-	2,747,670	100%
Sub-Total	$ 14,808,840	$ 12,545,300	$ 13,867,460	$ 1,322,160	10.5%	$ -	$ 13,867,460	100%
Total General Government	$ 101,840,247	$ 99,414,869	$ 103,788,220	$ 4,373,351	4.4%	$ 27,163,657	$ 76,624,563	74%
Local School Funding								
Operating Budget Transfer	$ 98,599,339	$ 106,518,774	$ 108,294,921	$ 1,776,147	1.7%	$ -	$ 108,294,921	100%
One-Time Operating Capital Budget Transfer	-	-	1,000,000	1,000,000	100.0%	-	1,000,000	100%
Public Day School	-	332,000	332,000	-	0.0%	-	332,000	100%
Transfer to School Construction Fund	-	-	2,097,000	2,097,000	100.0%	-	2,097,000	100%
School Debt Service	28,428,908	26,203,740	24,729,510	(1,474,230)	(5.6)%	-	24,729,510	100%
Sub-Total	$ 127,028,247	$ 133,054,514	$ 136,453,431	$ 3,398,917	2.6%	$ -	$ 136,453,431	100%
Other Agencies								
Central Rappahannock Regional Library	$ 4,667,212	$ 4,967,212	$ 5,067,220	$ 100,008	2.0%	$ 37,000	$ 5,030,220	99%
Cooperative Extension	155,883	170,224	172,270	2,046	1.2%	-	172,270	100%
Corrections	7,611,945	7,819,046	7,926,280	107,234	1.4%	340,000	7,586,280	96%
Partner Agencies	2,176,357	1,866,077	1,608,024	(258,053)	(13.8)%	91,788	1,516,236	94%
Sub-Total	$ 14,611,397	$ 14,822,559	$ 14,773,794	$ (48,765)	(0.3)%	$ 468,788	$ 14,305,006	97%
Total all Expenditures	$ 243,479,891	$ 247,291,942	$ 255,015,445	$ 7,723,503	3.1%	$ 27,632,445	$ 227,383,000	89%

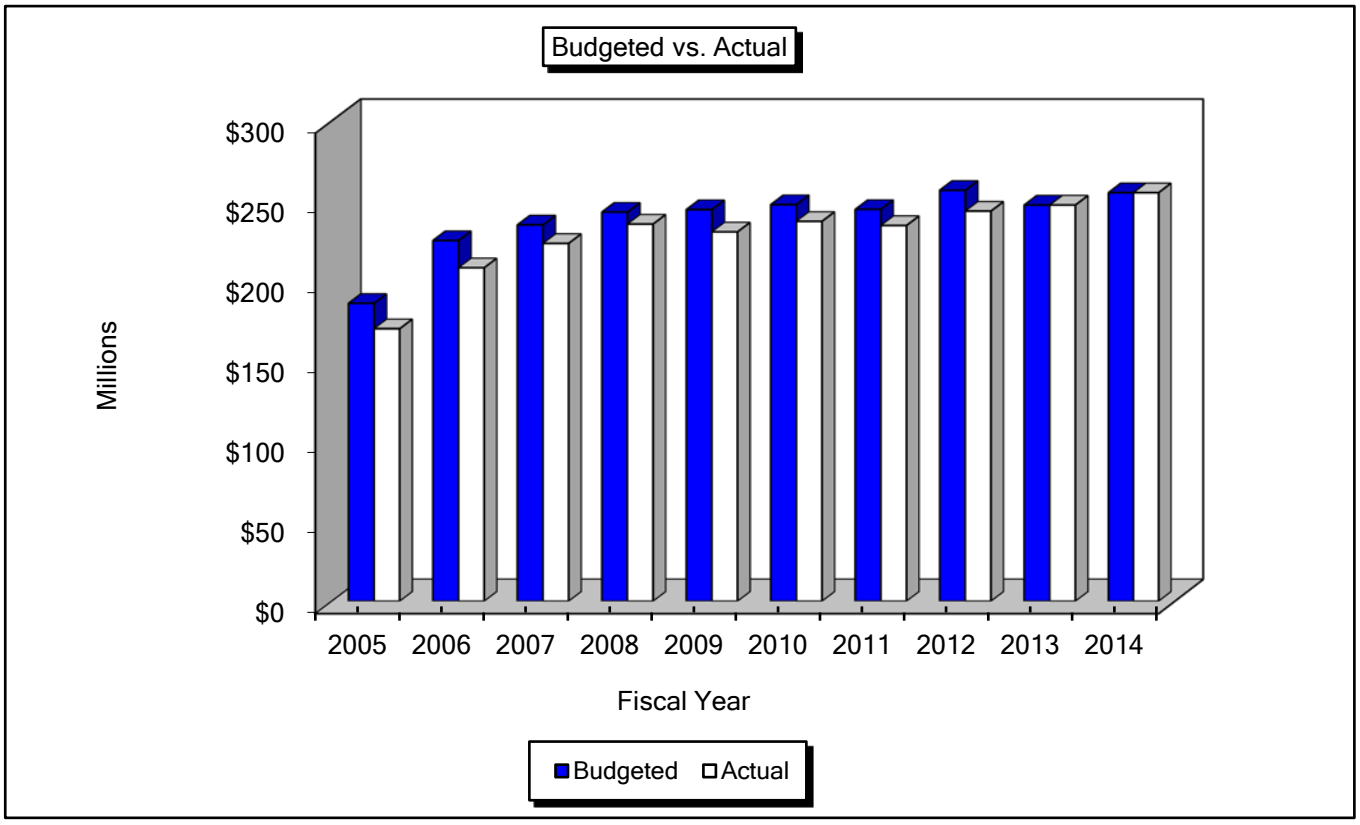
DESIGNATED REVENUE

	FY2013 Adopted Budget	FY2013 Designated Revenue	FY2013 Net Tax/Gen. Support	FY2013 % Tax Support	FY2014 Adopted Budget	FY2014 Designated Revenue	FY2014 Net Tax/Gen. Support	FY2014 % Tax Support	Designated Revenue Change '13 to '14	
General Government Public Safety										
Fire and Rescue	$ 15,348,245	$ 2,690,000	$ 12,658,245	82%	$ 15,859,620	$ 2,790,000	$ 13,069,620	82%	$ 100,000	3.7%
Sheriff	23,018,823	7,378,011	15,640,812	68%	23,896,020	7,597,900	16,298,120	68%	219,889	3.0%
Sub-Total	$ 38,367,068	$ 10,068,011	$ 28,299,057	74%	$ 39,755,640	$ 10,387,900	$ 29,367,740	74%	$ 319,889	3.2%
General Government Non-Public Safety										
Board of Supervisors	$ 607,066	$ -	$ 607,066	100%	$ 591,710	$ -	$ 591,710	100%	$ -	0.0%
Commissioner of the Revenue	2,602,081	242,033	2,360,048	91%	2,723,530	252,700	2,470,830	91%	10,667	4.4%
Commonwealth's Attorney	2,891,603	1,044,504	1,847,099	64%	2,956,070	1,140,700	1,815,370	61%	96,196	9.2%
County Administration	1,033,663	-	1,033,663	100%	1,086,090	-	1,086,090	100%	-	0.0%
County Attorney	1,049,488	-	1,049,488	100%	1,083,930	-	1,083,930	100%	-	0.0%
Clerk of the Circuit Court	1,466,530	714,760	751,770	51%	1,470,850	744,700	726,150	49%	29,940	4.2%
Circuit Court	265,839	45,000	220,839	83%	274,400	45,000	229,400	84%	-	0.0%
General District Court	102,556	-	102,556	100%	101,750	-	101,750	100%	-	0.0%
Juvenile and Domestic Relations Court	68,223	-	68,223	100%	66,590	-	66,590	100%	-	0.0%
Magistrate	9,328	-	9,328	100%	9,330	-	9,330	100%	-	0.0%
15th District Court Services Unit	416,327	45,716	370,611	89%	318,550	45,712	272,838	86%	(4)	(0.0)%
Economic Development	700,900	-	700,900	100%	743,110	-	743,110	100%	-	0.0%
Finance and Budget	1,526,022	-	1,526,022	100%	1,579,320	-	1,579,320	100%	-	0.0%
Human Resources	381,833	-	381,833	100%	412,450	-	412,450	100%	-	0.0%
Human Services, Office of	4,300,585	2,151,360	2,149,225	50%	4,924,410	2,587,245	2,337,165	47%	435,885	20.3%
Information Technology	2,138,986	52,200	2,086,786	98%	2,161,750	52,400	2,109,350	98%	200	0.4%
Parks, Recreation and Community Facilities	10,189,438	1,945,066	8,244,372	81%	10,858,950	1,985,300	8,873,650	82%	40,234	2.1%
Planning and Zoning	2,582,691	1,141,225	1,441,466	56%	2,403,380	1,291,200	1,112,180	46%	149,975	13.1%
Public Works	4,057,656	2,583,200	1,474,456	36%	4,272,100	2,750,300	1,521,800	36%	167,100	6.5%
Registrar & Electoral Board	425,624	68,527	357,097	84%	459,610	68,500	391,110	85%	(27)	(0.0)%
Social Services	6,695,188	4,798,220	1,896,968	28%	6,736,920	4,983,800	1,753,120	26%	185,580	3.9%
Treasurer	1,927,218	425,274	1,501,944	78%	1,955,140	478,200	1,476,940	76%	52,926	12.4%
Sub-Total	$ 45,438,845	$ 15,257,085	$ 30,181,760	66%	$ 47,189,940	$ 16,425,757	$ 30,764,183	65%	$ 1,168,672	7.7%
General Government Other Operating										
Non-Departmental	$ 3,063,656	$ 350,000	$ 2,713,656	89%	$ 2,975,180	$ 350,000	$ 2,625,180	88%	$ -	0.0%
Sub-Total	$ 3,063,656	$ 350,000	$ 2,713,656	89%	$ 2,975,180	$ 350,000	$ 2,625,180	88%	$ -	0.0%
General Government Other										
Debt Service County	$ 9,979,518	$ -	$ 9,979,518	100%	$ 11,119,790	$ -	$ 11,119,790	100%	$ -	0.0%
Capital Projects	2,565,782	-	2,565,782	100%	2,747,670	-	2,747,670	100%	-	0.0%
Sub-Total	$ 12,545,300	$ -	$ 12,545,300	100%	$ 13,867,460	$ -	$ 13,867,460	100%	$ -	0.0%
Total General Government	$ 99,414,869	$ 25,675,096	$ 73,739,773	74%	$ 103,788,220	$ 27,163,657	$ 76,624,563	74%	$ 1,488,561	5.8%
Local School Funding										
Operating Budget Transfer	$ 106,518,774	$ -	$ 106,518,774	100%	$ 108,294,921	$ -	$ 108,294,921	100%	$ -	0.0%
One-Time Operating Capital Budget Transfer	-	-	-	0.0%	1,000,000	-	1,000,000	100%	-	0.0%
Public Day School	332,000	-	332,000	100%	332,000	-	332,000	100%	-	0.0%
Transfer to School Construction Fund	-	-	-	0.0%	2,097,000	-	2,097,000	100%	-	0.0%
Debt	26,203,740	-	26,203,740	100%	24,729,510	-	24,729,510	100%	-	0.0%
Sub-Total	$ 133,054,514	$ -	$ 133,054,514	100%	$ 136,453,431	$ -	$ 136,453,431	100%	$ -	0.0%
Other Agencies										
Central Rappahannock Regional Library	$ 4,967,212	$ 40,000	$ 4,927,212	99%	$ 5,067,220	$ 37,000	$ 5,030,220	99%	$ (3,000)	(7.5)%
Cooperative Extension	170,224	-	170,224	100%	172,270	-	172,270	100%	-	0.0%
Corrections	7,819,046	340,000	7,479,046	96%	7,926,280	340,000	7,586,280	96%	-	0.0%
Partner Agencies	1,866,077	89,294	1,776,783	95%	1,608,024	91,788	1,516,236	94%	2,494	2.8%
Sub-Total	$ 14,822,559	$ 469,294	$ 14,353,265	97%	$ 14,773,794	$ 468,788	$ 14,305,006	97%	$ (506)	(0.1)%
Total all Expenditures	$ 247,291,942	$ 26,144,390	$ 221,147,552	89%	$ 255,015,445	$ 27,632,445	$ 227,383,000	89%	$ 1,488,055	5.7%

TEN-YEAR EXPENDITURE ANALYSIS

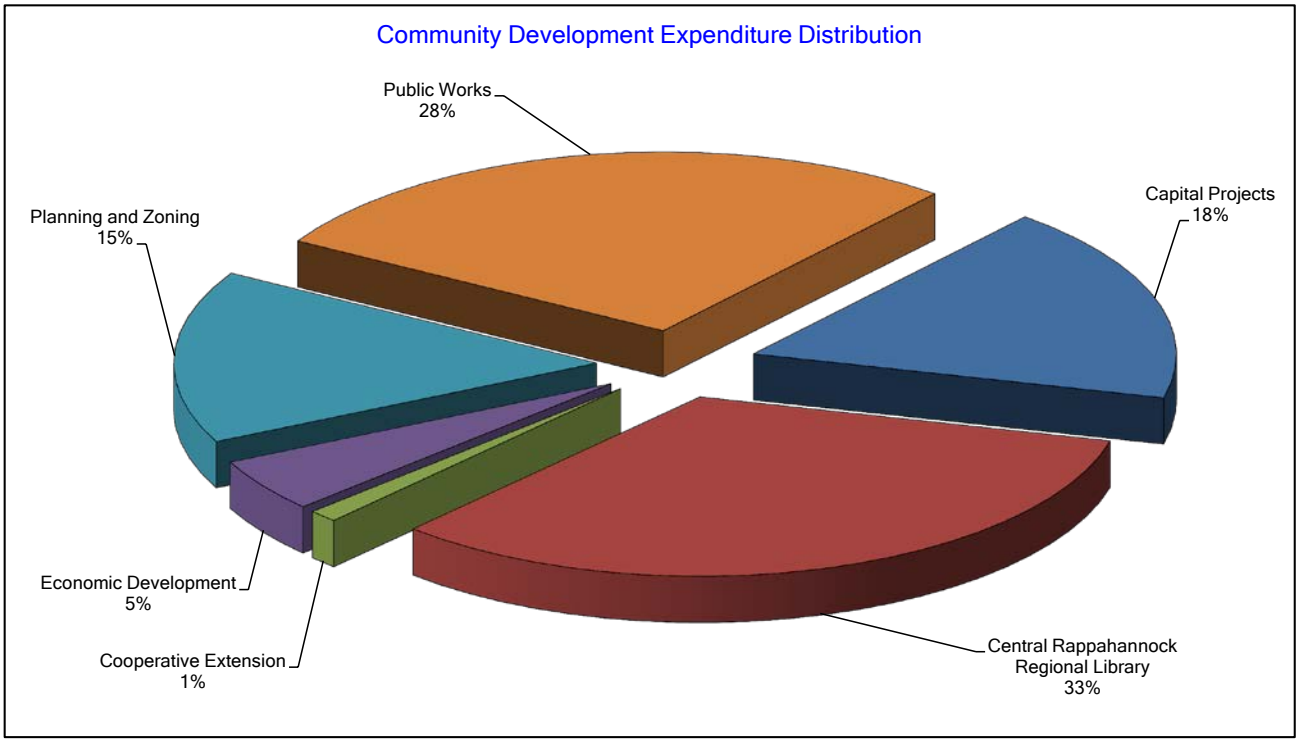
The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY 2013 and FY 2014 reflect the adopted budgets. The average change for this ten-year period is calculated to be 5.2%.

Fiscal Year	Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change
2005	185,836,018		169,979,062	9.0%
2006	225,129,454		208,082,240	22.4%
2007	234,888,020		223,297,385	7.3%
2008	242,872,406		235,400,383	5.4%
2009	244,465,642		230,528,315	-2.1%
2010	247,566,018		237,130,762	2.9%
2011	244,575,191		234,501,167	-1.1%
2012	256,547,741		243,479,891	3.8%
2013	247,291,942		247,291,942	1.6%
2014	255,015,445		255,015,445	3.1%
Average				5.2%



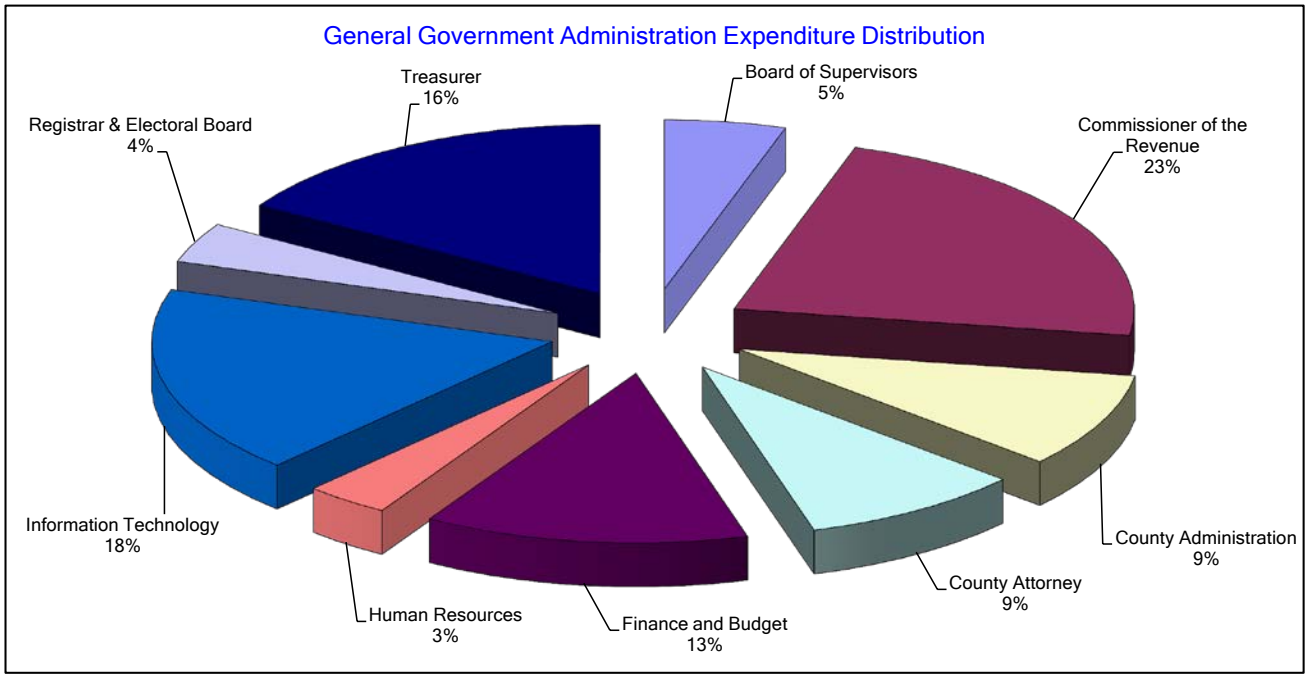
COMMUNITY DEVELOPMENT

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Capital Projects	$ 743,427	$ 2,565,782	$ 2,747,670	$ 181,888	7.09%
Central Rappahannock Regional Library	4,667,212	4,967,212	5,067,220	100,008	2.01%
Cooperative Extension	155,883	170,224	172,270	2,046	1.20%
Economic Development	841,197	700,900	743,110	42,210	6.02%
Planning and Zoning	2,136,681	2,582,691	2,403,380	(179,311)	-6.94%
Public Works	3,858,026	4,057,656	4,272,100	214,444	5.28%
Total Expenditures	$ 12,402,426	$ 15,044,465	$ 15,405,750	$ 361,285	2.40%



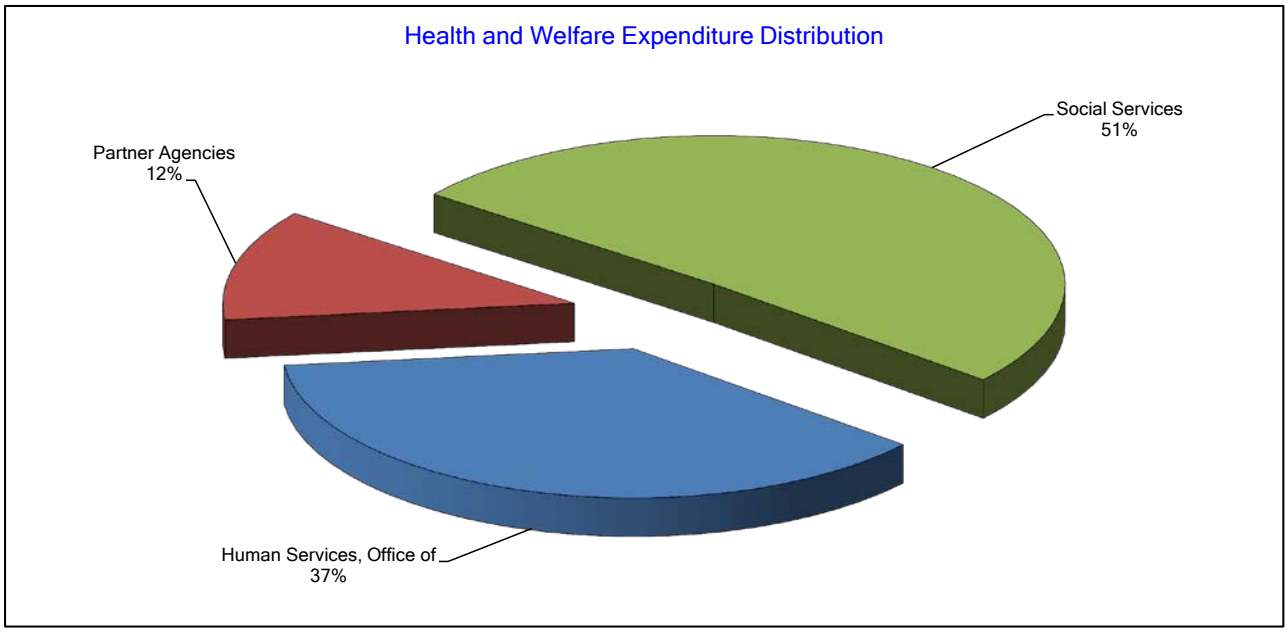
GENERAL GOVERNMENT ADMINISTRATION

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Board of Supervisors	$ 528,792	$ 607,066	$ 591,710	$ (15,356)	-2.53%
Commissioner of the Revenue	2,431,649	2,602,081	2,723,530	$ 121,449	4.67%
County Administration	993,425	1,033,663	1,086,090	$ 52,427	5.07%
County Attorney	1,305,165	1,049,488	1,083,930	$ 34,442	3.28%
Finance and Budget	1,636,519	1,526,022	1,579,320	$ 53,298	3.49%
Human Resources	345,337	381,833	412,450	$ 30,617	8.02%
Information Technology	2,379,839	2,138,986	2,161,750	$ 22,764	1.06%
Registrar & Electoral Board	511,334	425,624	459,610	$ 33,986	7.98%
Treasurer	1,756,683	1,927,218	1,955,140	$ 27,922	1.45%
Total Expenditures	$ 11,888,743	$ 11,691,981	$ 12,053,530	$ 361,549	3.09%



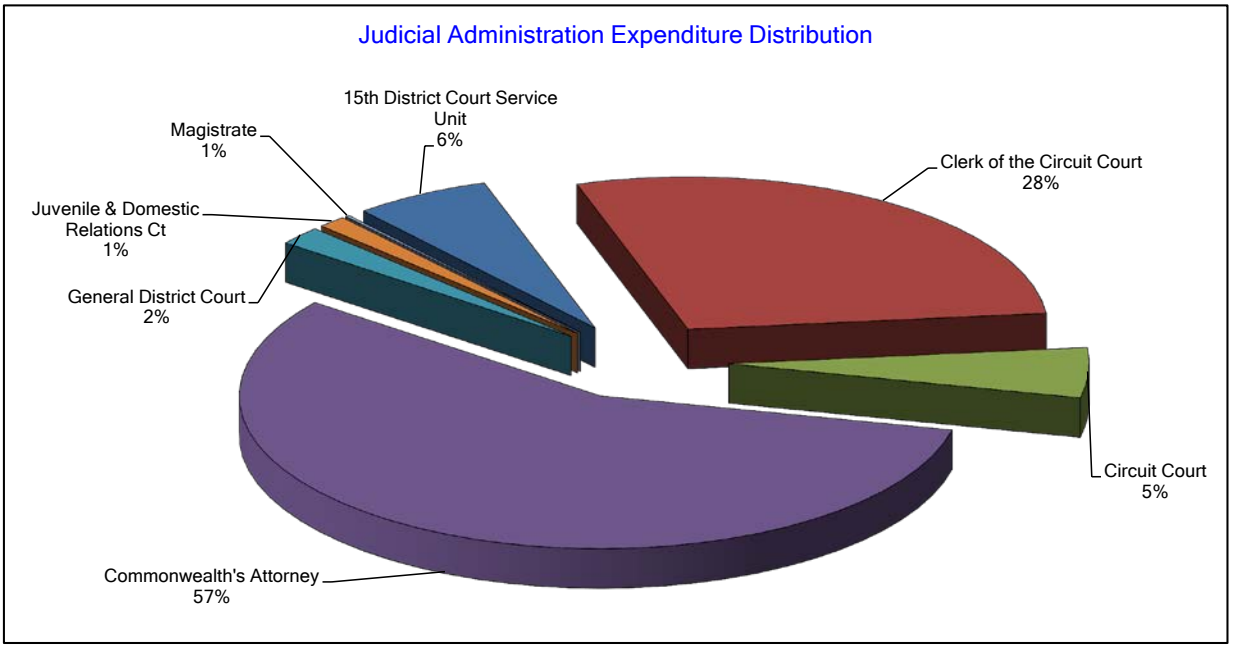
HEALTH AND WELFARE

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Human Services, Office of	$ 5,081,462	$ 4,300,585	$ 4,924,410	$ 623,825	14.51%
Partner Agencies	2,176,357	1,866,077	1,608,024	(258,053)	-13.83%
Social Services	6,388,422	6,695,188	6,736,920	41,732	0.62%
Total Expenditures	$ 13,646,241	$ 12,861,850	$ 13,269,354	$ 407,504	3.17%



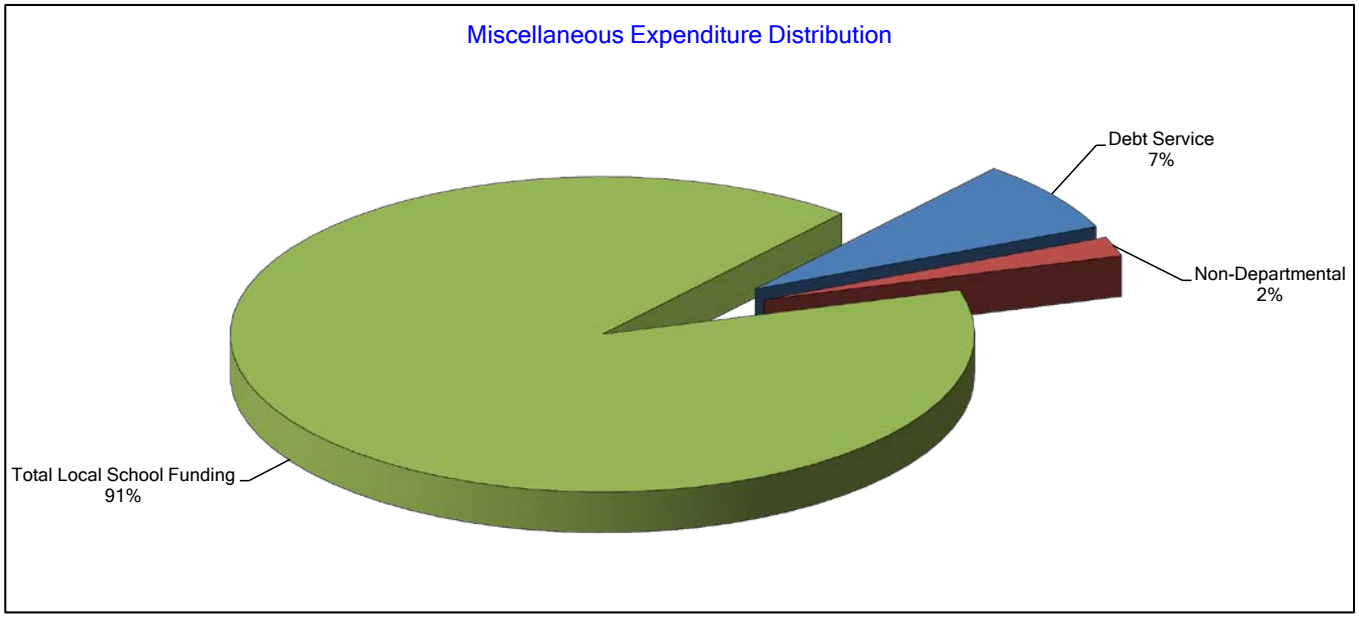
JUDICIAL ADMINISTRATION

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
15th District Court Service Unit	$ 381,949	$ 416,327	$ 318,550	$ (97,777)	-23.49%
Clerk of the Circuit Court	1,374,911	1,466,530	1,470,850	4,320	0.29%
Circuit Court	237,292	265,839	274,400	8,561	3.22%
Commonwealth's Attorney	2,735,129	2,891,603	2,956,070	64,467	2.23%
General District Court	78,377	102,556	101,750	(806)	-0.79%
Juvenile & Domestic Relations Ct	56,073	68,223	66,590	(1,633)	-2.39%
Magistrate	5,498	9,328	9,330	2	0.02%
Total Expenditures	$ 4,869,229	$ 5,220,406	$ 5,197,540	$ (22,866)	-0.44%



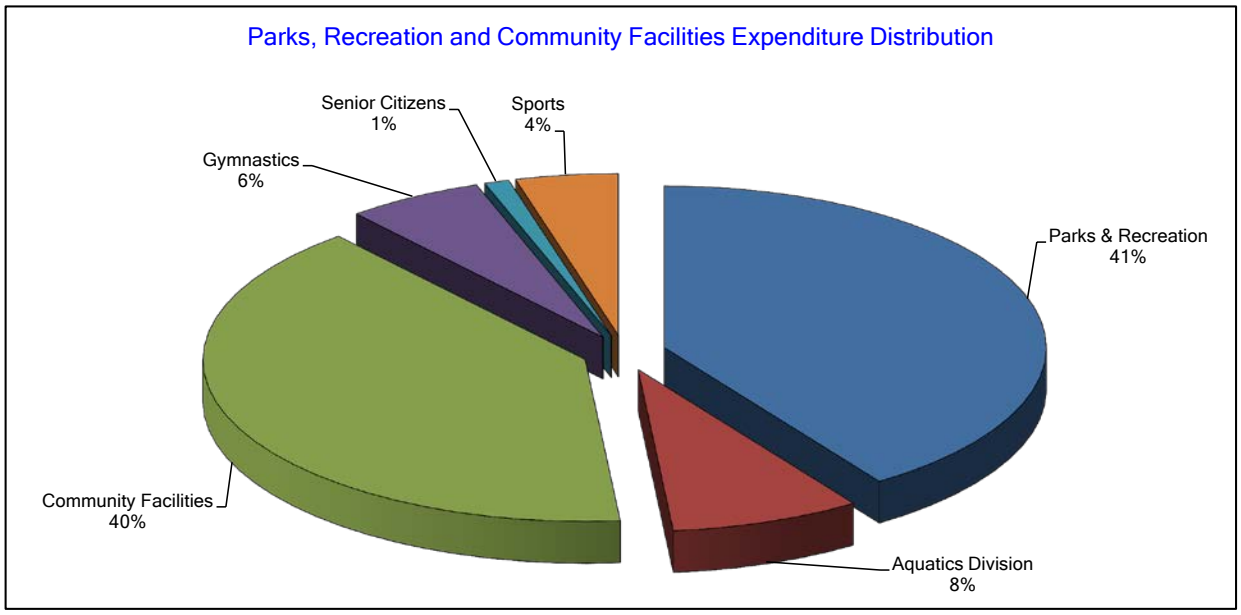
MISCELLANEOUS

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Debt Service	$ 14,065,413	$ 9,979,518	$ 11,119,790	$1,140,272	11.43%
Non-Departmental	992,044	3,063,656	2,975,180	(88,476)	-2.89%
Other Transfers	3,485,893	-	-	-	0.00%
Local School Funding					
Operating Budget Transfer	98,599,339	106,518,774	108,294,921	1,776,147	1.67%
One-Time Operating Capital Budget Transfer	-	-	1,000,000	1,000,000	100.00%
Public Day School	-	332,000	332,000	-	0.00%
Transfer to School Construction Fund			2,097,000	2,097,000	0.00%
Subtotal Local School Operating	98,599,339	106,850,774	111,723,921	4,873,147	4.56%
Debt	28,428,908	26,203,740	24,729,510	(1,474,230)	-5.63%
Total Local School Funding	127,028,247	133,054,514	136,453,431	3,398,917	2.55%
Total Expenditures	$145,571,597	$146,097,688	$150,548,401	$4,450,713	3.05%



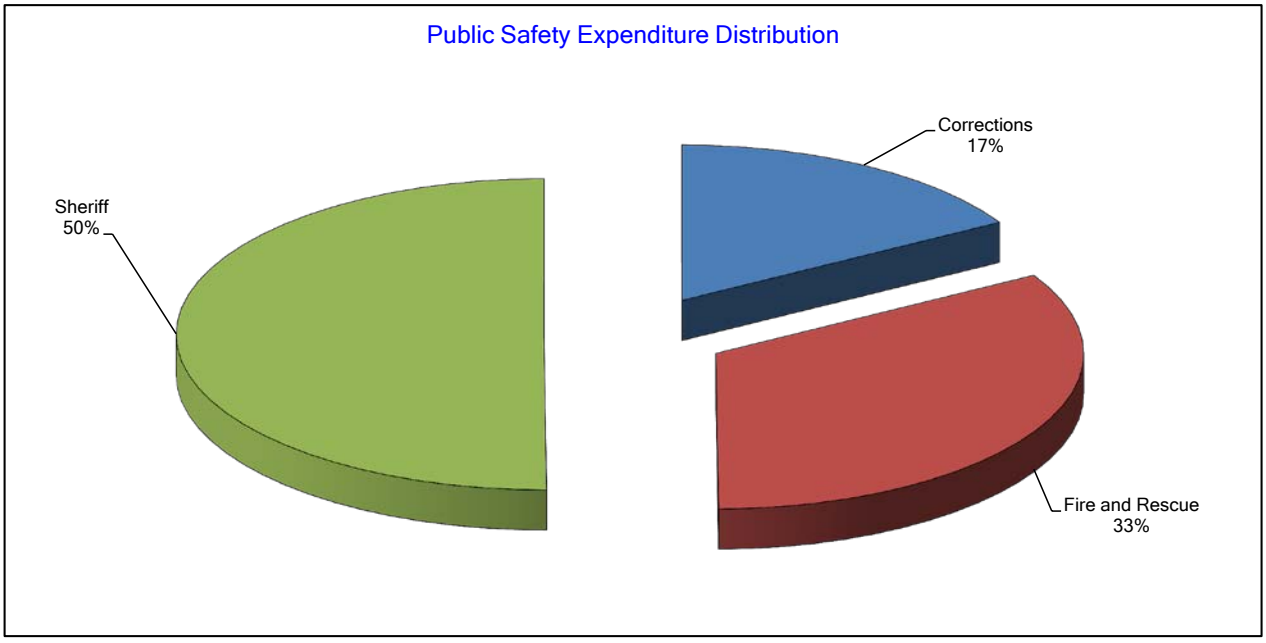
PARKS, RECREATION AND COMMUNITY FACILITIES

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Parks & Recreation	$ 3,880,747	$ 3,916,336	$ 4,397,532	$ 481,196	12.29%
Aquatics Division	735,261	807,426	872,940	65,514	8.11%
Community Facilities	4,413,018	4,173,516	4,374,355	200,839	4.81%
Gymnastics	603,796	725,322	629,922	(95,400)	-13.15%
Senior Citizens	104,813	106,624	113,216	6,592	6.18%
Sports	461,100	460,214	470,985	10,771	2.34%
Total Expenditures	$ 10,198,735	$ 10,189,438	$ 10,858,950	$ 669,512	6.57%



PUBLIC SAFETY

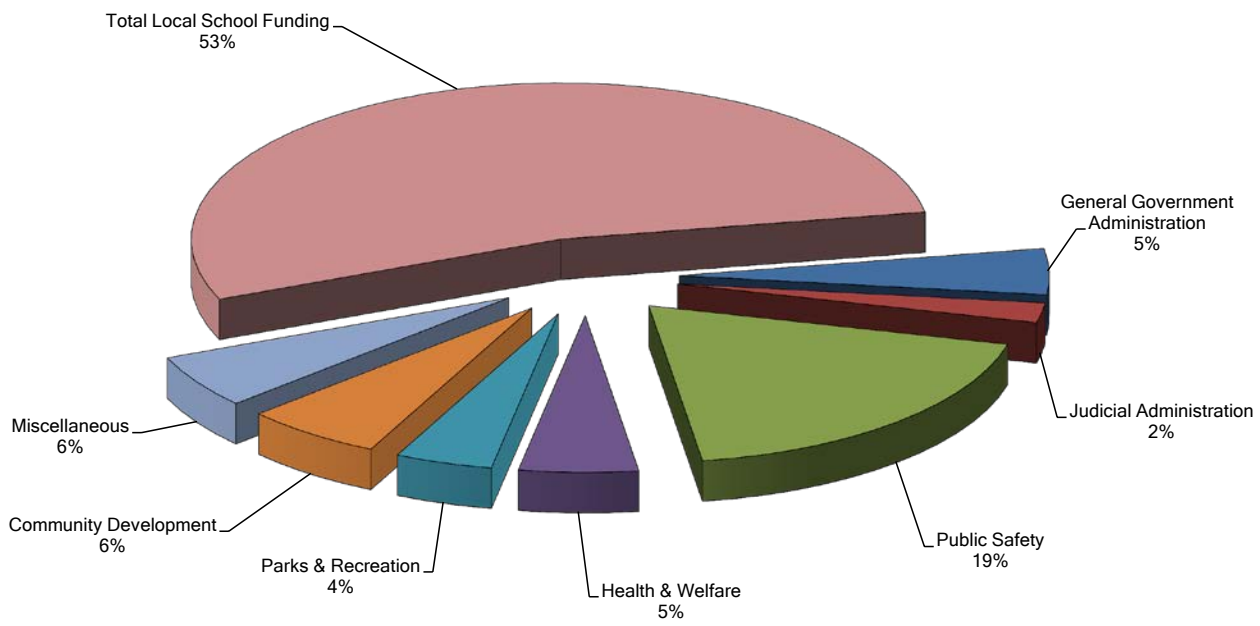
	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Corrections	$ 7,611,945	$ 7,819,046	$ 7,926,280	$ 107,234	1.37%
Fire and Rescue	14,313,626	15,348,245	15,859,620	511,375	3.33%
Sheriff	22,977,349	23,018,823	23,896,020	877,197	3.81%
Total Expenditures	$ 44,902,920	$ 46,186,114	$ 47,681,920	$ 1,495,806	3.24%



GENERAL FUND EXPENDITURES BY MAJOR SERVICE AREA

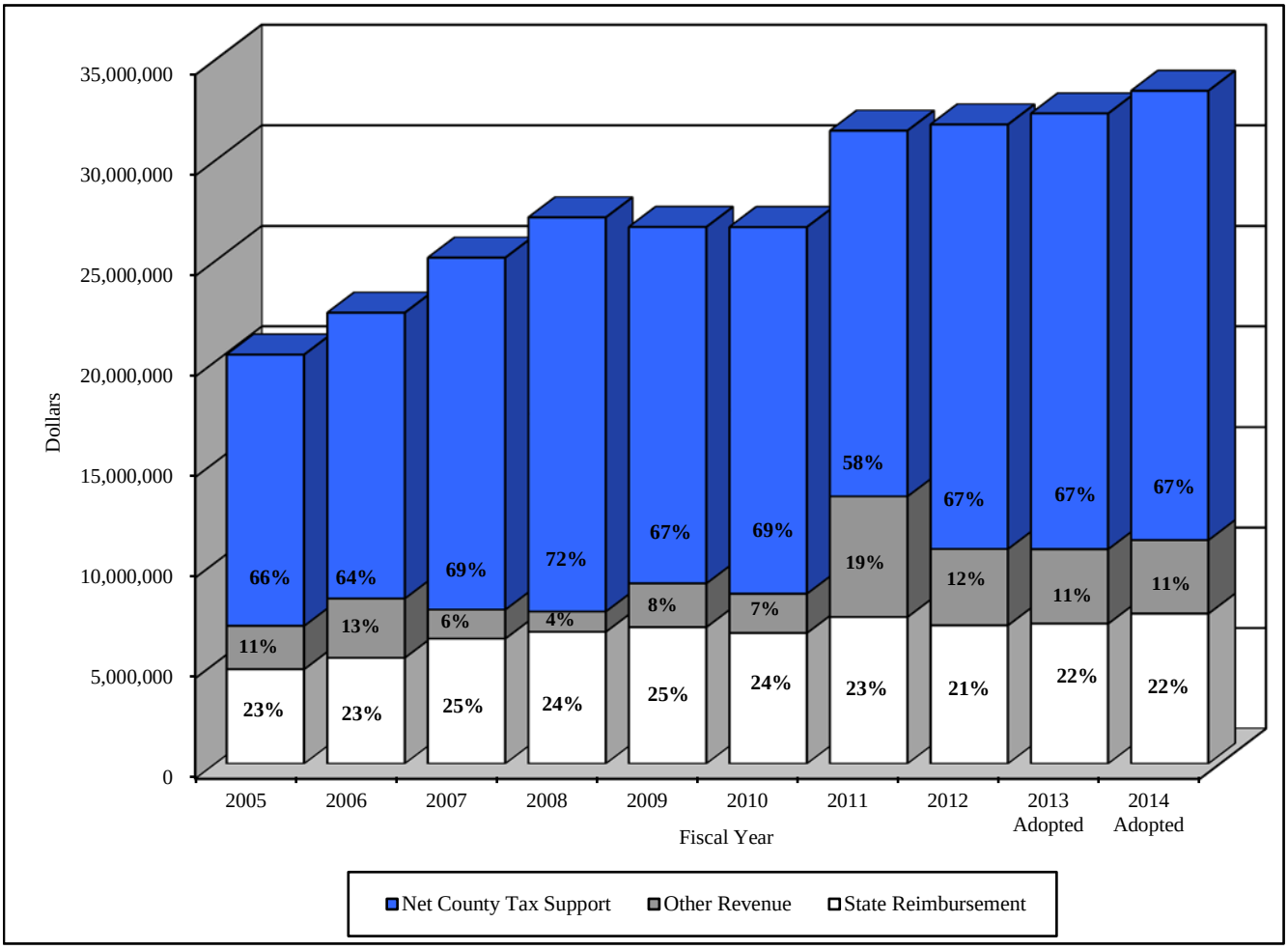
	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
General Government Administration	$ 11,888,743	$ 11,691,981	$ 12,053,530	$ 361,549	3.09%
Judicial Administration	4,869,229	5,220,406	5,197,540	(22,866)	-0.44%
Public Safety	44,902,920	46,186,114	47,681,920	1,495,806	3.24%
Health & Welfare	13,646,241	12,861,850	13,269,354	407,504	3.17%
Parks & Recreation	10,198,735	10,189,438	10,858,950	669,512	6.57%
Community Development	12,402,426	15,044,465	15,405,750	361,285	2.40%
Miscellaneous	18,543,350	13,043,174	14,094,970	1,051,796	8.06%
Total Local School Funding	127,028,247	133,054,514	136,453,431	3,398,917	2.55%
Total Expenditures	$ 243,479,891	$ 247,291,942	$ 255,015,445	$ 7,723,503	3.12%

General Fund Expenditure Distribution by Major Service Area



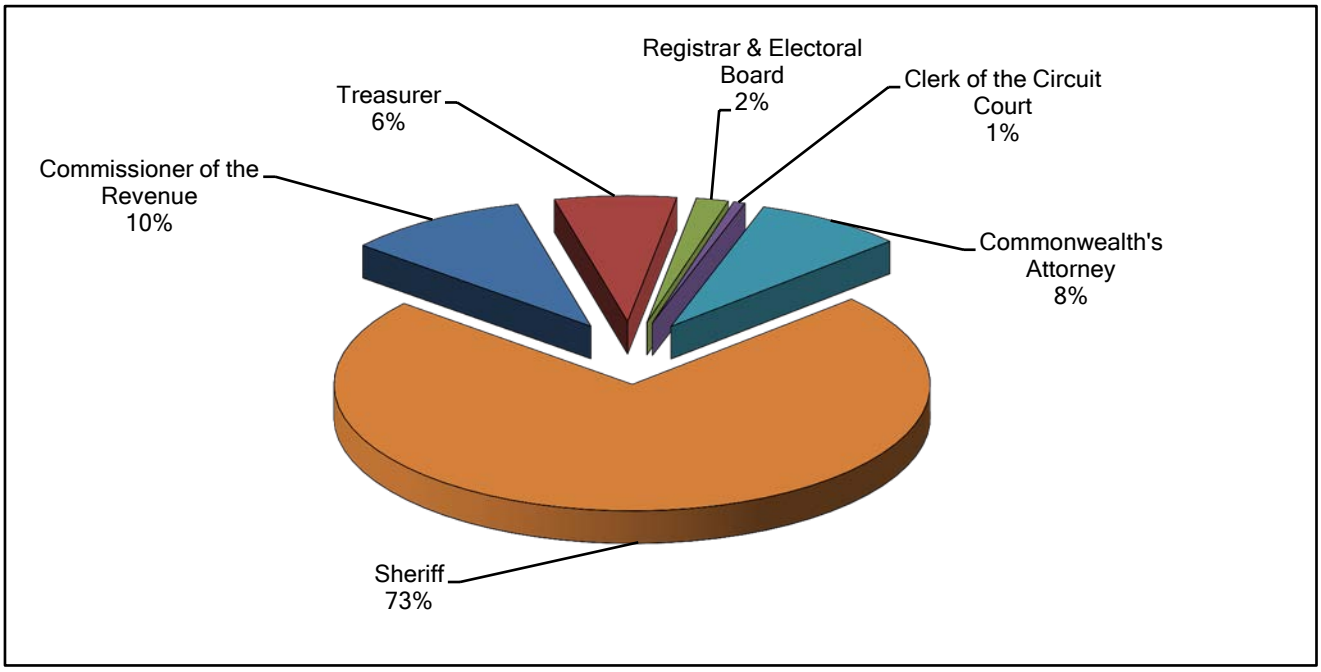
CONSTITUTIONAL OFFICERS FUNDING

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
2014 Adopted	33,461,220	7,463,300	22%	3,656,800	11%	22,341,120	67%
2013 Adopted	32,331,579	6,966,460	23%	3,703,442	11%	21,661,677	67%
2012	31,787,055	6,884,205	22%	3,797,306	12%	21,105,544	66%
2011	31,479,905	7,295,575	23%	5,999,805	19%	18,184,525	58%
2010	26,685,440	6,500,201	24%	1,956,157	7%	18,229,082	68%
2009	26,689,419	6,790,552	25%	2,178,649	8%	17,720,218	66%
2008	27,165,358	6,559,563	24%	1,011,938	4%	19,593,857	72%
2007	25,161,952	6,222,081	25%	1,442,803	6%	17,497,069	69%
2006	22,424,639	5,266,825	23%	2,947,706	13%	14,210,108	64%
2005	20,343,378	4,701,773	23%	2,156,554	11%	13,485,051	66%

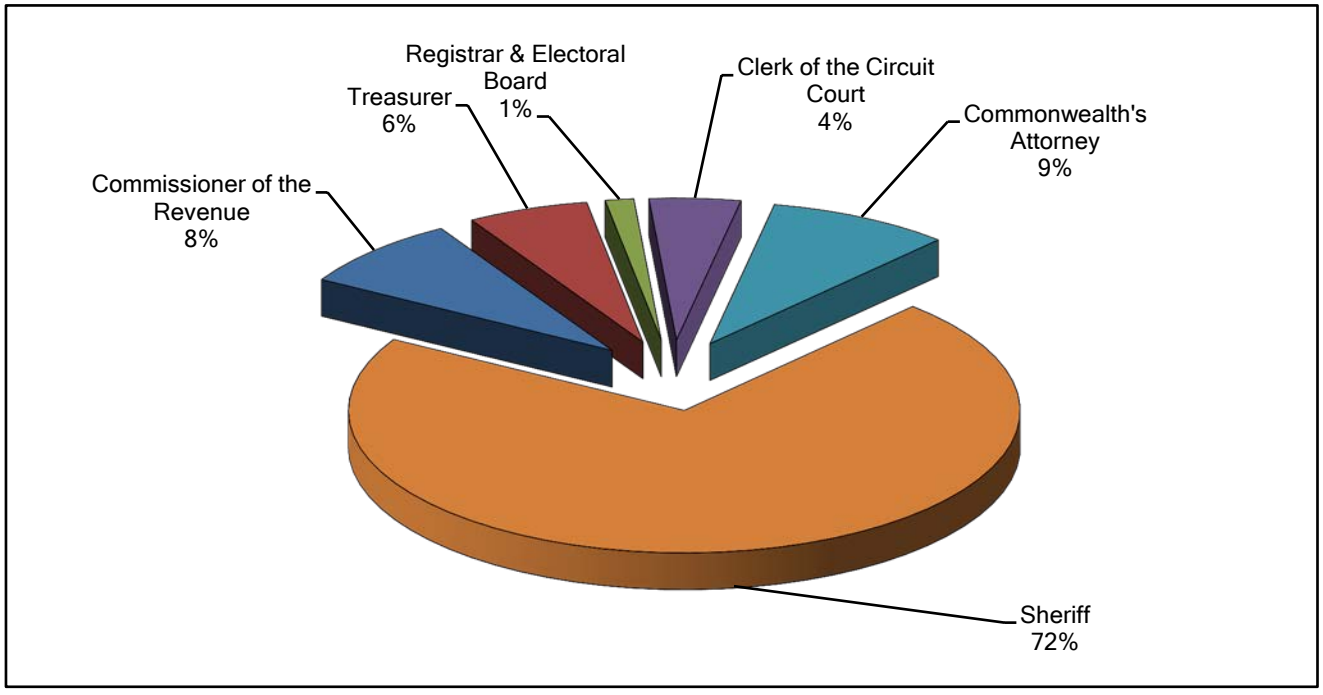


CONSTITUTIONAL OFFICERS GRAPHS

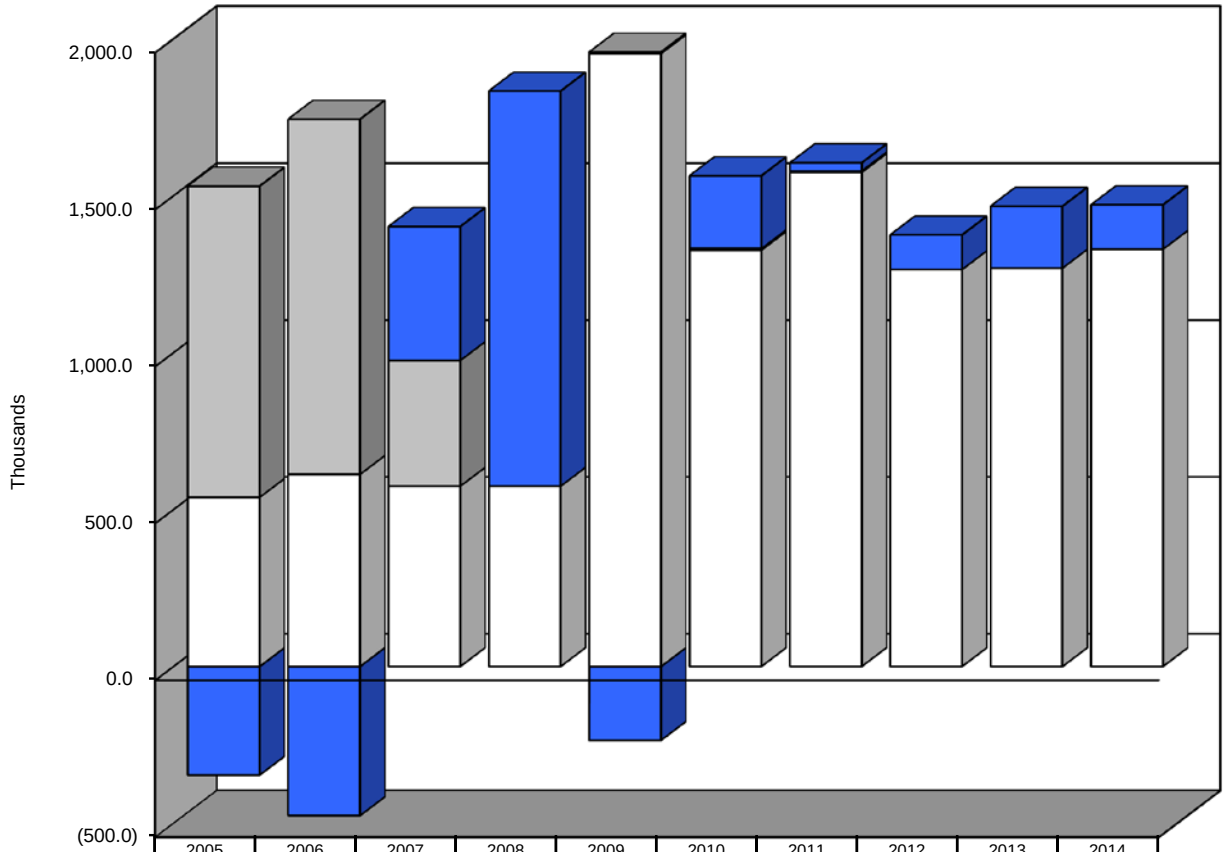
Constitutional Officers County Tax Support



Constitutional Officers Expenditures



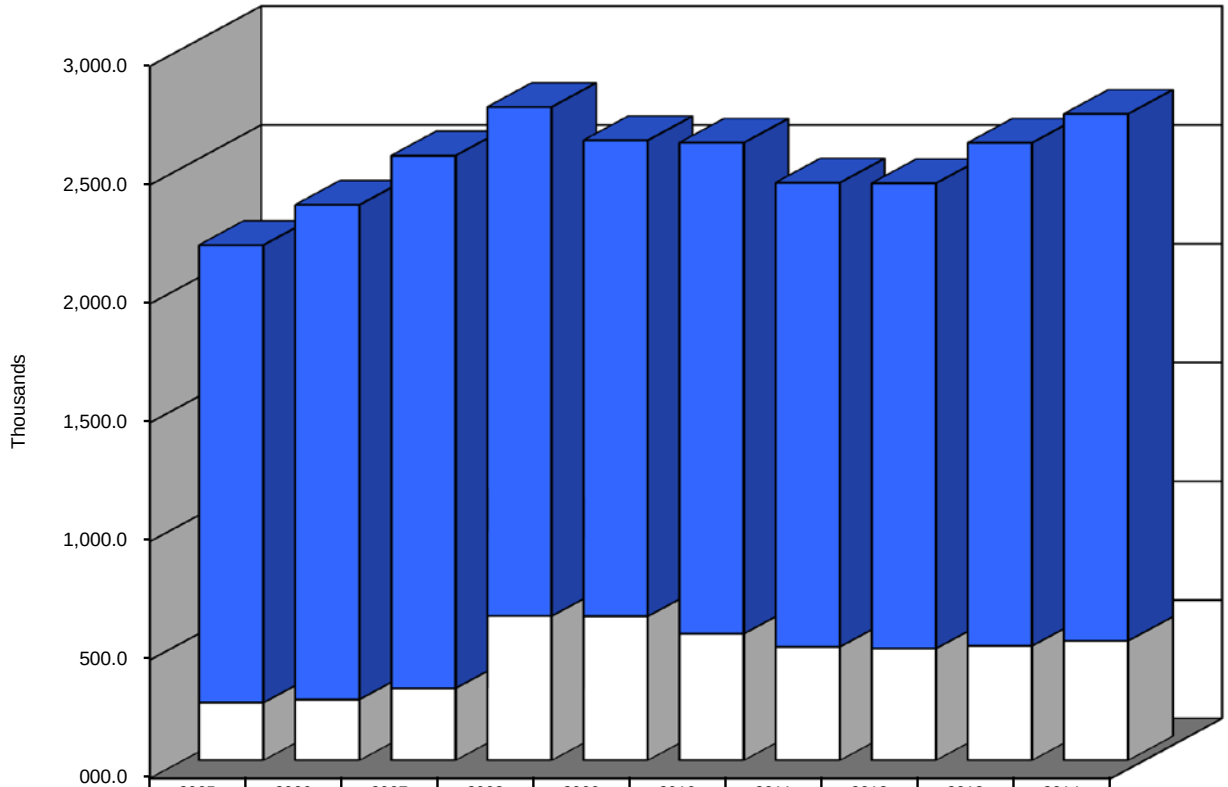
CLERK OF THE CIRCUIT COURT



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	(345.8)	(474.9)	426.4	1258.9	(234.9)	231.9	25.5	110.0	197.0	141.5
Other Revenue	991.6	1,131.6	400.7	0.0	4.3	5.0	4.6	0.0	0.0	0.0
State Reimbursement	538.9	612.0	574.6	574.6	1,953.1	1,326.5	1,574.5	1,264.9	1,269.5	1,329.4

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	-29%	-37%	30%	69%	-13%	15%	2%	8%	13%	10%
Other Revenue	84%	89%	29%	0%	0%	0%	0%	0%	0%	0%
State Reimbursement	45%	48%	41%	31%	113%	85%	98%	92%	87%	90%

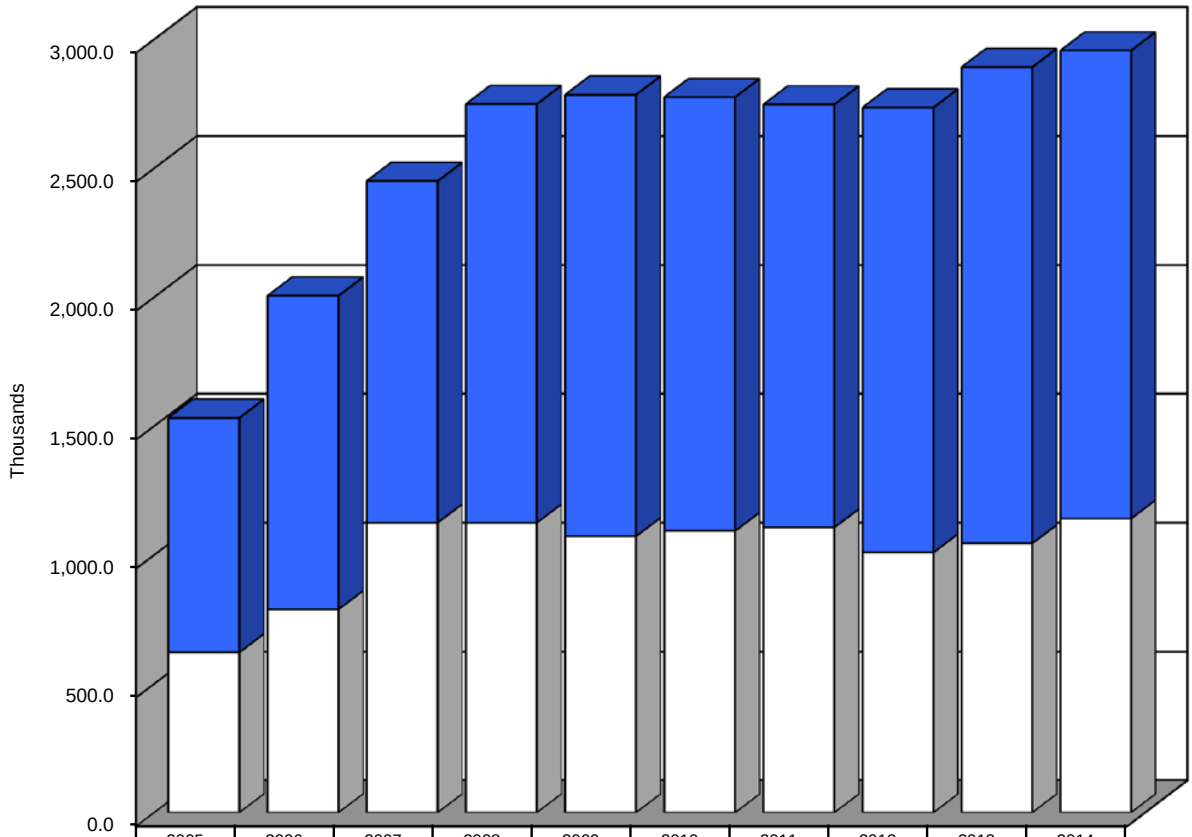
COMMISSIONER OF THE REVENUE



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Costs	1,927.6	2,083.0	2,243.1	2,142.7	2,003.4	2,067.2	1,954.1	1,958.9	2,118.0	2,218.1
State Reimbursement	244.2	258.0	305.0	609.9	608.8	535.1	480.0	472.7	484.1	505.4

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	89%	89%	88%	78%	77%	79%	80%	81%	81%	81%
State Reimbursement	11%	11%	12%	22%	23%	21%	20%	19%	19%	19%

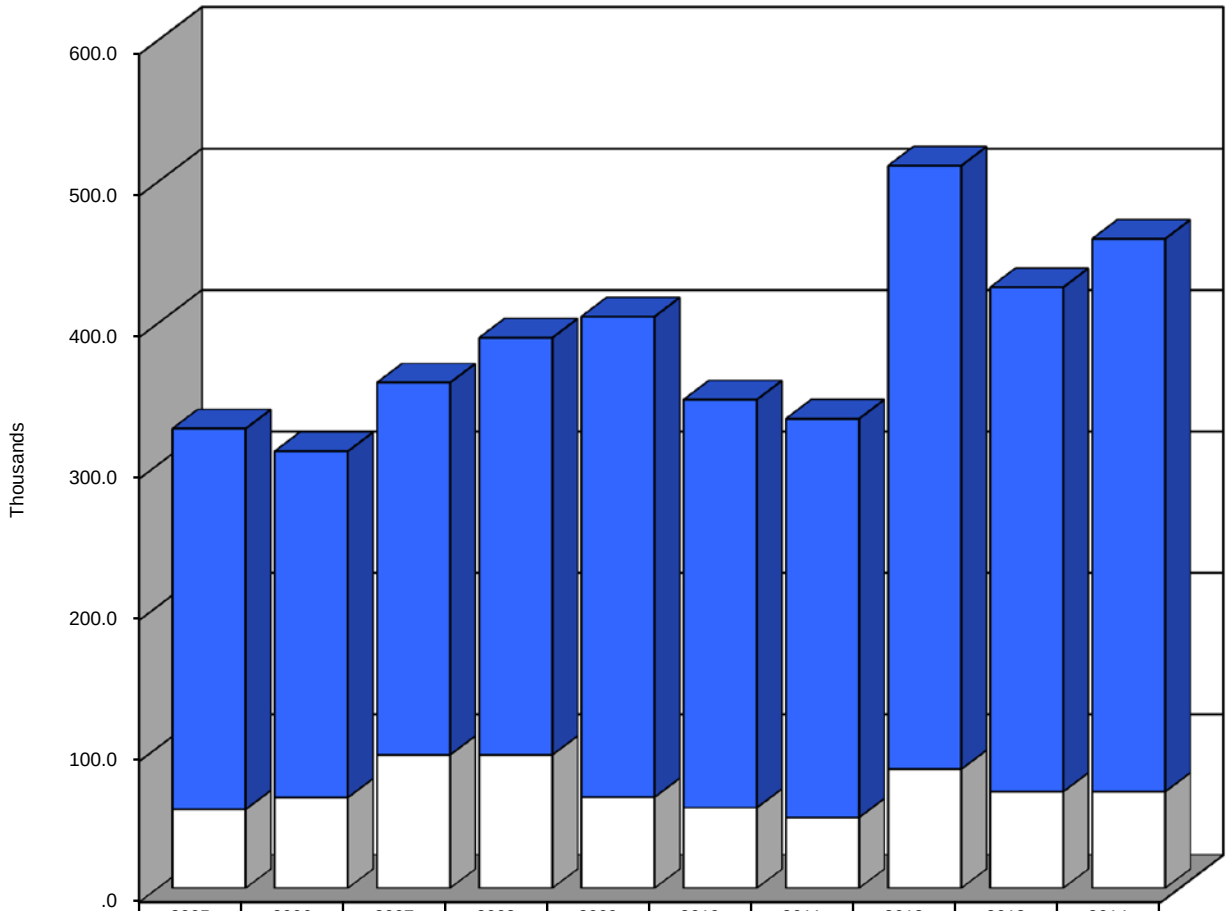
COMMONWEALTH'S ATTORNEY



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	909.3	1,215.9	1,325.1	1,623.5	1,712.3	1,682.4	1,640.3	1,725.8	1,847.1	1,815.4
State Reimbursement	621.5	788.8	1,124.8	1,124.8	1,072.3	1,093.0	1,106.5	1,009.3	1,044.5	1,140.7

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	59%	61%	54%	59%	61%	61%	60%	63%	64%	61%
State Reimbursement	41%	39%	46%	41%	39%	39%	40%	37%	36%	39%

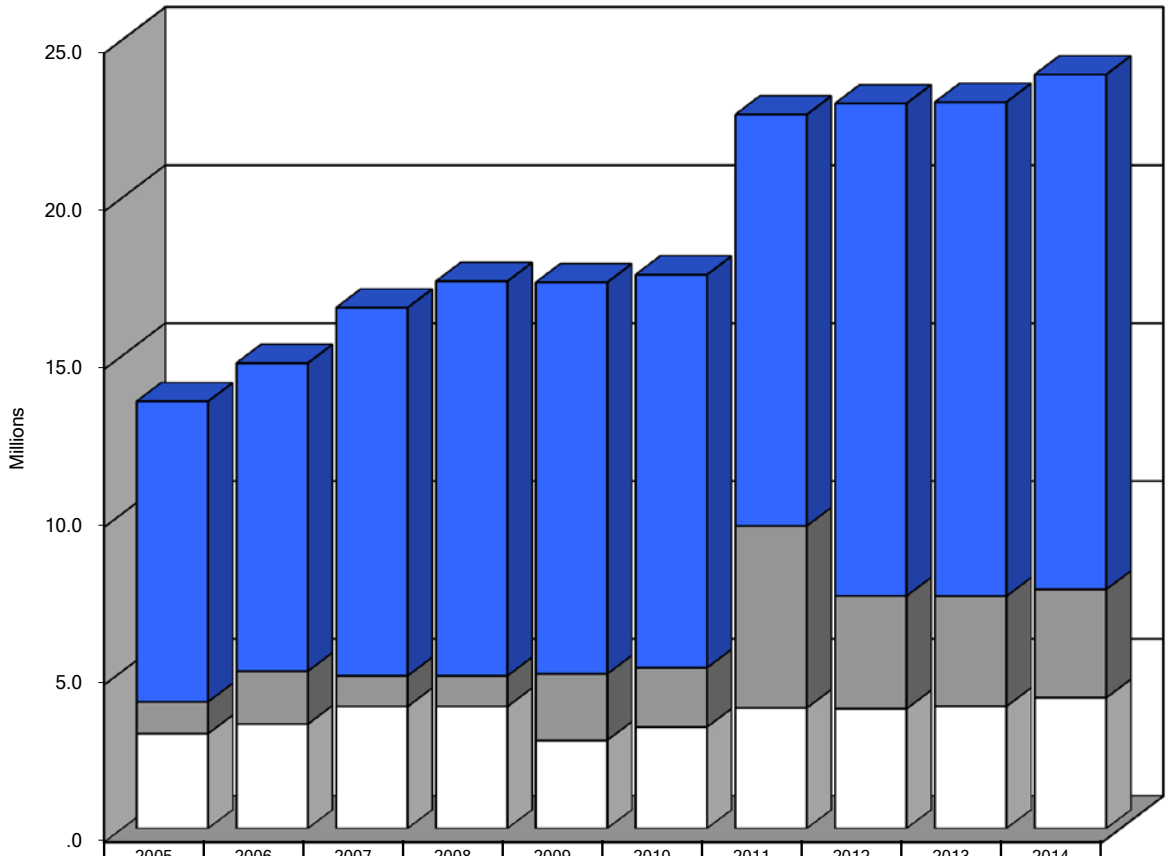
REGISTRAR & ELECTORAL BOARD



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	269.5	245.0	263.3	295.1	340.0	288.8	282.2	426.9	356.8	391.1
State Reimbursement	55.9	64.4	94.6	94.6	64.6	57.2	50.2	84.5	68.5	68.5

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
State Reimbursement	17%	21%	26%	24%	16%	17%	15%	17%	16%	15%
County Cost	83%	79%	74%	76%	84%	83%	85%	83%	84%	85%

SHERIFF

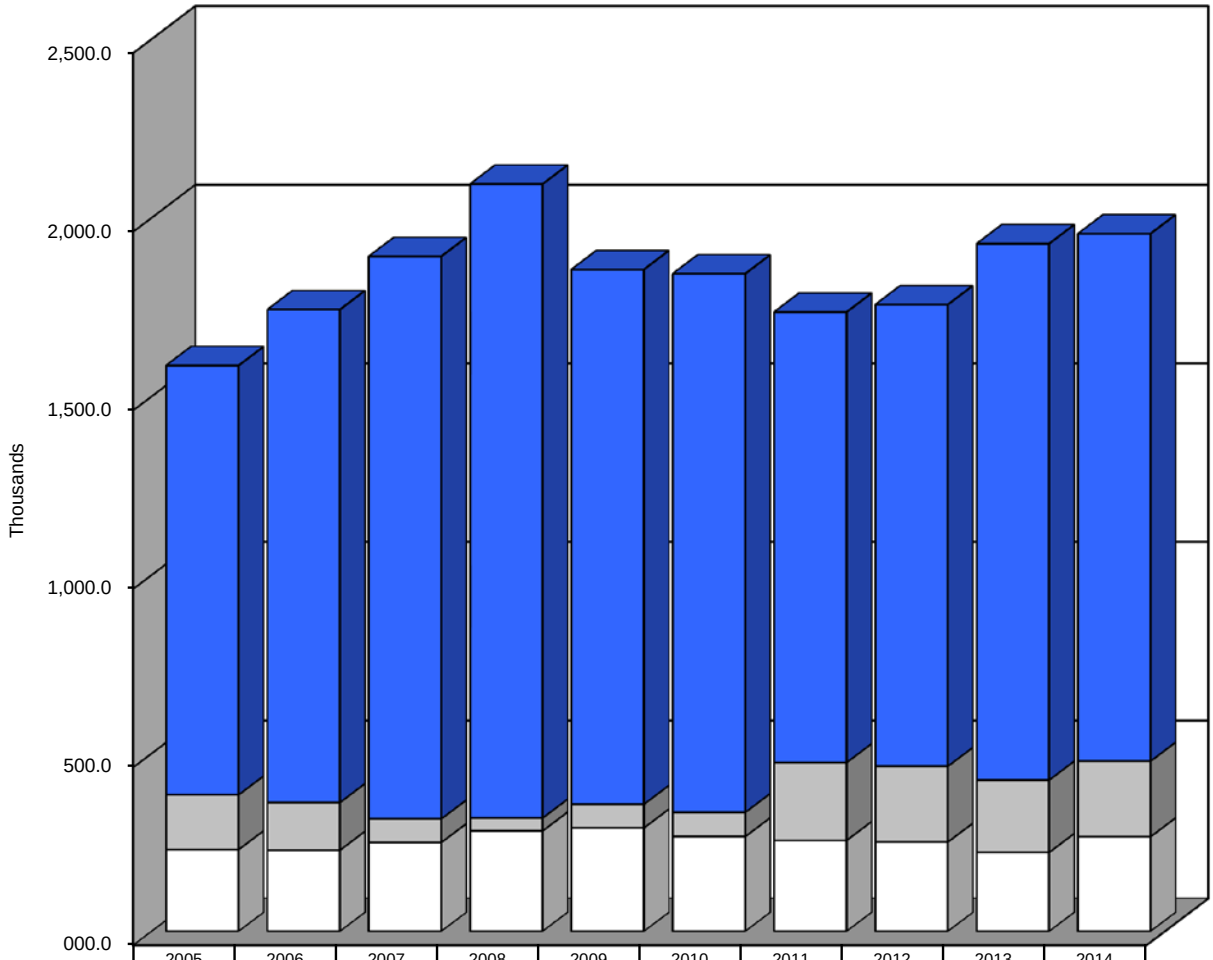


	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	9.5	9.8	11.7	12.5	12.4	12.5	13.0	15.6	15.6	16.3
Other Revenue	1.0	1.7	1.0	1.0	2.1	1.9	5.8	3.6	3.5	3.4
State Reimbursement	3.0	3.3	3.9	3.9	2.8	3.2	3.8	3.8	3.9	4.2

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	70%	66%	71%	72%	72%	71%	58%	68%	68%	68%
Other Revenue	7%	11%	6%	6%	12%	11%	25%	15%	15%	15%
State Reimbursement	23%	23%	23%	22%	16%	18%	17%	17%	17%	17%

To Comply with GASB 54 and Generally Accepted Accounting Practices the E-911 Fund was combined with the Sheriff's Budget in FY2011.

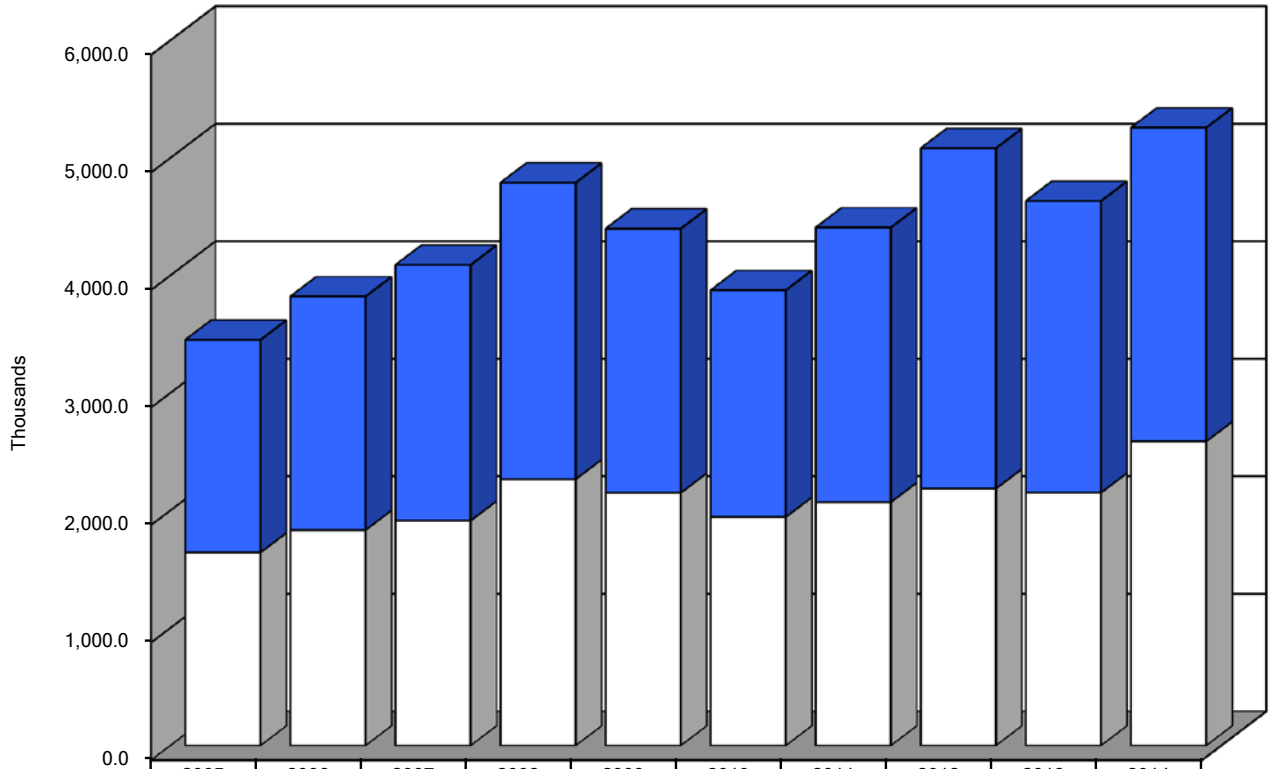
TREASURER



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	1,202.4	1,380.5	1,575.4	1,775.6	1,497.7	1,508.5	1,261.4	1,292.7	1,501.9	1,476.9
Other Revenue	153.9	134.0	066.5	036.3	066.5	068.0	218.8	212.8	203.3	212.3
State Reimbursement	229.8	228.1	249.7	282.3	290.7	266.4	255.6	251.1	222.0	265.9

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	76%	79%	83%	85%	81%	82%	73%	74%	77%	76%
Other Revenue	10%	8%	4%	2%	4%	4%	13%	12%	11%	11%
State Reimbursement	14%	13%	13%	13%	15%	14%	14%	14%	12%	13%

OFFICE OF HUMAN SERVICES & PUBLIC DAY SCHOOL

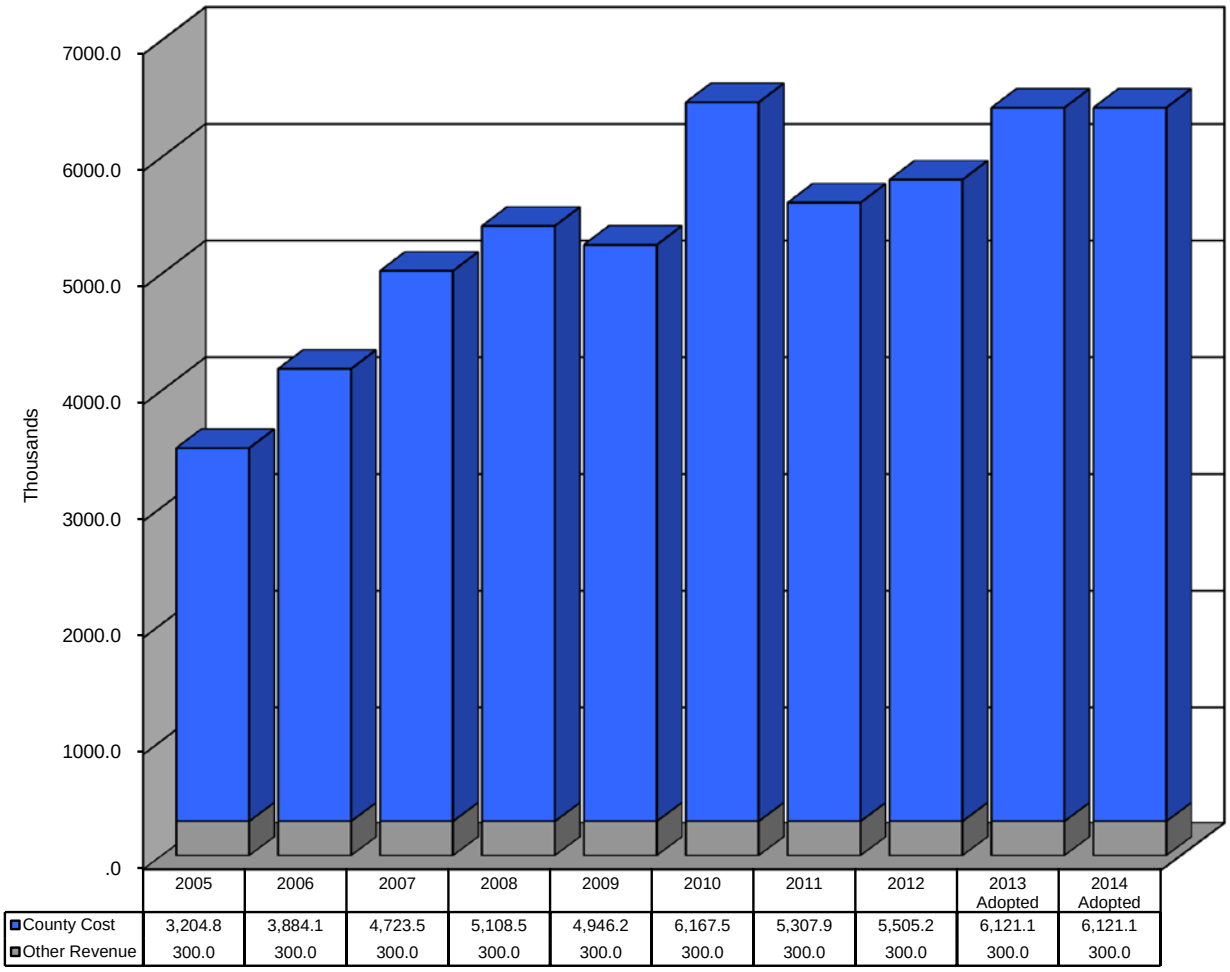


	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	1,809.0	1,987.3	2,175.8	2,522.6	2,247.4	1,929.1	2,336.8	2,895.7	2,481.2	2,669.2
State Reimbursement	1,642.0	1,833.0	1,912.8	2,265.7	2,150.0	1,944.2	2,070.3	2,185.8	2,151.4	2,587.2

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	52%	52%	53%	53%	51%	50%	53%	57%	54%	51%
State Reimbursement	48%	48%	47%	47%	49%	50%	47%	43%	46%	49%

RAPPAHANNOCK REGIONAL JAIL

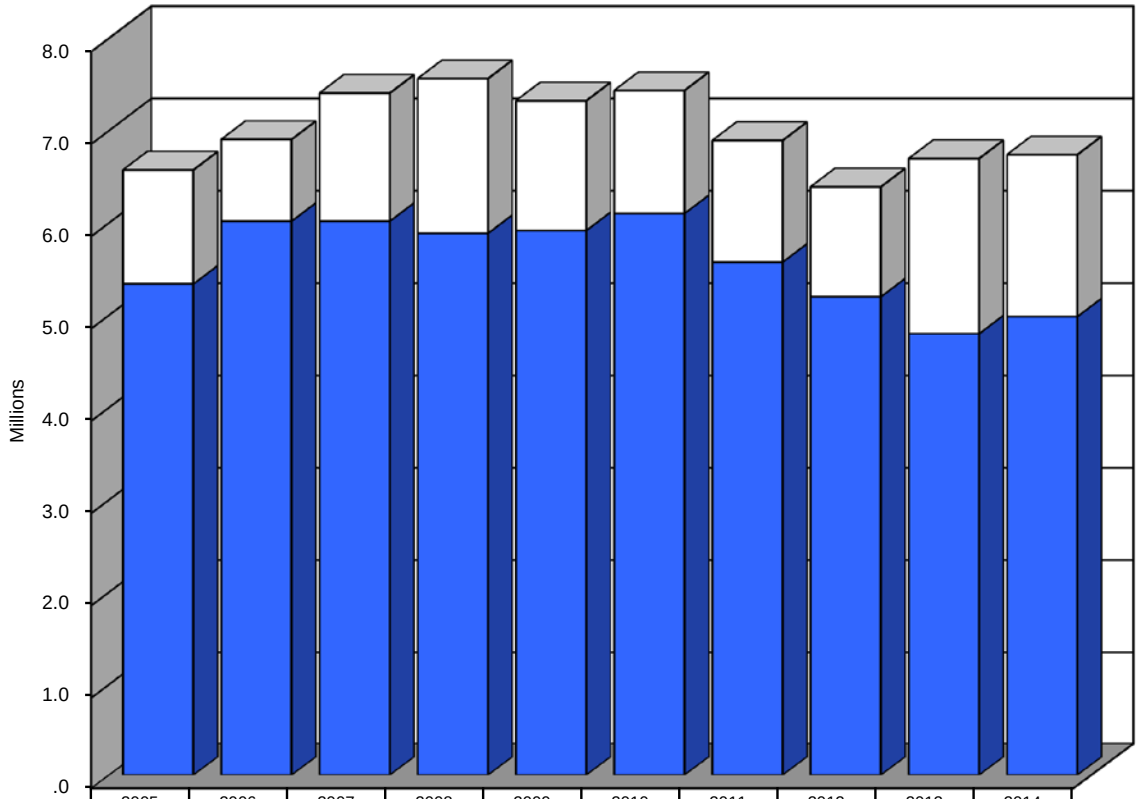
In FY1998 the Stafford Jail became part of the Rappahannock Regional Jail Authority. The County Net Tax Support represents Stafford's funding to the RRJA. The Other Revenue is payment in lieu of taxes Stafford receives for housing the facility in Stafford.



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	3,204.8	3,884.1	4,723.5	5,108.5	4,946.2	6,167.5	5,307.9	5,505.2	6,121.1	6,121.1
Other Revenue	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	91%	93%	94%	94%	94%	95%	95%	95%	95%	95%
Other Revenue	9%	7%	6%	6%	6%	5%	5%	5%	5%	5%

SOCIAL SERVICES



	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	1.2	.9	1.4	1.7	1.4	1.3	1.3	1.2	1.9	1.8
State/Fed. Reimbursement	5.3	6.0	6.0	5.9	5.9	6.1	5.6	5.2	4.8	5.0

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
County Cost	19%	13%	19%	22%	19%	18%	19%	19%	28%	26%
State/Fed. Reimbursement	81%	87%	81%	78%	81%	82%	81%	81%	72%	74%

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GENERAL FUND

The General Fund section presents individual department summaries.

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BOARD OF SUPERVISORS

Susan Stimpson
Chairman
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sstimpson@staffordcountyva.gov

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

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

THINKING EFFICIENTLY:

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

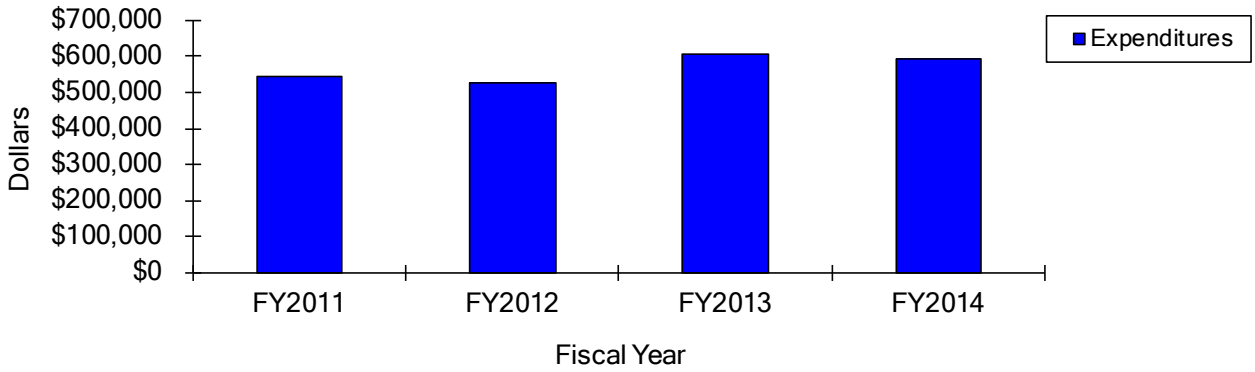
The Citizen Action Officer position provides the Board with a staff member dedicated to working with and resolving the needs, wants, and concerns of County residents. The Citizen Action Officer works with the Board to ensure that constituents receive a comprehensive and timely response to any issues or concerns they may have.

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

BOARD OF SUPERVISORS

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
Costs						
Personnel	$201,384	$197,623	$198,443	$200,540	$2,097	1.06%
Operating	342,014	331,169	408,623	391,170	(17,453)	-4.27%
Local Tax Funding	$543,398	$528,792	$607,066	$591,710	($15,356)	-2.53%
Funded Positions						
Part-Time Positions	7	7	7	7	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health insurance

Operating

- Savings due to new audit contract
- Mobile phone plans
- Funding for certificate classes and training

BOARD OF SUPERVISORS

CORE SERVICES

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

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

DEPARTMENTAL GOALS/OBJECTIVES

- Establish and implement policies that maintain a high quality of life for citizens at the least possible cost
- Approve County and School budgets, levy taxes, appropriate funds
- Maintain and enhance the County's Bond Rating
- Reaffirmed its Board priorities adding a Service Excellence priority

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Adjourned/Special Meetings	2	2	2
Board of Supervisors Meetings	21	22	21
Outputs			
BOS Minutes Archived	23	24	23
BOS Agenda Packages Processed	450	548	550
Ordinances Considered	50	47	50
Resolutions/Proclamations Considered	350	397	400

DEPARTMENTAL ACCOMPLISHMENTS

- Revised the County's financial policies and strategies to achieve a Standard & Poor's bond rating upgrade from AA to an AA+ and a Fitch Ratings increase from AA to AA+. Moody's confirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- Prudently managed budget and maintained fiscal reserves
- Set policies and appointed citizens to Boards, Authorities, Commissions, and Committees
- iPad usage now extends to Planning Commission Agendas and Minutes; the Board of Supervisors Manual (updated annually); the Comprehensive Plan; and the County's adopted budget
- Planned and moved forward Capital Projects including the Parks and Transportation Bond referendums
- Approved and implemented the 311 Call Center to enable and encourage citizen access to County services and information
- Stafford Technology and Science Center was designed to create an atmosphere where business and technology could unite; planned to foster research and technology development; provide professional training and certification programs for the local labor force; offer graduate-level degrees

CAPITAL PROJECTS (Cash Capital)

Maria Perrotte
Chief Financial Officer
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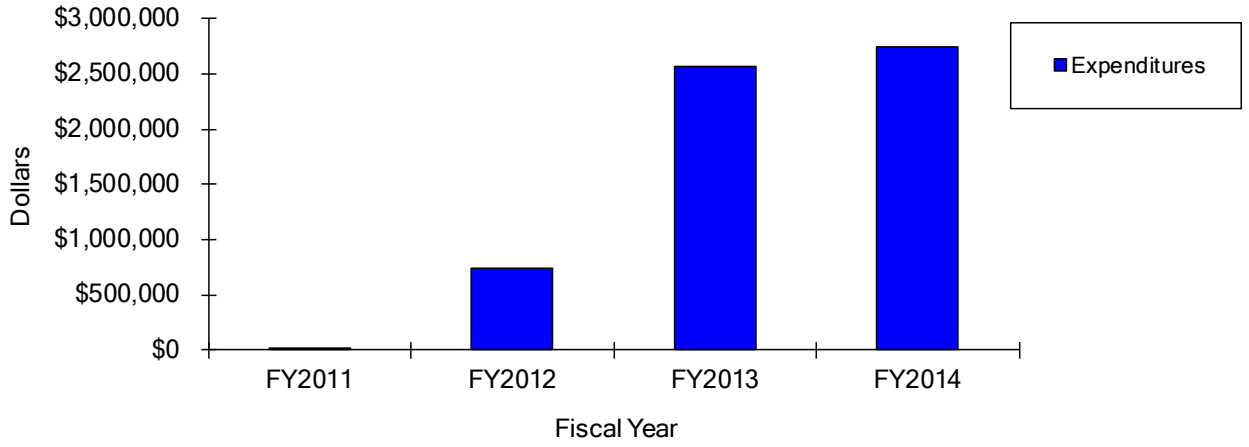
Capital Projects for the County, which are funded by General Fund Revenues, are included in this category. Capital Projects generally have a long life and do not recur annually. The County allocates money in departmental operating budgets for less expensive and smaller projects.

THINKING EFFICIENTLY

The County's financial policies define our pay-as-you-go guidelines. In our continuing efforts to improve the county's bond rating the Board of Supervisors amended the County's financial guidelines to increase the pay-as-you-go policy for County to 3% and Schools to 2% by July 1, 2017.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	$4,994	$0	$0	$0	$0	0.00%
Capital	5,921	743,427	2,565,782	2,747,670	181,888	7.09%
Local Tax Funding	$10,915	$743,427	$2,565,782	$2,747,670	$181,888	7.09%



CAPITAL PROJECTS (Cash Capital)

SIGNIFICANT BUDGET CHANGES

Capital

- Funding of $1,169,287 for Infrastructure
- Funding for Sheriff's vehicles $617,000
- Funding for Fire and Rescue vehicles $824,000

DEPARTMENTAL GOALS/OBJECTIVES

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- An amount equivalent to 2% of general fund expenditures will be set aside for pay-as-you-go capital projects

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
An amount equivalent to 3% of general fund expenditures will be set aside for pay-as-you-go capital projects by FY2017	1.3%	1.9%	2.0%

CASH CAPITAL PROJECTS

Department	Project
Fire Rescue	Ambulances
Information Technology	Public Safety Building Network Equipment Replacement
Parks and Community Facilities Infrastructure	Courthouse Community Center Roof Phase 1 Maintenance Equipment Storage Building and Fencing Government Center Parking Lot Phase 1 Porter Library Roof Replacement
Public Works	Stormwater Permit Compliance

CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

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

The Library acquires processes and makes library materials accessible to citizens, in addition to providing resources and services to meet expressed and anticipated community needs for information, education and recreation. The Library supports educational and cultural needs/interest of the community through library classes and events; provides library resources and services to citizens who cannot or do not use regular library facilities and formats; and provides leadership for the community to link to the Internet.

THINKING EFFICIENTLY:

TECHNOLOGY

- Self-checkout technology is now available at the Salem Church, England Run, Porter, and Headquarters libraries, where 30% of checkouts are accomplished by customers. The Library now also offers a self-checkout option as part of its mobile app. Offering self-checkout options increases convenience for customers, while accommodating increased circulation without hiring additional circulation staff.

COLLECTION MANAGEMENT

- Investment in e-books & e-audiobooks saves valuable space, staff time, and courier demands. The Library's annual e-book and e-audiobook circulation increased to over 40,000 volumes in FY2012. If this increase had come in volumes with a physical format, additional staff would have been required to process and circulate these items.
- CRRL has transitioned to email notices for reserves, saving staff time and postage. Over 80% of all customers now receive their request and overdue notices via email.
- CRRL's mobile app allows DIY renewals/holds/account changes and now enables users to check out items on their mobile devices. Approximately 45,000 queries are made via the app each month. Remote wireless access to library resources allows CRRL to respond to increased public demand without the need for additional staff and equipment. Wi-Fi use by customers using their own computers equates to at least one hundred additional public Library-owned computers.
- Implementing self-serve holds pickup has allowed circulation departments to function efficiently despite staff lost to attrition. More than 350,000 holds are picked up annually with customers at all branches picking up their own holds, thus saving the time of circulation staff who can be redirected to other duties.

OUTREACH SERVICE

- Lobby Stops bring books and other resources to those in nursing homes, assisted living centers and other sites where people are unable to visit a physical building. A small van, a laptop with wireless access, and a friendly and knowledgeable staff person provide services to hundreds of homebound library users in a cost-effective manner.

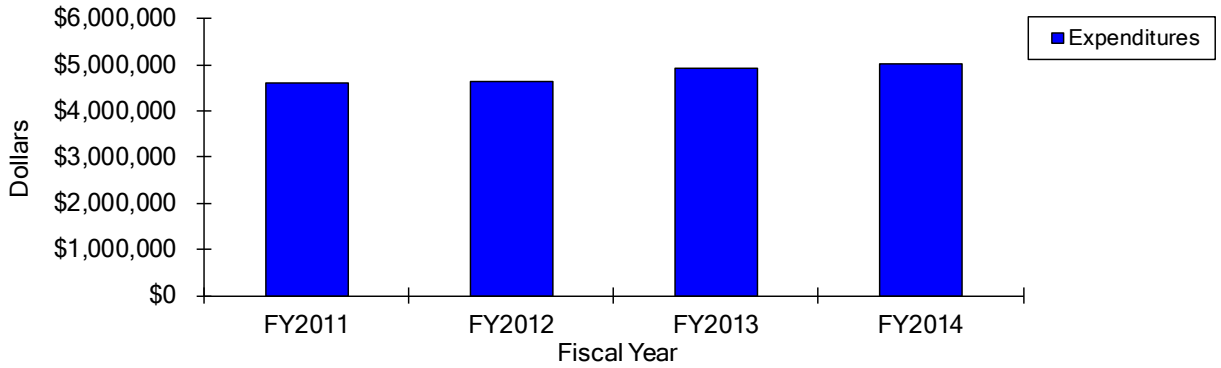
PUBLIC ACCESS

- Restoration of evening and Sunday hours in FY2012 made it easier for library customers to predict open hours and to access library services during popular evening and weekend hours.

CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	$4,652,117	$4,667,212	$4,967,212	$5,067,220	$100,008	2.01%
Total	4,652,117	4,667,212	4,967,212	5,067,220	100,008	2.01%
Revenue	39,961	36,732	40,000	37,000	(3,000)	-7.50%
Local Tax Funding	$4,612,156	$4,630,480	$4,927,212	$5,030,220	$100,008	2.03%



SIGNIFICANT BUDGET CHANGES

Operating

- Mandated Virginia Retirement System increases

CORE SERVICES

Classes and Events

CRRL serves as a civic/cultural/special events center in the County, providing local facilities that enrich and support intellectual and individual growth, therefore enhancing the quality of life for all County residents. Library classes and events offer age-appropriate, free classes and events for families and individuals throughout the year in support of life-long education. Classes include readings by local authors; book groups where children, teens, and adults can find community while enhancing critical thinking skills; lectures by local and national experts; concerts; and summer reading clubs for all ages. Early literacy classes for babies, caregivers, and parents teach adults how to prepare children to start school ready to learn; school outreach teaches students how to use authoritative online resources for school and lifelong education; cultural and educational classes for adults provide enlightening opportunities; and special classes on technology and health teach life skills to seniors.

CORE SERVICES (Continued)

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

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

Core services address:

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

DEPARTMENTAL GOALS/OBJECTIVES:

- Continue to plan for and meet the informational, recreational, and educational needs of a rapidly expanding area.
- Meet Virginia State Standards for public libraries in terms of buildings, collections, and service staff.
- Develop and upgrade technology and computer services to remain current and timely in information delivery.
- Develop and increase materials budget to the median percentage of all public libraries in Virginia, currently 12%.
- Increase service staff to respond to dramatic increases in circulation of materials and reference inquiries.
- Continue upgrades to database systems, hardware, and software for public and staff.
- Continue to work for funding and initial plans for new branch facilities in the region.

DEPARTMENTAL SERVICE LEVELS

Regional Demographics

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outputs			
Book Stock Growth	726,191	747,977	770,416
Library Visits	2,977,364	3,066,685	3,158,685
Number of Classes	3,442	3,545	3,652
Attendance	49,995	51,495	53,040
Service Quality			
Lobby Stops/LEEP Deliveries	73	75	77
Circulation	9,827,151	10,121,966	10,425,624

Stafford Demographics

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outputs			
Book Stock Growth	726,191	747,977	770,416
Library Visits	1,346,309	1,386,698	1,428,299
Number of Classes	1,325	1,365	1,406
Attendance	23,659	24,369	25,100
Service Quality			
Lobby Stops/LEEP Deliveries	30	31	32
Circulation	4,542,266	4,678,534	4,818,890

DEPARTMENTAL ACCOMPLISHMENTS

- 2012 award commended CRRL for cost-effective provision of library service § *Library Journal* in its national rating system named CRRL a Star Library for the fourth year in a row.
- Increased County circulation of materials to 4,542,266 and answered 386,023 information questions.
- Introduced library services through library card registrations to 8,125 Stafford citizens. Sixty-two percent of Stafford County residents now hold active library cards.
- Supported the cultural activities of 63,220 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 160,243 Stafford residents at the Porter, England Run and Headquarters libraries; introduced age-appropriate literature to young people through weekly early literacy classes, monthly book discussions for children and teens, the semester-long Café Book program at middle schools, and summer reading programs
- Trained 5,139 teachers, caregivers, and parents to implement early literacy skills to ensure reading readiness for Stafford children on school entry
- Closely reflecting the CRRL mission to enhance quality of life by meeting the evolving educational, recreational, and information needs of the public, CRRL provided appropriate collections, programs, and technology to achieve the following:
    - Literate population
    - Informed citizenry
    - Productive workforce
    - Strong community
    - Successful children
    - Culturally enriched people

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COMMISSIONER OF REVENUE

Scott A. Mayausky
Commissioner of the Revenue
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smayausky@staffordcountyva.gov

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

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

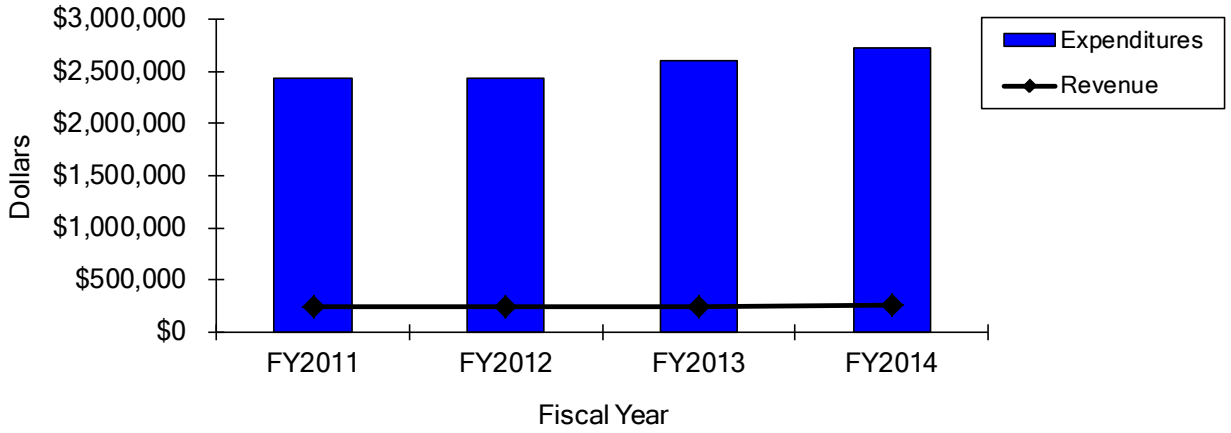
THINKING EFFICIENTLY:

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

COMMISSIONER OF REVENUE

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$2,236,999	$2,154,783	$2,337,791	$2,424,690	$86,899	3.72%
Operating	197,089	276,866	264,290	298,840	34,550	13.07%
Total	2,434,088	2,431,649	2,602,081	2,723,530	121,449	4.67%
Revenue	240,010	236,357	242,033	252,700	10,667	4.41%
Local Tax Funding	$2,194,078	$2,195,292	$2,360,048	$2,470,830	$110,782	4.69%
Funded Positions						
Full-Time Positions	30	29	29	29	0	0.00%
Part-Time Positions	0	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Postage for reassessment notices
- Increase and additional costs for maintenance agreements

COMMISSIONER OF REVENUE

CORE SERVICES

Real estate division

The Real Estate Division of the Commissioner's Office is responsible for maintaining all real property records for the purpose of assessment and taxation. The Commissioner's Office is charged with obtaining, from the Clerk of Court, deed transfers, deeds of correction and other recorded instruments and to process them in a timely manner. By working closely with the general public and other state and local agencies, the Commissioner's office is able to provide timely, accurate and accessible real estate information to the citizens of Stafford County.

Personal property tax

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

State income taxes

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

Food and beverage, transient occupancy, & short term rental taxes

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

Reassessment

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

Audit

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

CORE SERVICES (Continued)

Land Use
The Land Use Program allows for agricultural, horticultural and forest land to be assessed at use value, rather than its market value. The program was implemented to encourage land preservation and the protection of agricultural and rural land while promoting proper land use planning and orderly development.

Real Estate Tax Relief for the Elderly and Handicapped
The Tax Relief program is designed to assist elderly and disabled taxpayers by providing either total or partial tax relief. To qualify, certain criteria must be met: age, income and net worth. Qualified applicants will receive relief on their dwelling and up to one acre of land.

DEPARTMENTAL GOALS/OBJECTIVES

- Provide accurate, timely and equitable assessments. This will ensure that the tax burden is spread equally among taxpayers. By continuing to focus on accuracy and equity we are providing service to both the taxpayers and the county by ensuring the tax system is respected and accepted by the citizens of Stafford County. (BEST value: service)
- Work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts.
- Continue to work with Treasurer's Office to increase access to assessment and tax billing records by developing a joint website offering a full suite of tax services on-line. (BEST values: service and teamwork)
- Continue the on-going process to integrate new website with existing personal property software allowing for the creation of on-line accounts, and tax remittances.
- Utilize wireless technology to allow for on-site data collection. The idea for on-site electronic data collection grew out of the desire of our staff appraisers to be able to collect and analyze data while in the field. This will improve our accuracy of assessments as well as improve our efficiency. (BEST value: empowerment)

DEPARTMENTAL ACCOMPLISHMENTS

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

COMMONWEALTH'S ATTORNEY

Eric L. Olsen
Commonwealth's Attorney
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ericolsen@staffordcountyva.gov

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.

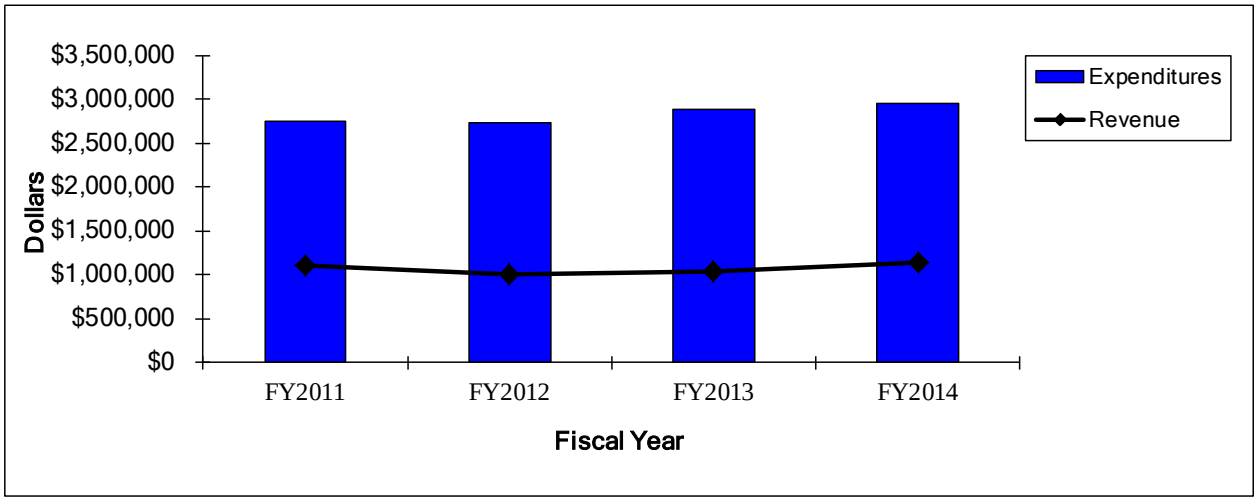
THINKING EFFICIENTLY:

- With relocation to the new Chichester Building, the Commonwealth's Attorney's and Victim Witness Offices anticipate numerous efficiencies:
  - Decrease in operating budget for leased space, which includes monthly rent, 1st and 2nd half real estate taxes, electric, additional fax line and additional internet access
  - The convenience of having staff located in one building
  - Convenience to the public with centralized Commonwealth's Attorney's and Victim Witness Offices (less confusion of divided, unmarked offices)
  - Waiting areas, conference rooms and private offices offer confidentiality to victims
  - Centralization of staff will strengthen communication and effectiveness
  - More time effective and efficient with centralized file space
- The Commonwealth's Attorney's Office has recently partnered with the National Insurance Crime Bureau (NICB). NICB Special Agents utilize their collective resources, nationwide, to assist in a variety of investigations. The NICB assists the Commonwealth's Attorney's Office with prosecution in cases such as theft, fraud, healthcare fraud and any other insurance related crime. The resources of NICB are offered at no cost to Stafford County.
- Kahn, a labrador retriever, joined our staff on February 21, 2012 as Virginia's first Courthouse Dog. Kahn works with children and adult victims of sexual assault, domestic violence, elder abuse and other violent crimes. His job is to provide comfort during various aspects of the often harsh criminal justice proceedings such as pre-trail interviews and before/after court testimony. This initiative and invaluable program is not just a short-term goal, but a long-term service commitment to the department, County and citizens.

COMMONWEALTH'S ATTORNEY

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$2,559,342	$2,549,245	$2,720,543	$2,807,580	$87,037	3.20%
Operating	187,500	185,884	171,060	148,490	(22,570)	-13.19%
Total	2,746,842	2,735,129	2,891,603	2,956,070	64,467	2.23%
Revenue	1,106,493	1,009,291	1,044,504	1,140,700	96,196	9.21%
Local Tax Funding	$1,640,349	$1,725,838	$1,847,099	$1,815,370	($31,729)	-1.72%
Funded Positions						
Full-Time Positions	25	25	25	25	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Rental no longer budgeted as offices have been relocated to the new Chichester Building
- New case management system maintenance contract

COMMONWEALTH'S ATTORNEY

CORE SERVICES:

- Prosecute felonies and misdemeanor appeals in Circuit Court
- Prosecute felonies and misdemeanors in General District Court
- Prosecute 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
- Provide Legal advice/training to state & local law enforcement agencies
- Protect the rights of victims and witnesses

DEPARTMENTAL GOALS/OBJECTIVES:

- Enhance the security of the citizens of Stafford County in their homes and daily lives by providing successful prosecution of criminal cases
- Continue educational programs to ensure a high level of legal competence and knowledge of crime victims' rights for all Stafford County prosecutors and Victim/Witness Program
- Ensure that all criminal cases are fairly assessed and cases are meritoriously prosecuted to the fullest extent of the laws while taking into consideration the rights of the victims and witnesses
- Track Show Causes for repeat offenders
- Maintain high level of professionalism
- Monitor and encourage active collection of delinquent fines and court costs for all courts
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency
- Increase the amount of state grant funding to support Victim/Witness Program
- Increase County share of fines assessed in criminal cases
- Increase County outreach aimed at preventing crime

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Victims' services new cases (V/W only)	856	900	900
Protective Orders Generated	187	225	200
Prep/submission of victim restitution to court (V/W only)	$369,127	$100,000	$150,000
Criminal Injuries Compensation Fund victim claim awards	$45,576	$20,000	$25,000
Victim Witness Volunteer Hours	306	0	200
Cases Prosecuted with Sexual and Domestic Spousal Victim Fund Grant (CA only)	167	160	160
Courthouse Dog (new cases)	N/A	N/A	55
Outputs			
Circuit Court - Criminal cases, to include Indictments, Misdemeanor Appeals, Probation Violations and Sentencings	5,846	6,000	6,200
General District Court - Criminal cases, to include Misdemeanors, Felonies and CA/SC/Other; Traffic Cases, to include Infractions, Misdemeanors, Felonies and CA/SC	10,874	12,500	12,500
Juvenile & Domestic Relations Court -Criminal cases, to include Delinquency, Misdemeanors, Felonies, CA/SC/Other and Criminal Support	3,270	3,300	3,500
Service Quality			
Victim Witness participation with local agencies providing crime victim awareness and training (meeting frequency)	35	42	35
Hours of training received by Commonwealth's Attorney and Victim Witness Staff Members	1,319	1,500	1,500
Collection of delinquent fines and costs for courts (Contracted)	$851,120	$950,000	$925,000

COMMONWEALTH'S ATTORNEY

DEPARTMENTAL ACCOMPLISHMENTS

- The Commonwealth's Attorney's Office continues to protect public safety within our county through the aggressive and comprehensive prosecution of those who commit crimes in our community
- Commonwealth Attorney elected Vice President of the National District Attorneys Association
- Deputy Commonwealth Attorney elected to the National District Attorneys Association Board
- Commonwealth Attorney elected to the Virginia Association of Commonwealth's Attorneys Board
- Commonwealth Attorney and Victim Witness staff, including Kahn, participated in Stafford County's National Night Out in August, 2012
- Successful implementation of Virginia's first Courthouse Dog Program in February, 2012

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STAFFORD
Virginia

Cradle of Opportunity

STAFFORD COUNTY
Cooperative Extension

Guy Mussey
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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?

VCE endeavors to diligently partner with the agencies listed below to pool resources and minimizes duplication of services while reaching a broader demographic clientele.

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

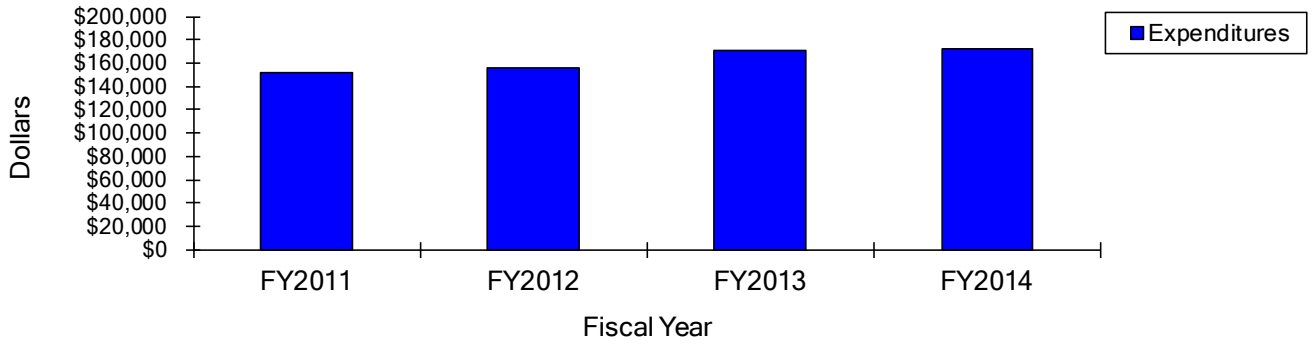
Where have we partnered with community organizations?

- Rappahannock Regional Solid Waste Management Board (R- Board) – composting classes
- Stafford Victory Garden Committee – plant and maintain demonstration gardens
- Stafford 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
- Tri-County Soil and Water Conservation District
- Rappahannock Area Agency on Aging
- Rappahannock Council on Domestic Violence
- Smart Beginnings Rappahannock Area
- Rappahannock Area Office on Youth
- Rappahannock Area Community Services Board
- Boys and Girls Club
- Chaplin Youth Center
- Hope House – 4-H Community Service

STAFFORD COUNTY
Cooperative Extension

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$79,425	$83,803	$85,981	$88,030	$2,049	2.38%
Operating	72,411	72,080	84,243	84,240	(3)	0.00%
Local Tax Funding	$151,836	$155,883	$170,224	$172,270	$2,046	1.20%
Funded Positions						
Part-Time Positions	4	4	4	4	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Full year of FY2013 pay for performance

CORE SERVICES:

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

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

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, connects resources, and build partnerships.

DEPARTMENTAL GOALS/OBJECTIVES:

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

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Gypsy Moth (GM) Egg Mass Surveys	750	780	850
Gypsy Moth (GM) Monitoring Activities (traps)	73	80	100
Outputs			
ANR/4-H/GM Programs (Contacts/Volunteers/Program Participants)	30,396	31,916	33,512
ANR,4-H/MG Volunteer Dollar Value Gained	$337,655	$354,537	$372,264
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	168	175	185
Efficiencies			
Cost Per Acre Sprayed for Gypsy Moth Suppression	0	$45.00	$50.00
Cost per VCE Program Participant/Contact*	1.81	$1.76	1.80

*Based on actual cost of salaries of ANR Agent, and 4-H staff positions housed in Stafford County
*FCS Agent figures unavailable

DEPARTMENTAL ACCOMPLISHMENTS

VCE 4-H Youth Development

- In 2012, Stafford 4-H has engaged about 200 youth in environmental science, animal science, natural resources education, agriculture, engineering/technology via community based clubs.
- Stablemates 4-H Horse Club offers horse & pony care & maintenance to youth age 5-1.
- Stafford County 4-H continues to host students for the International 4-H Exchange program. The 16 year old student is currently enrolled at Brooke Point HS.
- Stafford 4-H youth participated in local, district, and state 4-H presentation, public speaking and talent contests.
- Stafford 4-H Livestock Club participated in the annual Fredericksburg Area 4-H and FFA Show & Sale and the Fredericksburg Fair, Prince William & Caroline Co. Fairs, & in the VA Jr. Livestock Expo held in Rockingham, VA.
- Leaders-4-Life Communications & Expressive Arts 4-H Community Club at Garrison Woods (identified underserved audience within community; high risk youth) enjoyed another tremendously successful year.
- Stafford 4-H continued to offer Junior Master Gardener programs to youth ages 9 and up.
- Conducted 3 teen-led counselor trainings for the 2012 Stafford/Prince William 4-H Junior Camp.
- Participated in the 2012 Hartwood Days Festival; CRRL End-of-Summer Reading Celebration; & SCPS Learn & Serve Volunteer/Career Fair.
- 4-H Participation in 2012 D.A.R.E. Day sponsored by the Stafford County Sheriff's Department.
- 2012 4-H Junior Camp (a summer residential/overnight camp) had 103 youth & 5 adult volunteers participating.
- Conducted *The Reality Store* for 6th - 8th grade students at Stafford MS.
- Began a partnership with the Chaplin Youth Center to provide financial education for at-risk youth.
- Four-H Sew What? Club crafted "quillows" (a quilt & pillow combination) & gave them to the Stafford County Sheriff's Office.

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

VCE Family and Consumer Sciences

- 97 residents of Stafford & Spotsylvania Cos. participated in a drinking water clinic to have their private wells tested.
- *ServSafe* – 32 Spotsylvania & Stafford food service employees took ServSafe classes in 2012.
- 176 students at Colonial Forge HS participated in an intensive Food Safety Course.
- 3 Master Food Volunteers worked in the community promoting proper nutrition.
- 2 Master Financial Education Volunteers worked in the community promoting basic budgeting and finance.
- Stafford County Men's Diversion Center – 72 inmates completed a chronic disease prevention program in 2012.
- *Foods and Skills* – this parent education series was held for Head Start families in Stafford County.
- *Healthy Weights for Healthy Kids* nutrition & physical activity series was conducted at Fredericksburg Regional Boys and Girls Club which serves Stafford County, reaching thirty (30) at-risk youths in 2012.
- Information booths run by FCS staff/ volunteers provided hundreds of Stafford residents with accurate health and nutrition information.
- Childcare Training- 2 classes for childcare providers were presented to twenty (20) Stafford County providers.
- 629 low income adults took the *Adult Food & Nutrition Program* and 3,006 low-income youth took the *Youth Food & Nutrition Program*.

VCE Agriculture and Natural Resources

- *Smart Green Lawns* a new service-oriented program was initiated in 2012.
- 66 residents took a composting class to teach them how to compost yard wastes & reduce waste in the landfill.
- 6 weekly Plant Clinics were held at various locations throughout the growing season.
- A new program was initiated in 2012 to teach horticultural skills to residents at the Chaplin Youth Center.
- 17 residents took the *Home Landscape Course for the Gardening Novice*.
- A *Tree and Shrub Identification Course* was offered for active Master Gardeners and local residents this spring.
- A 60 hour Master Gardener Course was held at the Stafford County Extension Office to accommodate those residents in that part of PD16.
- Newspaper Articles – 7 informative articles were published in The Free-Lance Star.
- Stafford County 4-H Junior Camp Entomology Class – Attended 4-H Junior Camp to teach campers about insects and teach each child how to make an insect collection.
- Distributed 271 soil test kits.
- 63 talks and classes were given in 2012.

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STAFFORD
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CORRECTIONS

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

Stafford, a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania, is represented by three members on the 12-member Authority. The Rappahannock Regional Jail Facility (RRJF), a 662-bed facility, opened in July 2000 and was expanded to 1,200 beds. Total project costs are approximately $65 million. Stafford will share, with the other participating jurisdictions, a long-term $40 million debt that partially finances the project. Stafford's share of the debt service is estimated to be 46.23% of the $4,286,734 annual payment. $25 million, which was financed through short-term borrowing, was paid off in December 2001.

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

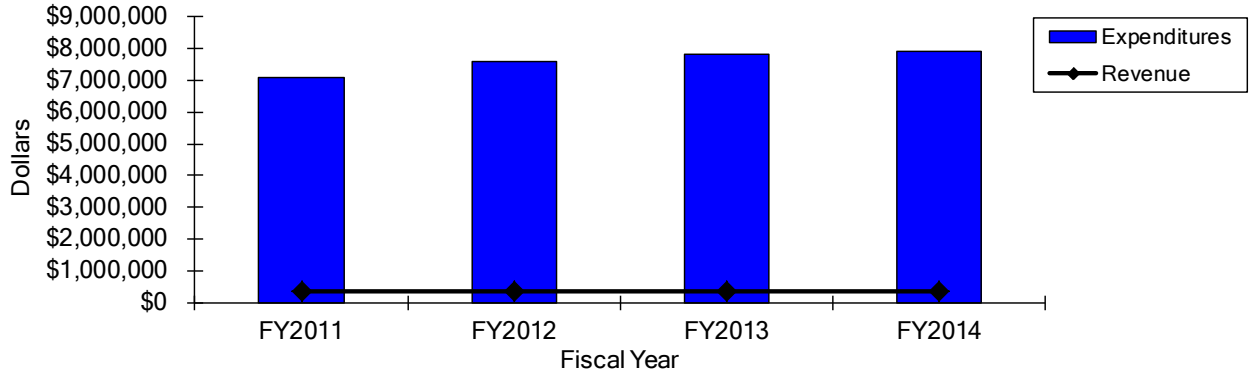
JUVENILE DETENTION CENTER

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

CORRECTIONS

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Jail						
Operating	$5,607,880	$4,546,085	$4,815,662	$5,018,014	$202,352	4.20%
Debt Service	0	1,259,084	1,605,454	1,442,950	(162,504)	-10.12%
Total	$5,607,880	$5,805,169	$6,421,116	$6,460,964	$39,848	0.62%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	$5,307,880	$5,505,169	$6,121,116	$6,160,964	$39,848	0.65%
Juvenile Detention Center						
Operating	$1,463,433	$1,596,146	$1,187,341	$1,254,935	$67,594	5.69%
Debt Service	0	210,630	210,589	210,381	(208)	-0.10%
Total	$1,463,433	$1,806,776	$1,397,930	$1,465,316	$67,386	4.82%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	$1,423,433	$1,766,776	$1,357,930	$1,425,316	$67,386	4.96%
Corrections						
Operating	$7,071,313	$6,142,231	$6,003,003	$6,272,949	$269,946	4.50%
Debt Service	0	1,469,714	1,816,043	1,653,331	(162,712)	-8.96%
Total	$7,071,313	$7,611,945	$7,819,046	$7,926,280	$107,234	1.37%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	$6,731,313	$7,271,945	$7,479,046	$7,586,280	$107,234	1.43%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase in salaries and health insurance for the Regional Jail personnel
- Increase in Stafford County share of population in the Juvenile Detention Center

Debt Service

- Jail Authority's fund balance was used to reduce the subsidy for the Regional Jail debt service in FY13

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Inmates accounted for each day	100%	100%	100%
Outputs			
Inmates detained without escape	100%	100%	100%
Service Quality			
Days Jail Staff is free of injuries from confrontations	100%	100%	100%
Inmates who take General Equivalent Diploma (GED)	160	160	160
Inmates who participate in Work Release Program (ADP)	150	150	150
Stafford County Jurisdictional Share	41.75%	42.96%	42.51%

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STAFFORD
Virginia

Cradle of Opportunity

COUNTY ADMINISTRATION

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Our Mission: To fulfill the Board of Supervisors priorities for the community, which include Public Safety, Education, Economic Development, Infrastructure, Service Excellence, all encompassed by Reducing the Tax Burden and Fiscal Responsibility, by ensuring 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 raise a family.

THINKING EFFICIENTLY:

County Administration continues working with the Board of Supervisors and staff to cultivate a premiere community in Stafford County. The Board reaffirmed its priorities in February 2012, and added the Service Excellence priority. Staff's work over the past year aligned with those priorities. For example, because of the Board's and staff's work to be innovative and search for savings, we ended FY2012 with $5.1 million positive results of operations. We also met the Board of Supervisors goal of having 12 percent of General Fund Revenues in our Unallocated Fund Balance ($29.6 million). We continue to spend less than our peer localities at $632 for general government spending per capita and $85 for lowest general government administration spending per capita. Our adherence to several strict financial policies that limit debt, maintain reserves, estimate revenues conservatively and spend less than our adopted budgets continued to strengthen our financial standing, which led to Fitch Rating Services upgrading the County's bond rating to AA+. This follows Standard & Poor's upgrade of the County's bond rating from AA- to AA in 2011.

Enhancing customer service continues to be a focus of County Administration, and staff was involved in many initiatives in this area. The Public Information Office and the Citizens Assistance Office, in partnership with County departments, went live with the 311 Service. 311 is a phone line dedicated by the FCC for local government information. It is used by localities across the United States and treated as a one-stop shop for all incoming calls. Callers who dial 311 in Stafford will connected directly to the Citizens Assistance staff, whose goal is to handle phone calls from beginning to end. The 311 Service is provided using existing resources.

In addition to the 311 Center, staff also opened a Community Development Service Center that serves as a central location for any resident or business representative who has to apply for a permit. Case managers at the Community Development Service Center walk them through the permitting process from start to finish, answer their questions and keep them informed through the process toward a successful completion of their project.

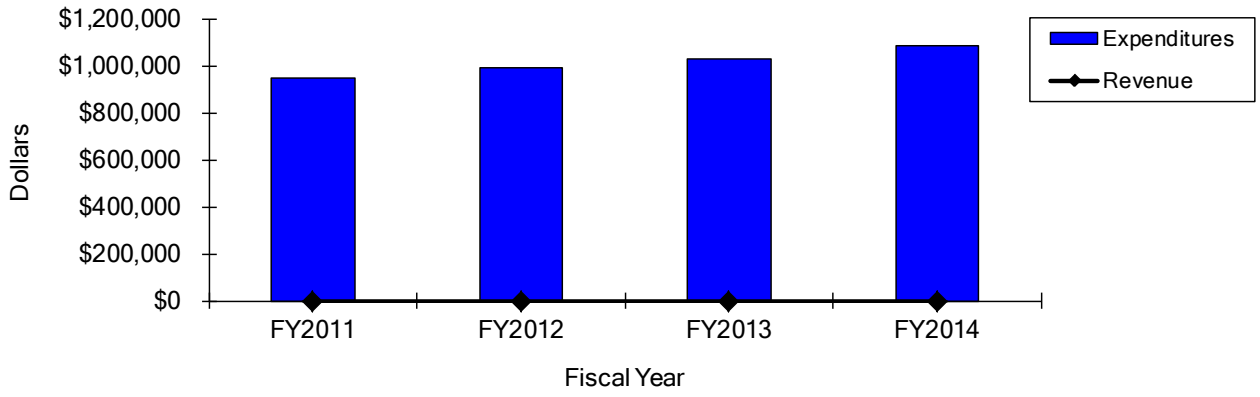
The Board of Supervisors adopted a County Communications Plan in 2012, which established a theme for public communication among County officials, employees, citizens, news media representatives and others requiring information about County issues, programs, projects, services and activities. A focus of this plan is to enhance existing resources to inform the community. Consistent with that focus, Public Information staff partnered with Parks, Recreation and Communication Services to revamp the quarterly Parks and Recreation brochure and provide more news and information to readers. The first issue was distributed in the fall of 2012.

In addition to these initiatives, County Administration staff provides support to many Board committees and commissions including the 350th Blue Ribbon Anniversary Committee and the newly formed Armed Services Memorial Commission.

COUNTY ADMINISTRATION

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$926,762	$948,617	$970,415	$1,015,780	$45,365	4.67%
Operating	25,649	44,808	63,248	70,310	7,062	11.17%
Local Tax Funding	$952,411	$993,425	$1,033,663	$1,086,090	$52,427	5.07%
Funded Positions						
Full-Time Positions	9	9	9	9	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Maintenance for mobile APP

COUNTY ADMINISTRATION

CORE SERVICES

Executive Management and Leadership

Oversees the proper and efficient administration of all services, programs and activities over which the Board of Supervisors and County Administrator have authority. Leads and encourages professional development among staff, and implements programs to engage all staff in high quality customer service.

Legislative Facilitation

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

Staff Support to the Board of Supervisors

County Administration ensures that all departments work together to assist the Board in meeting constituent needs, finding resolutions to their problems and answering their questions about government services; coordinates meetings of the Board subcommittees; and provides administrative support to enable Supervisors to fulfill their responsibilities as elected officials.

The Chief Deputy Clerk and the Deputy Clerk coordinate meeting agendas, oversee preparation of agenda packets on the Web and via iPad transmission, process resolutions, ordinances, and proclamations as approved by the Board. Attends Board meetings, and transcribes minutes for the permanent record book. The Chief Deputy Clerk oversees meeting and travel planning, office management, preparation of statistical and financial reports including budget preparation/oversight for the County Administrator's office, the Board of Supervisors, and the Clerk to the Board.

Public Information

The role of the Public Information staff is to act as the main information connection and customer service liaison to elected officials, staff, citizens and the general public by providing open, timely and accurate information about County services through all available outlets including the media, Internet and customer service representatives so they can make educated decisions about living and working in Stafford County. The goal of the staff is to implement a strategic communications plan that supports the Board of Supervisors goals and priorities.

The Director of Communications 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. The Director also provides oversight for the Human Resources Department, working with the staff to ensure compliance with federal and state employee laws as well as managing employee engagement and professional development programs.

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 an AAA.
- Continue to enhance the financial stewardship of the County

The above goals support the Principles of High Performance Financial Management and the Board of Supervisors Priorities for the community.

- Maintain an organizational performance measurement system;
- Implement total compensation program;
- Lead the County's customer service training program to ensure all employees deliver the highest quality customer service;
- Direct the County's organizational development initiatives to ensure that every employee has the opportunity for professional development that will enhance their abilities and skills in providing services to customers;
- Administer equitable, efficient, and high quality delivery of services to citizens, businesses and visitors;
- Develop more proactive and effective means of communication with employees and the public by using different technologies to reach diverse groups;
- Improve communications with the Schools to ensure more efficient delivery of services.
- Continue to implement the County's Communications Plan that supports the Board of Supervisors goals and priorities
- Enhance professional development of employees through various professional development programs, including BEST University and other resources.
- Enhance volunteer program through Citizens Assistance and increase savings to County through volunteer services
- Develop partnerships within the community to address social challenges and encourage civic engagement;

The above goals support our B.E.S.T. values

- Continue to promote positive image of Stafford County Government through various media outlets, community organization meetings, Citizens Academy, and Social Media tools.
- Continue efforts to gain regional and national publicity that promote Stafford County as a high-performing local government and a premiere community.
- Implement the Board of Supervisors priorities for the community and follow-up on Action Items.
- On-time agenda preparation and iPad transmission for twenty-one (21) regularly scheduled Board of Supervisors' meetings.

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Maintained AA Bond Rating	100%	100%	100%
% of participants in Citizens Academy (20 students per session)	100%	75%	100%
Percent of employees who enroll in customer service training (based on total number of employees)	50%	50%	59%
Reduction of calls to departments for general government information following establishment of 311 Center	N/A	NA	25%
Outputs			
BOS Agenda Packages Processed	454	548	550
Action Item Directives from BOS	585	735	750
BOS Requests for Constituent Assistance Processed	361	400	400
# of External Public Information Documents Produced	500	600	750
Number of Citizen Education Programs	25	30	40
Number of internal communications/programs	200	225	300
Number of walk-in customers assisted	75,000	80,000	65,000
Number of phone inquiries/complaints processed	15,000	20,000	28,000
Efficiencies			
On-time agenda preparation and iPad transmission (beginning 1/3/12)	N/A	21	21
External documents per PIO staff	150	300	450
Special events handled per PIO staff	25	30	35
Internal communications/programs per staff (2 PIO staff)	100	125	175
Citizen inquiries/complaints per staff (2 Cit. Assisstance staff)	700	850	1,015
Printed/online news articles generated by the media	625	800	1,000

DEPARTMENTAL ACCOMPLISHMENTS

- Assisted with revisions of Board's financial policies and strategy to achieve Standard & Poor's bond rating upgrade from AA to an AA+, Fitch Ratings from AA to AA+, and Moody's confirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.
- Maintained all Reserve funds including undesignated fund balance, capital projects reserve, Rainy Day Reserve (for unforeseen circumstances), and Stafford Opportunity Fund for economic development projects
- Provided 311 service with existing resources
- Revamped Parks and Recreation Activities brochure to include more news and information (now called the *Stafford Magazine*).
- Maintained tracking and support of the Board of Supervisors' long term goals (deliverables)
- Implemented electronic Board packages through use of iPads for Board of Supervisors
- Opened "Stafford Store" at George L. Gordon, Jr. Government Center
- Updated *Guide to County Government* for the Board of Supervisors and Enhanced monthly statistical report for Board of Supervisors with additional information
- In our efforts to achieve the standards of a high performance organization we have facilitated leadership development and critical thinking for senior management. Enhanced communication with employees and conducted annual Citizens Academy to include an "on the road" academy at the Falls Run community.
- Assisted with public information efforts for various issues/events including Community Development Services Center, 311 Service, 350th Anniversary planning, Leeland and Brooke commuter parking lots expansions, ribbon cutting for newly installed sidewalks at Falmouth Bottom, opening of segments of the Belmont-Ferry Farm Trail, groundbreaking for new terminal at Stafford Airport, public safety bill signing ceremony with Virginia Governor McDonnell and opening of Stafford Tech and Research Center,
- Assisted with numerous other special events including commemoration of 11th anniversary of September 11, Student Government Day, Day of Caring, and United Way Yard Sale.
- Conducted third grade tours for 7 Stafford elementary schools for a total of 800 students
- Gained approximately 16,156 hours of service by volunteers through Citizens Assistance at a value of $420,056 (an increase of 35% over 2011.
- Initiated development of a Countywide Customer Service Certification Program.

COUNTY ATTORNEY

Charles L. Shumate
County Attorney
540-658-8636
cshumate@staffordcountyva.gov

Our mission is to provide high-quality and timely legal counsel and representation to the Board of Supervisors, the County, the County Administrator, County departments and staff, and the Constitutional Officers and their staffs.

This mission includes advising, representing, and defending the Board, the County, the County Administrator, County departments and County staff, and Constitutional Officers (i) in litigation before Virginia and Federal Courts at all levels, (ii) in administrative or quasi-judicial proceedings, and/or (iii) in enforcing County Ordinances, Resolutions, and/or decisions. The County Attorney's Office provides legal advice on a daily basis to the Board, County Administrator, County Departments and staff, and Constitutional Officers and their staffs, as requested, in connection with the duties and responsibilities of these departments and officers.

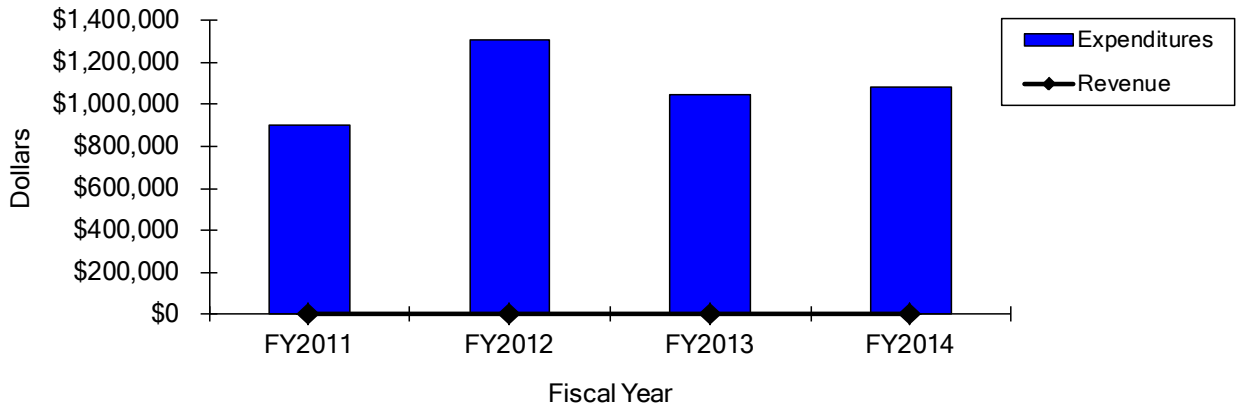
THINKING EFFICIENTLY:

- Continue to use standard forms for departments and Constitutional Officers to use to send in legal questions, opinion requests, and/or have information reviewed.
- Drafted and partnered with departments and Constitutional Offices to draft and review new ordinances, resolutions, amendments to existing ordinances, and memoranda of agreement/understanding.
- Partnered with County Administration and departments to ensure legality and accuracy of Board packages.
- Partnered with Planning & Zoning, Public Works, Utilities, and Parks and Recreation, in reviewing all deeds, easements, agreements, etc. to ensure legality and accuracy. Continue to refine the process and checklist to improve efficiency.
- Partnered with County departments and staff to review public hearing ads and meeting notices.
- Continue to partner with the Treasurer's Office and Utilities Department to recover debts owed to the County, through the General District Court and the bankruptcy courts.
- The Office continues to support the Board, County Administrator, and County departments and staff in pursuing the Board's adopted priorities in an efficient and cost-effective manner, including economic development, transportation improvements, and constructing new and improving existing parks and recreation facilities.
- The Office continues to work efficiently and to identify cost-savings, by leveraging existing resources, closely monitoring outside legal expenses, and cutting non-essential expenses.
- The Office continues to support the Board, County Administrator, and County staff in identifying and realizing efficiencies and cost-savings, and maximizing current and potential resources.
- The Office continues to implement and improve internal workflows and assignment processes to improve office efficiency, communication, and oversight.
- The Office continues to partner with the Purchasing Office and other County departments and staff to advise them regarding procurement issues. This includes reviewing proposed contracts for goods and services to help ensure that the County acquires the highest-quality goods and services at the best value to the taxpayers

COUNTY ATTORNEY

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$633,290	$775,581	$806,823	$850,340	$43,517	5.39%
Operating	269,279	529,584	242,665	233,590	(9,075)	-3.74%
Local Tax Funding	$902,569	$1,305,165	$1,049,488	$1,083,930	$34,442	3.28%
Funded Positions						
Full-Time Positions	7	7	7	7	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Employee reclassification

Operating

- Decrease in legal fees

COUNTY ATTORNEY

CORE SERVICES

- Provide daily legal advice and representation to the Board of Supervisors, the County Administrator, the County departments and staff, and Constitutional Officers, including (i) interpreting federal, state, and County laws, ordinances, resolutions, and regulations, and (ii) enforcing the County Code, and County ordinances, resolutions, policies, and decisions.
- Provide legal advice to various Boards, Commissions, Committees, and Task Forces appointed by the Board of Supervisors, including the Planning Commission, the Telecommunications Commission, and the Tow Boards.
- Draft, review, and/or approve (i) ordinances and resolutions for consideration by the Board, (ii) deeds and plats for dedications of rights-of-way and easements to the County, (iii) deeds and plats for the acquisition of real property by the County, (iv) contracts and purchase agreements for the purchase of goods and services, construction, and acquisition of real property by the County, (v) leases, (vi) memoranda of agreement/understanding, (vii) public hearing advertisements, (viii) FOIA responses and subpoena responses, and (ix) COIA advice/opinions.
- Provide collection services to collect debts owed to the County, including utility fees (by filing warrants in debt in court) and filing claims in bankruptcy cases for money owed the County.
- Handling garnishment proceedings filed with the County through the courts.

DEPARTMENT GOALS/OBJECTIVES

- Provide legal advice and assistance to County staff in support of economic development efforts and opportunities.
- Provide legal guidance in support of the implementation of the approved County Road Bond and other transportation projects, from procurement through construction, including property acquisition and condemnation (if necessary).
- Provide legal advice in support of the implementation of the approved County Park Bond projects and other parks and recreation projects, including procurement of services and property acquisitions.
- Provide legal advice to staff to implement the amended Comprehensive Plan, including zoning and subdivision ordinance amendments, and form-based code provisions.
- Provide legal advice regarding proposed transfer of development rights (TDR) ordinance.
- Continue to defend, and assist outside counsel in defending, the County in litigation, including, but not limited to, tax assessment challenges, construction claims, and securities claims.
- Coordinate closely with Planning and Zoning and Code Administration to aggressively pursue zoning enforcement and other Code enforcement issues.
- Provide legal support to the Deputy County Administrator, County staff, and the County's legislative liaison to pursue the Board's legislative agenda before the General Assembly.

DEPARTMENT SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Advise the Board of Supervisors, Planning Commission and other BACCs, County Administration and County staff, and Constitutional Officers and their staffs (Manual Tracking)	775	825	825
Property acquisition and deed of dedication review (Manual Tracking)	475	515	515
Outputs			
Litigation (open zoning violations and general civil cases) (Manual Tracking)	75	75	75
Service Quality			
Provide legal advice to County Administration, County departments, and Constitutional Officers (# of files, written opinions, phone, and staff consultations) (Manual Tracking)	2,400	2,600	2,625
Efficiencies			
Monetary Collections (including bankruptcy and utility collection cases) (Manual Tracking)	925	1,000	1,000

DEPARTMENT ACCOMPLISHMENTS

- Supported the Board and staff in implementing the County Road, Park Bond, and other transportation and parks/recreation projects, including procurement of services, and real property acquisitions and condemnations.
- Supported the Board in adopting Zoning Ordinance amendments that implemented the amended Comprehensive Plan.
- Provided legal advice and assistance to the Board and County staff in support of the Board's economic development goals, efforts, and opportunities.
- Supported the Board in its adoption of the Embrey Mill CDA.
- The number of outstanding litigation matters filed against the County has been reduced with in-house staff, attorneys provided by the County's insurance carrier, and retained outside counsel. Successful litigation results include: (i) North Stafford Associates and Garrett, et al., tax assessment cases were continued through FY2013; (ii) VEC appeal; and (iii) zoning violations.
- Assisted staff in acquiring or in the process of acquiring real estate and easements for, among other things, road, sidewalk, utility, and park and recreational improvements.
- Supported County staff and the 350th Anniversary Committee in the Committee's efforts.
- Supported the Board and County staff in the Board's consideration of amendments to the County's road impact fee program and ordinance.
- Continued to bring Human Resources legal advice in-house.

JUDICIAL ADMINISTRATION (COURTS)

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

Our aim is to assure that disputes are resolved justly, promptly, and economically through a court system unified in its structures and administration.

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

THINKING EFFICIENTLY:

Clerk of the Circuit Court

It is the Clerk's responsible to administer the Circuit Court's judicial proceedings and to serve as record keeper for the County.

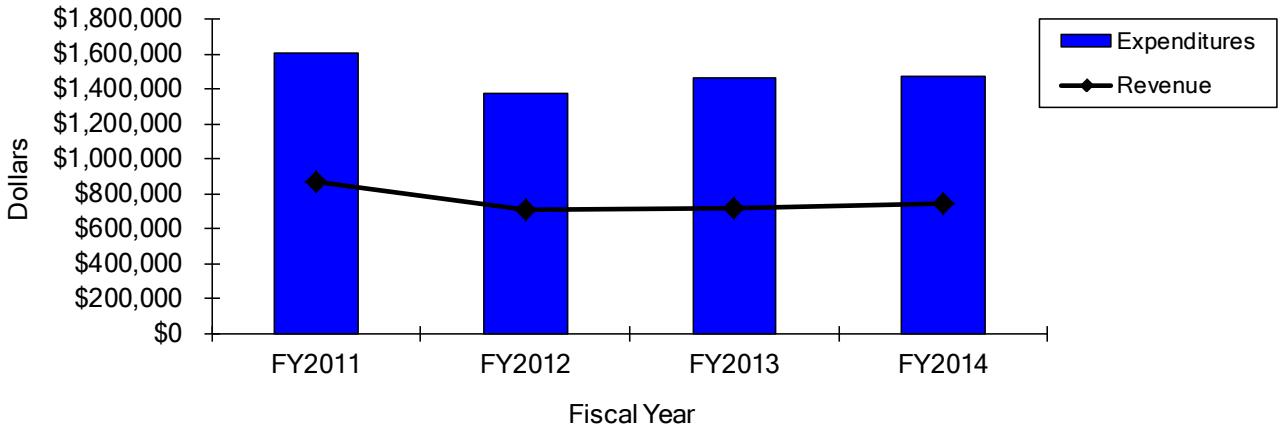
- During the last eight months, six deputy clerks took on the project of moving old records to the storage room. They boxed 252 file cabinet drawers and moved them to storage. These were court cases that needed to be processed for purging. With the assistance of two volunteers who were sorting, indexing and scanning what needed to be scanned for permanent record, they were able to purge and shred the files here in the office, saving the cost of hiring an outside vendor for the job.
- In addition, they also re-arranged old case papers, moved 171 old land books, 21 plat books, fee books, warrant register books, docket books, fund registry process books, misc. receipts books etc. to the storage room.

These employees completed the project while keeping their work up to date.

CLERK OF THE CIRCUIT COURT

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$1,312,235	$1,108,860	$1,170,648	$1,174,970	$4,322	0.37%
Operating	284,858	266,051	295,882	295,880	(2)	0.00%
Capital	7,500	0	0	0	0	0.00%
Total	1,604,593	1,374,911	1,466,530	1,470,850	4,320	0.29%
Revenue	869,590	711,725	714,760	744,700	29,940	4.19%
Local Tax Funding	$735,003	$663,186	$751,770	$726,150	($25,620)	-3.41%
Funded Positions						
Full-Time Positions	19	18	18	18	0	0.00%
Part-Time Positions	2	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- New staff starting salary lower than budget

JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Court Administration
The administrative function of the Clerk's Office handles all civil cases with claims of more than $15,000. It shares authority with the general district court to hear matters involving claims between $4,500 and $15,000; family matters such as divorce and child custody issues; criminal cases; felonies and misdemeanors. Circuit Court partners with the Stafford Sheriffs Office, the Commonwealth Attorneys Office, and Circuit Court judges from arrest to conviction. The Clerk's Office has maintained status quo and has provided the same quality of service to the public and the other departments, such as Victim Witness, Probation and Parole, Virginia State Police, Department of Corrections. Every one of these departments has grown and its workload has increased. Circuit Court also hears appeals cases from general district court and juvenile and domestic courts, prepares appeals for Circuit Court decisions that go to the Court of Appeals and Supreme Court of Virginia. Collects fines, cost and restitution awarded in circuit court cases.

Jury Management
The Clerk's Office manages jury operations for the courts and is responsible for jury questionnaires to establish a qualified jury pool, issue summons for dates of appearance, prepares lists for attorneys and judges, summons grand jurors and special grand jurors as needed.

Probate Judge
Circuit Court is granted judicial power for the probate of wills, similar to probate judges in many other jurisdictions. When a last will and testament is presented to the clerk's office for probate of an estate, authentication of the will is verified, a legal appointment of an executor or administrator for the estate is made, and legal documents to handle the estate are prepared. The Clerk's Office collects all applicable estate taxes for the commonwealth and the county.

Land Records
The Clerk's Office is responsible for collecting the recording taxes and fees for the recordation of deeds, trust, plats, judgments, financing statements, etc. The clerk's office is responsible for maintaining all land records of the county since the inception of the county and for ensuring adequate public access to these records.

DEPARTMENTAL GOALS/OBJECTIVES

- Work and communicate with other offices and agencies to provide solutions to the day-to-day operations in this tight economic time
- Continue to offer our services to the best of our ability and to provide the best service we are capable of and to treat all with the respect they deserve

JUDICIAL ADMINISTRATION (COURTS)

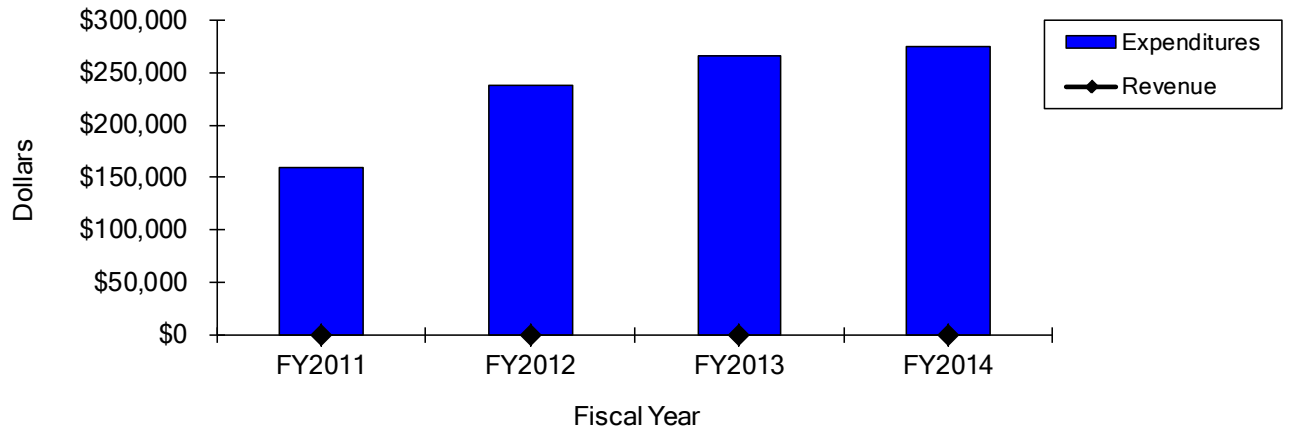
CIRCUIT COURT

The Fifteenth Judicial Circuit Court has general trial court jurisdiction, including acting as an appellate court for the General District and Juvenile and Domestic Relations Court, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia).

The courts of the Fifteenth Judicial Circuit rank first in the Commonwealth in new cases commenced and concluded. The caseload is approximately 40% higher than the statewide average for cases per judge. Furthermore, the Stafford Circuit Court Judges have approximately one-third of the caseload for the Fifteenth Circuit.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$142,860	$215,956	$236,868	$245,940	$9,072	3.83%
Operating	16,469	21,336	28,971	28,460	(511)	-1.76%
Local Tax Funding	159,329	237,292	265,839	274,400	8,561	3.22%
Funded Positions						
Full-Time Positions	2	3	3	3	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Decrease in voice over internet protocol phone service

JUDICIAL ADMINISTRATION (COURTS)

CORE SERVICES

Judges' Chambers
Controls the docket of the Court, scheduling cases and acting as a liaison between the Judges and members of the Bar, private citizens, the Clerk's Office, the Commonwealth's Attorney, other Judges of this Circuit and the Commonwealth, the VA Supreme Court and members of the Stafford County administration. Beginning January 1, 2010, the Judges Chambers will be responsible for handling the dockets of three courtrooms.

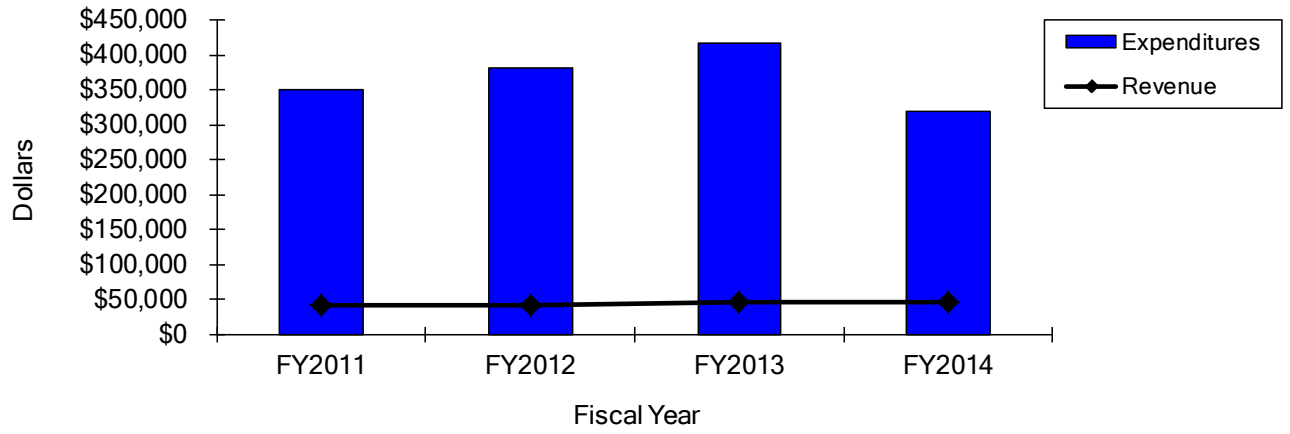
DEPARTMENTAL GOALS/OBJECTIVES

- The goal of this department this year and every year is to ensure that the matters before the Circuit Court are handled efficiently and in a legally sufficient manner.

15TH DISTRICT COURT SERVICES UNIT

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$137,834	$140,092	$145,688	$151,130	$5,442	3.74%
Operating	211,448	241,857	270,639	167,420	(103,219)	-38.14%
Total	349,282	381,949	416,327	318,550	(97,777)	-23.49%
Revenue	42,115	41,375	45,716	45,712	(4)	-0.01%
Local Tax Funding	$307,167	$340,574	$370,611	$272,838	($97,773)	-26.38%
Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Rental no longer budgeted as offices have been relocated to the new Chichester Building
- Increase in operating funding for the school-based probation officer position at Stafford Senior High School

CORE SERVICES

Juvenile Intake
Intake services are provided 24 hours a day at the CSU. An intake officer on duty, or on-call officer after business hours, has the authority to receive, review and process complaints.

Investigations and Reports
Social histories make up the majority of the reports that CSU personnel complete. These court-ordered investigations describe the social adjustment of the youth before the court and provide timely, relevant and accurate data.

Domestic Relations
CSU's provide intake services for domestic relations complaints. These complaints include non-support, family abuse, adjudication of custody (permanent and temporary), abuse and neglect, termination of parental rights, visitation rights, paternity and emancipation.

Probation Services
Virginia juvenile probation strives to achieve a "balanced approach." This approach focuses on the principles of community protection (public safety), accountability and competency development.

Parole Services
Parole officers are assigned to offenders to provide case management services, broker appropriate transitional services and monitor the offender's adjustment to the communities.

Electronic Incarceration Program
The 15th District Court Service Unit Electronic Incarceration Program (EIP) provides a cost effective alternative to secure detention for juvenile offenders without an increased risk to public safety. A full time CSU employee provides 24 hour on call monitoring of assigned juveniles' behaviors and activities.

Anger Management
The CSU's Anger Management Program provides adolescents with specific tools that help them to control and better manage their anger. The six week program is facilitated by a CSU certified anger management consultant. Additionally, the program is utilized as a mechanism to prevent juveniles from becoming court involved and affords an Intake Officer additional diversion alternative which diverts delinquency complaints from the court.

Substance Abuse Assessment and Treatment
The CSU's substance abuse assessment and treatment program provided by Building Healthy Connections is an adolescent family centered substance abuse therapy program for adolescents between the ages of twelve and seventeen that meet the criteria for substance abuse or dependence. Parents and children attend a thirteen week Multi-family group at the CSU with the objective of reducing risk factors and strengthening protective factors known to predict later alcohol and other drug use, delinquency, violent behavior and other behavioral problems. Each participant is provided with an Individualized Relapse Prevention Plan addressing the four areas that influence substance abuse: family, peers, school and community.

School-based Probation Program
The CSU's School-based Probation Officers are on-site at a high school (currently Stafford High School) and are required to spend at least 70% of their time in the school environment. School-based probation officers' caseloads consist of court-involved youth from their assigned school only. The School-based Probation Officer applies a balanced approach to probation practice using graduated sanctions, services and incentives to enhance school and community safety and hold offenders accountable while helping them develop competency.

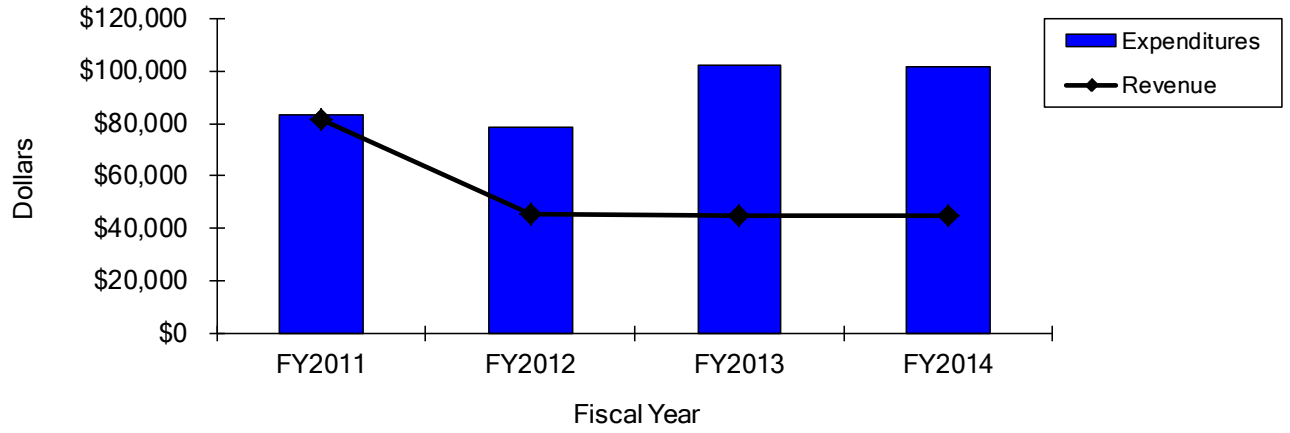
DEPARTMENTAL GOALS/OBJECTIVES

- System-identified juveniles will be deterred from committing new offenses
- Ensure that only juveniles that are at high risk to public safety are placed in secure detention
- Unit operations will be consistent with the Code of Virginia, the Department of Juvenile Justice standards, the Court Service Unit Policy and Procedures Manual and all applicable policy and procedures

GENERAL DISTRICT COURT

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	83,578	78,377	102,556	101,750	(806)	-0.79%
Total	83,578	78,377	102,556	101,750	(806)	-0.79%
Revenue	81,662	45,663	45,000	45,000	0	0.00%
Local Tax Funding	$1,916	$32,714	$57,556	$56,750	($806)	-1.40%



SIGNIFICANT BUDGET CHANGES

Operating
- Decrease in furniture and fixtures

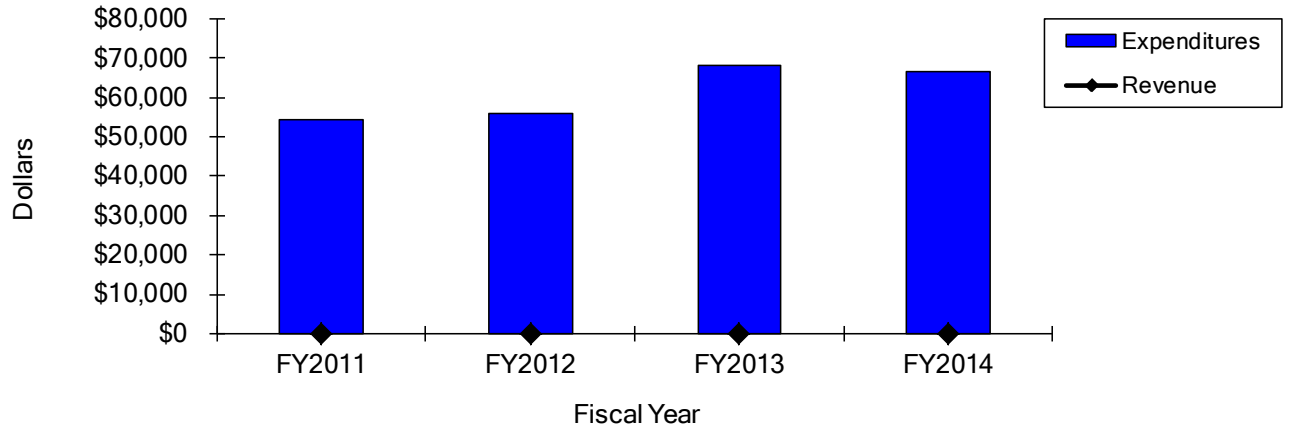
CORE SERVICES

- 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

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	54,547	56,073	68,223	66,590	(1,633)	-2.39%
Local Tax Funding	$54,547	$56,073	$68,223	$66,590	($1,633)	-2.39%



SIGNIFICANT BUDGET CHANGES

Operating

- Decrease in voice over internet protocol phone service

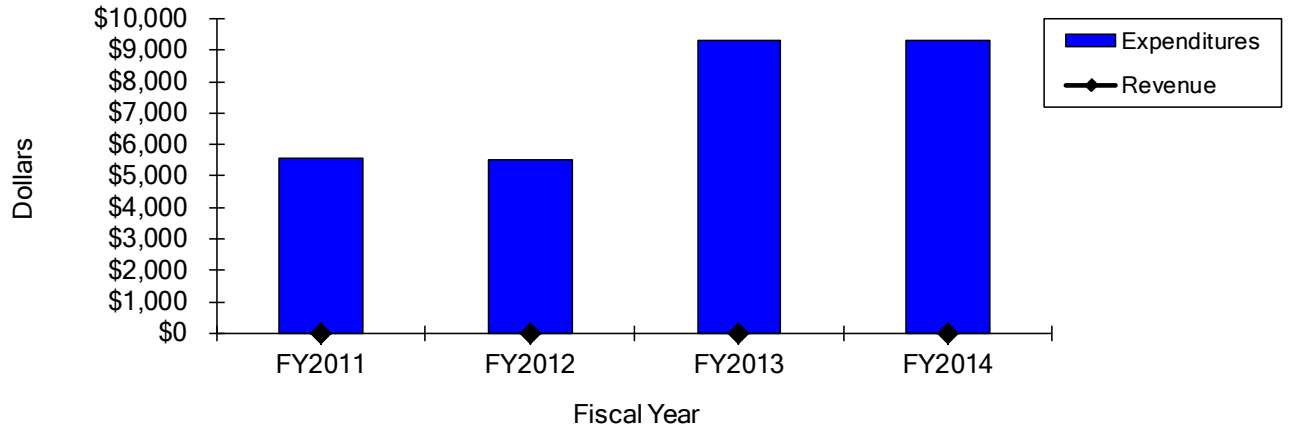
CORE SERVICES

- 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

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
Costs						
Operating	5,563	5,498	9,328	9,330	2	0.02%
Local Tax Funding	$5,563	$5,498	$9,328	$9,330	$2	0.02%



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.

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

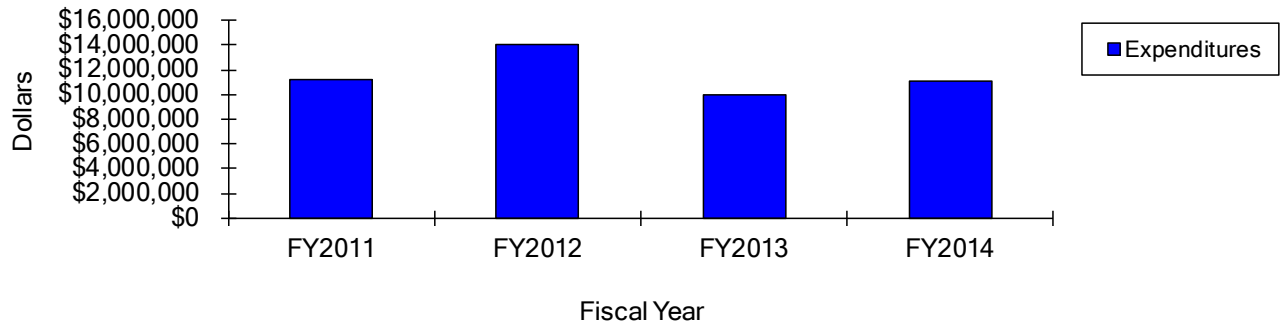
DEBT SERVICE

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

The Debt Service section 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 public facilities. Other long-term obligations consist of lease agreements that financed the acquisition of public safety equipment. Principal, interest and administrative costs for the current accounting year are paid from debt service accounts.

BUDGET SUMMARY
(General Government)

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Capital	$11,176,976	$14,065,413	$9,979,518	$11,119,790	$1,140,272	11.43%
Local Tax Funding	$11,176,976	$14,065,413	$9,979,518	$11,119,790	$1,140,272	11.43%



- School debt service is shown in the schools section

SIGNIFICANT BUDGET CHANGES

- Parks Bond debt
- Refinancing of general obligation debt
- Declining payments for existing debt issues
- New Fire and Rescue apparatus debt
- Transportation Bond debt
- Self-Contained Breathing Apparatus debt

DEPARTMENTAL GOALS/OBJECTIVES:

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

ECONOMIC DEVELOPMENT

Timothy J. Baroody
Deputy County Administrator
(540) 658-8623
tjbaroody@staffordcountyva.gov

Economic Development

Administers both a comprehensive program to attract, retain and expand high-quality businesses and the County's Tourism Program. Those initiatives result in a stable and diverse local economy which provides employment opportunities as well as an enhanced quality of life for Stafford's citizens.

Redevelopment

Encourages, attracts and facilitates private-sector investment within the four designated redevelopment areas: Boswell's Corner, the Courthouse, Falmouth and the Southern Gateway.

THINKING EFFICIENTLY

ED continues to expand use of partnerships and regional organization interaction to educate the business and professional community on the advantages of locating to Stafford County.

Where have we partnered within the organization?

Each year the Department of Economic Development partners with all other County departments to provide information to support economic development and redevelopment activities. This includes:

- Responding to the many requests for data from prospective businesses
- Providing information and requests for assistance to our existing companies
- Working together to accomplish economic development projects efficiently for our customers

Where have we partnered with community organizations?

In addition to partnering with Stafford's business community, the Department works closely with the following organizations to market the County and advocate on its behalf:

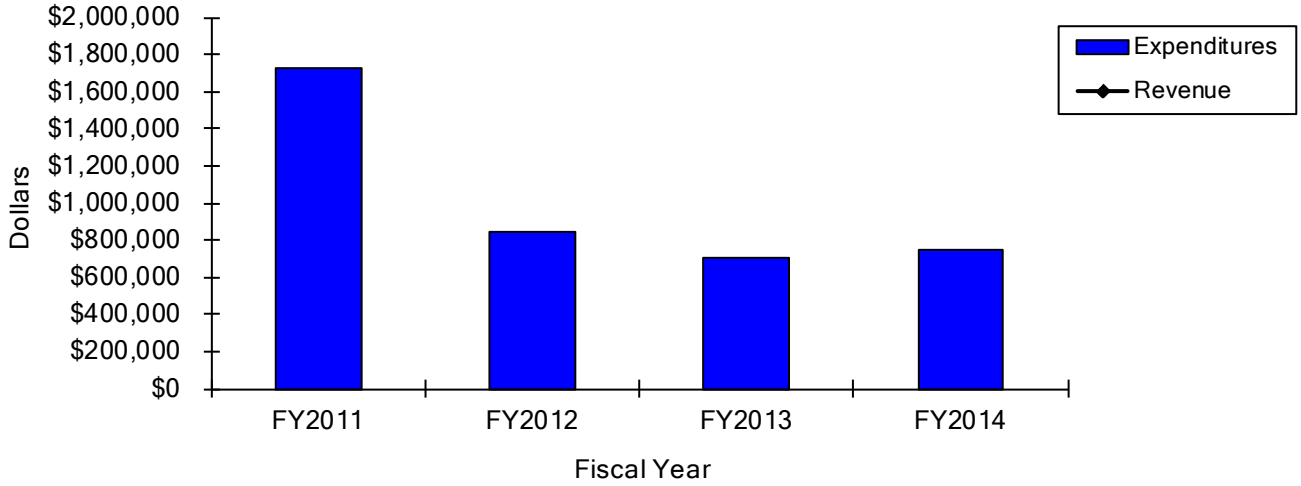
- Educational institutions (Stafford County Public Schools, University of Mary Washington, and Germanna Community College)
- Stafford Hospital
- Stafford Technology & Research Center
- Fredericksburg Regional Alliance
- Virginia Economic Development Partnership
- Virginia Department of Transportation
- George Washington Regional Commission
- Greater Washington Board of Trade
- Local real estate brokers and land developers
- Other community organizations as appropriate

ECONOMIC DEVELOPMENT

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$606,649	$489,861	$512,797	$555,010	$42,213	8.23%
Operating	1,114,880	351,336	188,103	188,100	(3)	0.00%
Local Tax Funding	$1,721,529	$841,197	$700,900	$743,110	$42,210	6.02%
Funded Positions						
Full-Time Positions	6 *	6 *	6 *	6	0	0.00%
Part-Time Positions	1	0	0	0	0	0.00%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Reclassification of work distribution

ECONOMIC DEVELOPMENT

CORE SERVICES

- Retain, expand, and support existing businesses in Stafford
- Attract new businesses, jobs and capital investment in the local Stafford economy
- Promote increased commercial/industrial development, taxable sales and tourism opportunities
- Monitor state and federal government regulations impacting area businesses and notify the Board/administration accordingly
- Continuously evaluate the local business climate and Stafford's competitive position, recommending changes to the Board/County Administration as necessary
- Continue to implement the recommendations of the Master Redevelopment Plan and the Economic Development 10 Point Plan adopted by the Board
- Facilitate continued progress at the Stafford Technology and Research Center to continue expansion of academic services to meet area employer needs and promote research opportunities

DEPARTMENTAL GOALS/OBJECTIVES

- Promote a business climate that ensures growth in at-place employment.
- Maintain the number of Stafford businesses at over 2,200 and visit at least 85 existing businesses annually in the Business Retention and Expansion program
- Facilitate expansion of the County's commercial and industrial tax bases by assisting private-sector entities with their plans
- Develop and administer a comprehensive marketing plan promoting Stafford County on a global scale
- Publish an Economic Development e-newsletter four times a year
- Advance and monitor redevelopment-related capital improvement projects, including the U.S. Route 1 and Telegraph Road projects in Boswell's Corner; the Upton Lane/Hope Road project in the Courthouse area; safety and parking improvements in Falmouth; and enhancements in the Southern Gateway.
- Advance redevelopment-related changes to County policies and procedures, including RDA/UDA boundary alignments and a form-based code ordinance for the Southern Gateway and Falmouth.
- Advance redevelopment-related changes to the Comprehensive Plan, including updates to the Transportation Plan, Cultural Resources Plan and Environmental Management Plan.
- Continue implementation of the Board's Economic Development 10-Point Plan and Strategic Plan.

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
At-Place Employment (VEC)	37,334	38,431	39,000
Revenues Generated by Businesses (Comm of Revenue)	$72.7 M	$74 M	$76 M
SF New Commercial Buildings (Comm Track 1-13)	600,000	260,000	450,000
Businesses in the County (VEC)	2,200	2,350	2,400
Outputs			
Existing Business Visitation (manual tracking)	100	70	85
Marketing Missions/Trade Shows	5	2	4
Promotional and Networking Activities	N/A	20	25
Businesses Assisted	50	55	60

DEPARTMENTAL ACCOMPLISHMENTS

- Front Desk Assistance: 476 walk-ins, 2,346 calls
- During FY2013, Redevelopment led the effort to complete the preliminary design of improvements to U.S. Route 1 in the Boswell's Corner Redevelopment Area, to complete the engineering design of streetscape improvements to U.S. Route 1 and Courthouse Road in the Courthouse Redevelopment Area, and to complete the design of safety and parking improvements in the Falmouth Redevelopment Area.
- Redevelopment also assisted with private sector investment in Boswell's Corner (Hilldrup Moving and Storage and Quantico Corporate Center), in Falmouth (Access Eye Center, the former Chuck's Auto Body and Amy's Café) and in the Southern Gateway (WAWA, Panera, Dunkin Donuts, Goodyear Tire and Merchants Tire).
- The Master Redevelopment Plan for Falmouth, Boswell's Corner, the Courthouse and the Southern Gateway was completed on time and within budget and was subsequently adopted by the Board of Supervisors as an economic development element of the County's Comprehensive Plan.
- Progress was made during FY 2013 toward the establishment of a research and technology park for Stafford County. The Stafford Technology and Research Center opened in October, 2012. The academic partners have e classes, a new Curriculum Manager has been hired, the 501c3 designation has been approved. Partners are now developing the Center brand, mission, vision and strategic plan.
- The Department completed its Retail Attraction Study, published the 2012 Retail Report marketing brochure, and will partner with Riddle & Co. to participate in two ICSC retail conferences to market Stafford County's retail opportunities in 2013.
- The Department redesign of both the Economic Development and Tourism websites has increased our Department's exposure with a more user friendly interface and professional appearance, Website advances continues as ED adds fresh contents, articles, press releases and events. New advances in analytics software that increase the user base and provide detail on user activity are being reviewed for 2013 website enhancement.
- Sequestration meeting series was initiated to educate and engage the Stafford Business Community on a topic of critical importance to the region.

FINANCE AND BUDGET

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Chief Financial Officer
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Our Mission is to provide, courteous, knowledgeable and prompt service to all external and internal customers.

The Finance and Budget Department is responsible for safeguarding the resources of Stafford County taxpayers by establishing, maintaining and enforcing sound fiscal policies for the County, promptly disbursing funds and accounting for the County's financial resources. It supports the County Administrator in developing and implementing the annual budget and capital improvement program and monitors compliance throughout the year. It oversees the County's debt issuances and assures that such transactions are financially and legally sound. The department also manages the County's grants efforts to ensure that federal and state funds are utilized to the fullest extent.

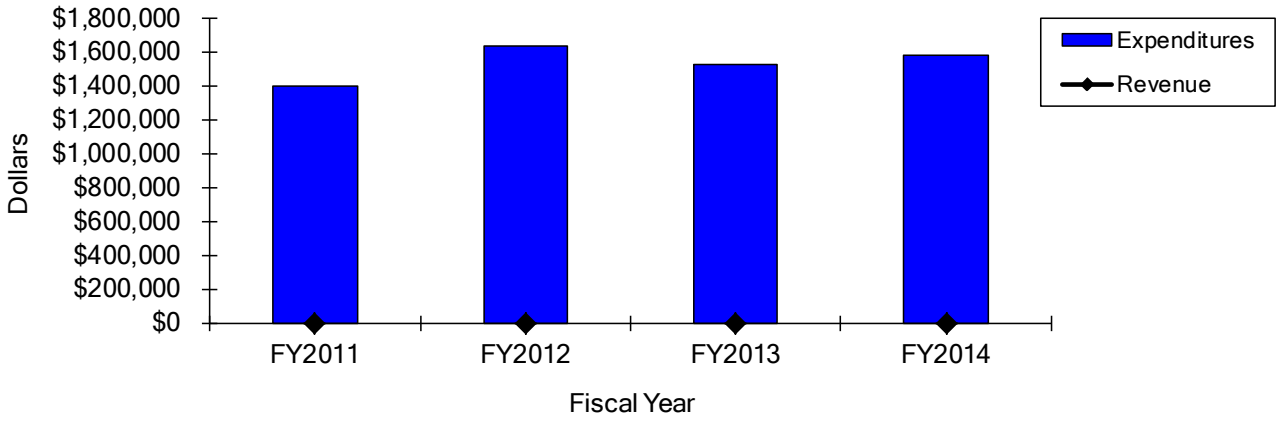
The Finance and Budget Department shares both the responsibility and opportunity to help the County achieve its vision. The department is committed to teamwork and recognizes the contributions of each team member.

THINKING EFFICIENTLY:

- Staff utilizes flexible work schedules to efficiently process accounts payable transactions, given their cyclical nature.
- The Purchasing Office conducts auctions of items, such as furniture and equipment, from the departments within the County to outside parties. Not only do the auctions acquire additional funds for the County, but they allow others to benefit from these gently used items.
- Purchasing and Accounting staff take advantage of Council of Governments cooperative purchasing agreements.
- The CAFR and Budget Books are printed and collated in-house, saving $3,000-$3,500 on each set of documents.
- Records Management recycles storage boxes to be reused by departments. This results in cost savings as fewer boxes are purchased.
- The Finance Department staff is working with the financial software vendor to develop secure digital leave and earnings statements to replace the current paper ones. This change will reduce printing costs and time spent handling employee paystubs.
- The Finance Department worked with the Social Services Department to more efficiently process internal operating expenditures.
- The Finance Department assists the Human Resources Department with updating policies and data collection and analysis for various projects.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$1,340,040	$1,542,677	$1,448,976	$1,502,770	$53,794	3.71%
Operating	56,861	93,842	77,046	76,550	(496)	-0.64%
Local Tax Funding	$1,396,901	$1,636,519	$1,526,022	$1,579,320	$53,298	3.49%
Funded Positions						
Full-Time Positions	16	15	15	15	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

CORE SERVICES

Accounting

The Accounting Division produces the Comprehensive Annual Financial Report (CAFR) as well as other financial reports for state and federal reporting. It provides support to all County departments, vendors and outside agencies. The division is responsible for maintaining accurate accounting of all County funds in compliance with APA regulations. The division is also responsible for generating and distributing paychecks, W2's, vendor accounts payable checks and 1099's. It also provides internal support for all SunGuard Public Sector financial system users. The division is also manages grants. It identifies potential grant opportunities for dissemination to departments and assists relevant departments with grant application process as necessary. The division also monitors the grant application process and compliance with grant requirements and communicates grant activity to the Board of Supervisors and County Administrator.

Administers:

- Payroll
- Accounts Payable
- Accounting/ Financial Reporting
- Accounts Receivable
- Grants Management
- Landfill billing

Budget

The Budget Division provides primary support to the County Administrator in developing, publishing and implementing the County's budgets and capital improvement plan. The Budget Division also provides frequent financial planning and analytical services to the County Administrator and Board of Supervisors in order to maintain fiscal integrity and accountability.

The Proposed and Adopted Budget Book, Quarterly and Mid-Year Budget Reviews, and the Proposed and Adopted Capital Improvements Plan are documents produced by the Budget Office using guidelines developed by the Government Finance Officers Association.

Purchasing

The Purchasing Office reviews and processes all bids and proposals for the County and the School Board to ensure that the best value is obtained for each public dollar spent in accordance with the Virginia Public Procurement Act (VPPA) and Stafford County Procurement Policies and Procedures.

Purchasing administers the P-Card Program for small-dollar purchases and is responsible for compliance with all rules and regulations associated with the program. This office is also responsible for the disposition of County surplus property, the issuance of purchase orders, and administering all standard contracts for services and supplies.

Risk Management

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

Administers:

- Workers Compensation program
- Safety programs
- Property and vehicle claims
- Maintaining insurance polices
- Drug screening program
- Driving safety program

CORE SERVICES (Continued)

Records Management & Storeroom
The County is required to retain and destroy its public records in compliance with the Virginia Public Records Act. The storeroom analyzes needs and orders and dispenses County-wide supplies, such as stationery. The employee responsible for records management and storeroom functions reports to the Risk Manager.

DEPARTMENTAL GOALS/OBJECTIVES

- Complete a timely, error-free audit and Comprehensive Annual Financial Report (CAFR) by November 30th.
- Produce a CAFR that meets GFOA's criteria
- Continue to work on a more efficient work flow within the department and with other departments by analyzing at least one major process each year
- Reduce the number and percentage of paper checks
- Review and update internal controls
- Develop a balanced budget that meets the needs of the community, in compliance with the Code of VA and generally accepted financial standards
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors
- Produce an Adopted Budget document that meets GFOA's criteria as distinguished
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure
- Solicit for competitive pricing to obtain high quality goods and services at reasonable cost
- Provide a roadmap for enhanced financial management and improved bond rating

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

- Provide training to County departments
- Effectively administer in-house drug and alcohol screening
- Maintain a pro-active insurance review process
- Coordinate effective safety programs to reduce workplace injuries and promote workplace safety and reduce claims
- Provide defensive driver training at minimum cost to the County
- Complete a survey of internal customers to provide feedback and identify areas for enhancement
- Foster an environment that encourages innovation, effort and results

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

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Attain GFOA Certificate for CAFR	Yes	Yes	Yes
Attain GFOA Distinguished Budget Award	Yes	Yes	Yes
Outputs			
Landfill bills processed	360	360	360
Payroll checks processed	24,000	23,500	24,000
Accounts Payable payments Issued	35,000	35,000	35,000
Efficiencies			
Length of time to complete monthly closing date	15	15	15

DEPARTMENTAL ACCOMPLISHMENTS

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 30th consecutive year
- Received the GFOA Distinguished Budget Award for the 24th consecutive year
- Expanded the P-Card program
- Continued growth of electronic public surplus auction
- Increased the online vendor registration
- Continued in-house drug and alcohol screening
- Provided driver safety training for all County employees who use County vehicles
- Provided training in lockout/tagout and confined space management for employees whose jobs deal with these situations
- Reduced insurance costs through enhanced safety training
- Worked with Board of Supervisors and County Administration to revise Board's financial policies and strategies to achieve a Standard & Poor's bond rating upgrade from AA to an AA+ and a Fitch Ratings increase from AA to AA+. Moody's confirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

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FIRE AND RESCUE

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One Mission, One Department, Many Partners - the all-hazards Mission of the Department is the safeguarding of life and property through proactive community risk reduction services, rapid fire, rescue and emergency medical services, community emergency preparedness planning and recovery and investigation of fire, explosion and environmental crimes.

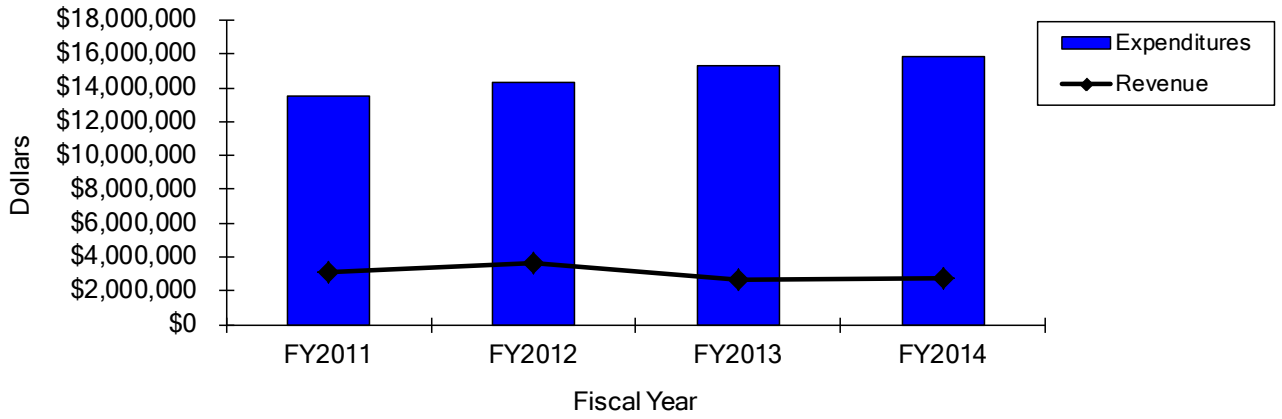
THINKING EFFICIENTLY:

- A review and revision of our fleet replacement plan was completed during in FY2013. The result of the review was used to reconfigure the apparatus replacement plan as well as our continued efforts to downsize the fleet. Changes to the plan are reflected in the FY14-23 Capital Improvement Program
- Utilized other locality contracts for vehicle and equipment purchasing

FIRE AND RESCUE

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$9,172,206	$9,844,058	$10,304,606	$10,690,980	$386,374	3.75%
Operating	4,172,005	4,310,200	4,908,130	5,008,131	100,001	2.04%
Capital	210,220	159,368	135,509	160,509	25,000	18.45%
Total	13,554,431	14,313,626	15,348,245	15,859,620	511,375	3.33%
Revenue	3,076,135	3,637,084	2,690,000	2,790,000	100,000	3.72%
Local Tax Funding	$10,478,296	$10,676,542	$12,658,245	$13,069,620	$411,375	3.25%
Funded Positions						
Full-Time Positions	110	116	116	116	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Increase in fleet service maintenance
- Increase in voice over internet protocol phone service
- Decrease in operating funding for volunteer stations per guideline
- Payoff of mortgage for Rock Hill Fire

FIRE AND RESCUE

CORE SERVICES

- All Hazards Emergency Response (Fire, EMS, Rescue, Haz-Mat, Special Services)
- Training and Education (Department and County Personnel/General Public)
- Fire and injury prevention through building and fire protection systems review and fire prevention code enforcement
- Fire, Explosion and Environmental Crime Investigations
- Community, Emergency Response System and Emergency Management Planning
- Administrative Services to support efficient and effective fire and rescue service delivery including development of ordinances, ongoing fiscal planning to balance revenue and expenditure needs; financial and logistical support of fire and rescue operations and our volunteer partners; and supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed.

DEPARTMENTAL GOALS/OBJECTIVES

Office of the Fire Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment when ready
- Monitor performance benchmark results for system improvements and adjustments
- Maintain and improve communications with stakeholders
- Maintain current level of volunteer recruitment and retention
- Develop community partnerships for public education
- Manage federal and state emergency management grants
- Complete a comprehensive review, edit and implementation for all Department policies and procedures
- Ensure compliance for all personnel requirements including background, certifications, etc.
- Ensure accountability of payroll and timely processing
- Ensure budget compliance for Department and all Commands
- Monitor all incoming revenue and ensure appropriate allocation

Operations Command

- Ensure a constant state of operational readiness
- Meet or exceed benchmarks for response and staffing performance
- Establish county-wide system of volunteer scheduling
- Maintain required training and education levels for all Department personnel

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Maintain and improve communications with stakeholders
- Re-evaluate apparatus deployment and make recommendations for improvement
- Reevaluate Special Operations services and deployment
- Develop a comprehensive Target Hazard pre-planning system and begin implementation

Support Services Command

- Ensure the readiness of the Emergency and Department Operations Centers
- Maintain Fleet, Facilities and Equipment in a constant state of readiness
- Initiate planning phase for the permanent Station 14 and the Fire and Rescue Training Center
- Implement station-based fleet preventative maintenance program
- Develop new specifications for all standard mobile assets
- Complete a comprehensive facility assessment of all fire and rescue stations
- Meet or exceed benchmarks for vehicle and equipment repair
- Implement new inventory software and develop monthly status report
- Develop apparatus and facility use contracts for volunteer partners
- Oversee LOSAP and issue required reports

Fire Marshal's Office

- Meet or exceed benchmarks for plan review, inspections and investigations
- Conduct fire, environmental, and internal affairs investigations

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Arrive at all calls for emergency service within 8 minutes of 9-1-1 pick-up	69%	90%	90%
Restore circulation to cardiac arrest victims in cases where resuscitation efforts are attempted	23%	25%	25%
Discharge rate of out of hospital cardiac arrest victims	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.	73%	90%	90%
Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
Percentage of inspection violations cleared in 30 days or less	100%	100%	100%
Percentage of apparatus repair tickets completed in-station	100%	100%	100%
Percentage of requests for replacement PPE filled within 24 hours	90%	100%	100%
Percentage of station supply requests filled within 72 hours	90%	100%	100%
Service Quality			
Contain fires involving structures to the room and/or object of origin	70.6%	70%	75%
Application of an AED prior to the arrival of ALS in of all cardiac arrest cases	n/a	70%	70%
Compliance with Operational Medical Director EMS Quality Assurance Standard	100%	100%	100%

DEPARTMENTAL ACCOMPLISHMENTS

- Completed the temporary replacement of Station 14
- Completed review/revision of fleet replacement plan
- Completed upgrade of Emergency Operations Center technology and center design
- Presented Poison Control program to over 1,000 preschool students
- Smoke alarm program provided over 250 residents with smoke alarms who couldn't afford them
- Operation Warm provided over 100 needy students with new donated coats
- 200 public education programs presented to schools, civic and senior organizations
- Ordered and received seven new medic units
- Specified and completed order for new Heavy Rescue Squad for Company 1
- Specified and completed order for replacement of Self-Contained Breathing Apparatus
- Processed 200 volunteer applications
- Recruit Academy 7 graduated in April

VOLUNTEER FIRE RESCUE ORGANIZATIONS

The Stafford Fire and Rescue Department enacted a performance-based funding policy for the volunteer stations in the County. The 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.

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Aquia Harbour Rescue	$39,402	$34,274	$24,360	($9,914)	-28.93%
Rock Hill Rescue	33,776	34,708	29,750	(4,958)	-14.28%
Mountain View Rescue	23,458	23,360	23,360	0	0.00%
Stafford Rescue	14,167	34,326	23,360	(10,966)	-31.95%
White Oak Rescue	16,468	26,943	24,528	(2,415)	-8.96%
Rescue Stations	$127,271	$153,611	$125,358	($28,253)	-18.39%
Stafford Fire	$194,507	$175,160	$183,750	$8,590	4.90%
Rock Hill Fire	48,412	51,020	23,360	(27,660)	-54.21%
Mountain View Fire	26,490	24,518	23,240	(1,278)	-5.21%
White Oak Fire	37,916	45,132	43,610	(1,522)	-3.37%
Fire Stations	$307,325	$295,830	$273,960	($21,870)	-7.39%
Widewater Fire & Rescue	$39,875	$28,468	$23,500	($4,968)	-17.45%
Potomac Hills Fire & Rescue	16,538	23,360	31,147	7,787	33.33%
Falmouth Fire & Rescue	182,152	187,798	192,300	4,502	2.40%
Brooke Fire & Rescue	34,966	28,094	33,750	5,656	20.13%
Hartwood Fire & Rescue	54,736	135,283	73,805	(61,478)	-45.44%
Combined Stations	$328,267	$403,003	$354,502	($48,501)	-12.03%
Length of Service Awards Program	$79,206	$100,000	$100,000	0	100.00%
Grand Total	$842,069	$952,444	$853,820	($98,624)	-10.35%

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HUMAN RESOURCES

Shannon Wagner
Human Resource Manager
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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, benefits, 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.

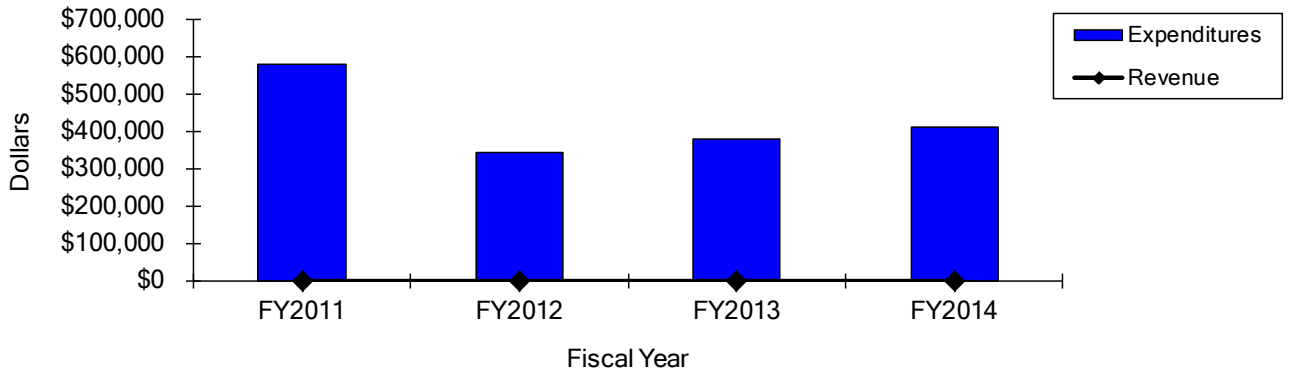
THINKING EFFICIENTLY:

- Continue to provide excellent leadership development training (Leadership Institute) via the University of Virginia partnership while incurring no cost increase since 2009.
- To ensure cost efficiencies with the County's Health Insurance plan, the department conducted a 100% eligibility audit of all employees in 2011.
- A complete audit was finalized on the County's dental plan enrollment in 2012.
- Continuing with the County's commitment to providing its employees quality health care benefits, the department sought out and implemented a comprehensive supplementary health care benefit through Mark III in 2011.
- The department continues to support County needs in light of more than 50% reduction in full time staffing levels (due to a reduction in force) since June 2010.

HUMAN RESOURCES

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$549,680	$315,000	$323,543	$354,160	$30,617	9.46%
Operating	31,285	30,337	58,290	58,290	0	0.00%
Local Tax Funding	$580,965	$345,337	$381,833	$412,450	$30,617	8.02%
Funded Positions						
Full-Time Positions	5	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Reclassification of positions

HUMAN RESOURCES

CORE SERVICES:

Employee Benefits Administration
Maintenance and administration of a comprehensive employee benefit program for County employees. This includes health, vision and dental benefits, retirement benefits through the Virginia Retirement System wellness programs and supplemental benefit programs such as deferred compensation plans, life insurance, and flexible spending accounts.

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 a market based salary scale, a job classification plan, 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 Readiness
Provide research, development, training and educational opportunities to enable managers and employees to reach the goals of high performance and the B.E.S.T. values of the organization. This includes all programs, activities and training for B.E.S.T. University, workforce training, technical skill "focus" training, leadership development, mentoring, and succession planning. Provide information and comparative analysis of workforce strategies and programs and provide policies, plans, resources and direct support to County agencies.

Employee Relations/Policies
Develop, monitor and evaluate HR policies and procedures; ensure that policies are updated and enforced based on federal, state and local laws; provide technical assistance and training to managers and employees on policies and procedures.

DEPARTMENTAL GOALS/OBJECTIVES:

- Maintain schedule of employee health care contribution increases toward goal of employees contributing 20% of the premium cost.
- Monitor vacancies and workforce resources and place resources where needed.
- Review and revise policies on a quarterly basis.
- Maintain level of service for recruiting and hiring new employees.
- Maintain level of service for assisting departments with discipline issues.

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

- Implement and fund FY 2013 Performance Pay Plan.
- Through B.E.S.T. University, offer core courses that reinforce the B.E.S.T. values and high performance. organization goals
- Complete Cohort 7 of the Leadership Institute.
- Provide funding for select employees to attend LEAD and/or SEI.

HUMAN RESOURCES

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outputs			
# of new hires (FTE) includes Parks & Recreation seasonal positions	224	245	300
Number positions recruited (Neogov) Full-time/RPT	104	80	95
Number of applications received	7,306	8,232	8,500
Efficiencies			
Vacancy Rate for full time employees (Dec.)	2.6%	3.6%	3.0%
Full time employees per Human Resources staff member (Dec.)	232.6	230.3	230
Turnover Rate (full time)	9.8%	10.2%	10.0%
Turnover Rate for Sheriff employees (full time)	11.8%	13.0%	12.0%
Turnover Rate for Fire and Rescue employees (full time)	11.1%	13.3%	12.0%

DEPARTMENTAL ACCOMPLISHMENTS

- Began the 7th Cohort of the Leadership Institute
- Developed new initiatives for B.E.S.T. University utilizing in-house trainers and a regional consultant
- Received funding for ID card machine, now department can provide ID cards for employees onsite
- Solicited responses from employees to reenergize the County's Wellness program
- Continued to support outside agencies such as GWRC directly and other governmental agencies within the County indirectly
- Implemented Fiscal Year 2013 Pay for Performance

OFFICE OF HUMAN SERVICES

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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 partnered with Public Information and Stafford County schools to create a program to engage the youth of Stafford County in local government. The "YES"- youth engaged in Stafford program provides opportunities for high school students to actively participate in the boards, authorities, and commissions of Stafford County. The development of a youth council is currently underway. This group will work with the Leadership Team of the County on projects.
- We work very closely with Social Services in providing services for foster care children. We have developed several processes that have lead to more efficiency in handling the finances between our agencies.

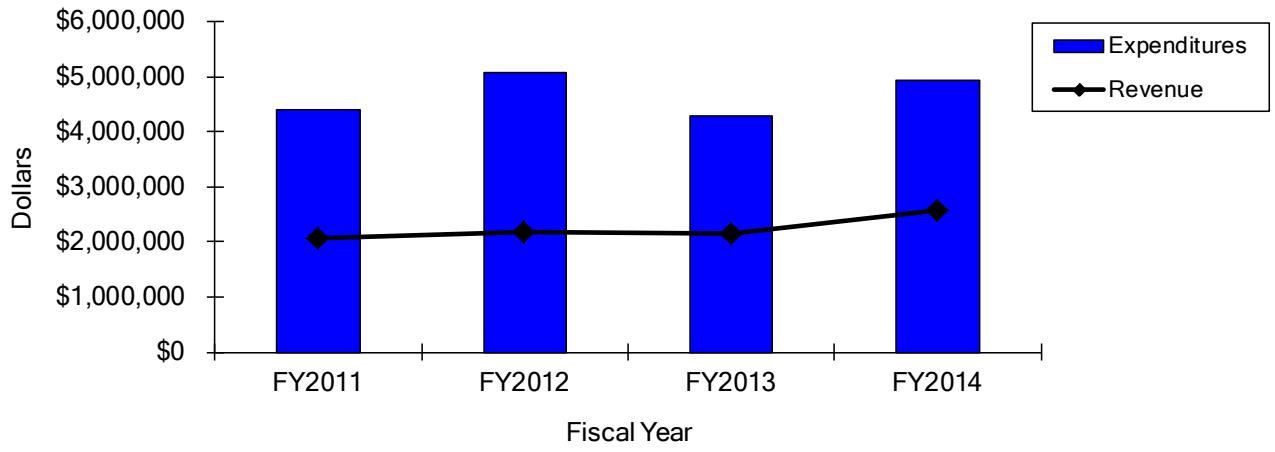
Where have we partnered with community organizations?

- Through the Comprehensive Services Program multi agency collaboration and oversight, the Family Assessment and Planning team and the Community Policy and Management Team to assist at risk children and families within the community. These teams include representation from social services, public schools, court services, department of health and mental health services and local government.
- We collaborated in developing a partnership with several community based agencies: Snowden at Fredericksburg, Rappahannock Area Office on Youth, City of Fredericksburg CSA program, County of Spotsylvania CSA program, and the United Way to provide training, resources, and networking opportunities to human service professionals that serve children and families within the planning district.
- We partnered with the Rappahannock Area Community Services Board to establish a memorandum of agreement for a child serving case worker position for identified youth within Stafford County.
- We partnered with the 15th District Court Services Unit to expand shelter care services offered to eligible youth in the County.
- We partnered with Stafford County Public Schools to develop a public day school program to serve identified youth within our community, which is least restrictive and more cost effective.

OFFICE OF HUMAN SERVICES

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$185,870	$186,745	$196,983	$203,810	$6,827	3.47%
Operating	4,221,322	4,894,717	4,103,602	4,720,600	616,998	15.04%
Total	4,407,192	5,081,462	4,300,585	4,924,410	623,825	14.51%
Revenue	2,070,348	2,185,810	2,151,360	2,587,245	435,885	20.26%
Local Tax Funding	$2,336,844	$2,895,652	$2,149,225	$2,337,165	$187,940	8.74%
Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Increase in mandated services

OFFICE OF HUMAN SERVICES

CORE SERVICES

- The Human Services Office provides funding for children within the custody of the Department of Social Services.
- The Human Services Office provides funding for children identified through the school system that have an Individual Education Plan.
- The Human Services Office provides funding for prevention services for at-risk youth within the community who are identified through agencies such as the Department of Juvenile Justice, the Rappahannock Area Community Services Board, County Schools, and the Department of Social Services.
- The Human Services Office coordinates and collaborates with child serving agencies within the community to provide services for identified at-risk youth in a comprehensive approach.
- The Human Services Office provides extensive review of all case records including financial information in addition to tracking progress of placements for effectiveness of treatments and for outcomes.
- The Human Services Office created opportunities to interact with community agencies/organizations to strengthen the network of human services. Including forming relationships with leaders within the community to improve communication and collaboration. In addition assesses what types of programs or development of programs are needed within the community.
- The Human Services Office oversees the process of reviewing funding applications from nonprofit human services organizations seeking funding from the County.

DEPARTMENTAL GOALS/OBJECTIVES

- Collaborate with community based agencies to expand available community resources to serve at risk children and families. This approach is more cost effective and further supports the families in our community. Supports the Principles of High Performance Financial Management in that utilizing community based services reduces the cost of more restrictive placements while developing community partners to creatively serve identified families.
- Create a more comprehensive system of linking human service agencies in order to have a more global approach to meeting the needs of identified families within our community. In its efforts to support the value of Teamwork, this office will facilitate and coordinate improved communication among agencies and facilitate the development of partnerships for maximization of limited resources.
- Maintain a strong financial policy, in cooperation with the Community Policy and Management Team for the assessment and collection of parental co-payments, which is effective and streamlined in its policies and procedures.
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. Support the County's benchmarks as listed in R09-120 for maintaining a balanced budget.
- Implement identified objectives within the plan for Human Services that will ensure the County is leveraging service opportunities and scarce resources in meeting the needs of families and children within the community and will continue to provide an opportunity for agency leaders to collaborate and work on improving relationships between agencies that will increase the comprehensive care provided to the families and children of Stafford County.

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Co-Payments Collected for CSA Program	$59,000	$50,000	$55,000
Child Support Refunds	$140,000	$135,000	$100,000
Outputs			
Cost per Child served by CSA program (CSA Statistical Report)	$26,000	$20,000	$26,000
Number of Children that received Prevention services	25	30	40
Service Quality			
Required cases reviewed under utilization management (Manual Tracking)	182	220	200

DEPARTMENTAL ACCOMPLISHMENTS

- Developed a County run mentoring program that provides students at a Stafford elementary school mentoring twice a month for a year.
- Prevention Services: Continued in partnership with Stafford Schools for a Public Day School program that serves identified youth within our community.
- Revenue Collection: Consistent oversight and tracking lead to collection of parental co-payments assessed as stated in CPMT financial policy in the amount of $59,000.
- 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.

INFORMATION TECHNOLOGY

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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.

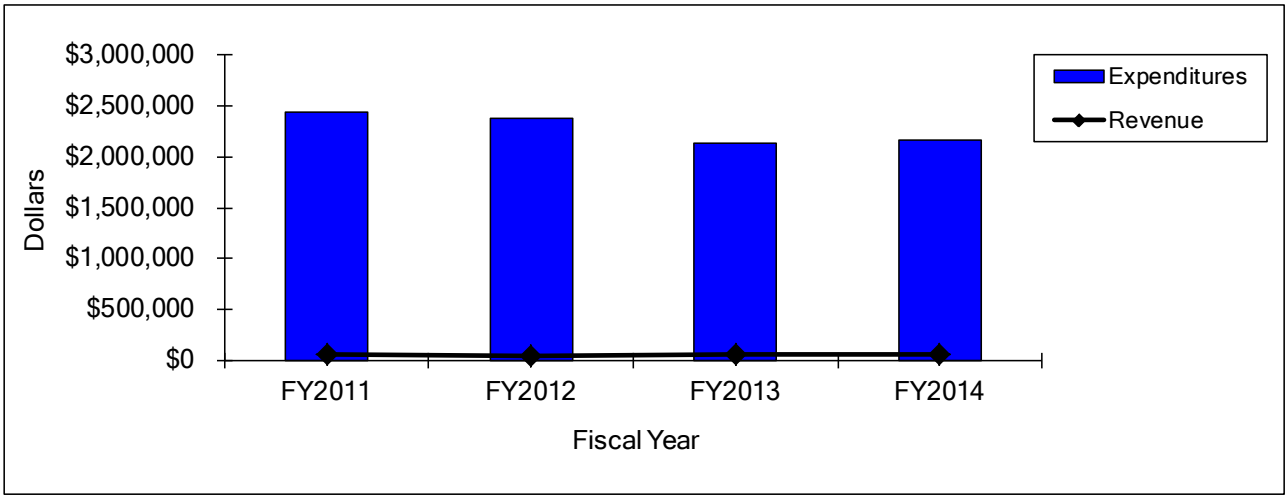
THINKING EFFICIENTLY:

- Partner with all county departments for key IT initiatives. We have formed subcommittees for Public Safety System, Land Information System upgrade to Hansen 8, and Security.
- Continue to partner with the Schools to find ways to share networks, financial systems, GIS and other assets and ideas.
- Explore new opportunities to outsource IT services to keep staffing to a minimum. Stafford's IT staff count is the smallest of Stafford's comparison counties.
- Provide 7x24 on call support for Public Safety systems and provide leadership towards moving to a new CAD/RMS that is up to date with current standards and technology. Strategic Technology Plan.
- Implement efficiency savings with document imaging as noted in the County's Strategic Technology Plan. As of February 15, 2013 the document imaging system contains 1.5 million documents. Representing approximately 7.3 million pages or 734 four drawer filing cabinets that would require 2,936 square feet of office space to house.
- Work with departments and constitutional offices to keep the County's website fresh and offer more online information and services to the public.
- Continue to integrate GIS with County information systems especially public safety applications.
- Keep the GIS website up to date with information of available properties so that prospective businesses can get details about each type of property.

INFORMATION TECHNOLOGY

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
Costs						
Personnel	$1,659,550	$1,636,978	$1,695,088	$1,705,530	$10,442	0.62%
Operating	637,189	406,409	443,898	456,220	12,322	2.78%
Capital	143,484	336,452	0	0	0	0.00%
Total	2,440,223	2,379,839	2,138,986	2,161,750	22,764	1.06%
Revenue	60,211	50,930	52,200	52,400	200	0.38%
Local Tax Funding	$2,380,012	$2,328,909	$2,086,786	$2,109,350	$22,564	1.08%
Funded Positions						
Full-Time Positions	19	17	17	17	0	0.00%
Part-Time Positions	2	3	3	2	(1)	-33.33%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- One part-time position converted to full-time and transferred to the Sheriff's Office

Operating

- Software maintenance service contracts

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:

- Continue to provide training for employees on the County's IT security standards and contract network penetration testing to find network weaknesses and implement recommendations to correct deficiencies. Recommendation from the Strategic Technology Plan and the County's Financial Audit Report.
- Improve the technology governance process by actively reaching out to county departments to improve information systems and help them evaluate and implement new technology. Recommendation from the Strategic Technology Plan.
- Work with the Hansen 8 Implementation Committee of subject matter experts from each of the affected departments to implement the Hansen 8 upgrades approved by the Board of Supervisors on December 18, 2012. Recommendation from the Strategic Technology Plan.

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

- Strengthen disaster recovery capability with a new Backup Appliance for data backup. Expand virtualization and SAN storage between the County Administration Center's computer room and the Public Safety Center's computer room. Continue to contract with a quickship disaster company. Recommendation from the Strategic Technology Plan.
- Work with Public Safety departments to implement a major technology upgrade to their Computer-Aided-Dispatch and Records Management Systems for the Sheriff and Fire and Rescue Departments. Recommendation from the Strategic Technology Plan.

The above goals support the Board of Supervisor's priorities.

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Hours providing direct services (help calls and projects) to 25 County Government Departments and Agencies (Track It)	14,300	15,000	15,000
Website Visitors - staffordcountyva.gov (HitBox Professional)	764,679	775,000	800,000
Website Page Views - staffordcountyva.gov (HitBox Professional)	2,287,362	2,300,000	2,360.000
GIS Interactive & Static Web Site number of Hits	813,000	700,000	830,000
Outputs			
Help Desk calls solved (TrackIt)	3,677	3,690	3,700
Project Requests Completed (TrackIt)	738	750	780
Map Project Requests	644	630	660
Map Sales	66	70	75
GIS Layers Modified/Added including imagery	150	150	160
Hours worked responding to public inquires and data requests	492	510	510
Service Quality			
% of up-time on Computer Aided Dispatch system (7X24) (TrackIt)	99.89%	99.92%	99.9%
Average number of minutes to solve a help call	71	55	55
% of project requests completed by requested due date	88%	88%	88%
Efficiencies			
Avg. hourly cost for help desk calls (TrackIt) Local Outsource Cost $60.00	$30.46	$30.00	$30.00
Per phone monthly savings with VoIP compared to Verizon Centrex	$39.36	$59.86	$59.86

DEPARTMENTAL ACCOMPLISHMENTS

- Added 2 Fire Stations (Hartwood and White Oak) to the VOIP Phone System
- Provided audio visual upgrades to Conference Room ABC
- Installed new ADA compliant podium and smart board in the Board of Supervisors' Chambers
- Issued I-pads to Board of Supervisors, Planning Commission members and County staff who work directly with the Board and Planning Commission
- Managed the design and implementation of the audio/visual technology that was implemented at the Stafford Technology and Research Center.
- Implemented a redesign of the county website to reflect the County's branding.
- Installed digital signage outside the doors of the County Administration Center's primary meeting rooms to facilitate checking room status and meeting scheduling.
- Implemented Technology Service Fee in the County's Community Development (Hansen) system for Public Works and Planning.
- Upgraded the County and Schools financial management system software (HTE), the Landfill's Wasteworks software, the County's document archival Infolynx software, and the County's Intranet Istafford software.
- Implemented VRS Modernization mandated charges in the County's HTE Finance and Payroll systems.
- Implemented field devices (computers) for Commissioner of the Revenue's Assessors.
- Created databases for Tracking Board of Supervisor requests and Telecommunications Committee requests.
- Replaced 136 desktops and laptops with new computers.
- Created QR Code link to the GIS Internet website.
- Assisted the County's Emergency Operation Center by providing hurricane Sandy Maps that displayed current location, future path, precipitation, and wind estimates.
- Created a County Street Atlas for the Sheriff and Fire & Rescue departments that are available in PDF format for viewing in the office and in police and fire and rescue vehicles. There is also a paper version of the County Street Atlas available to the public for purchase.
- Assisted the County's Cemetery Committee map 476 cemeteries with 72 left to be investigated.

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STAFFORD
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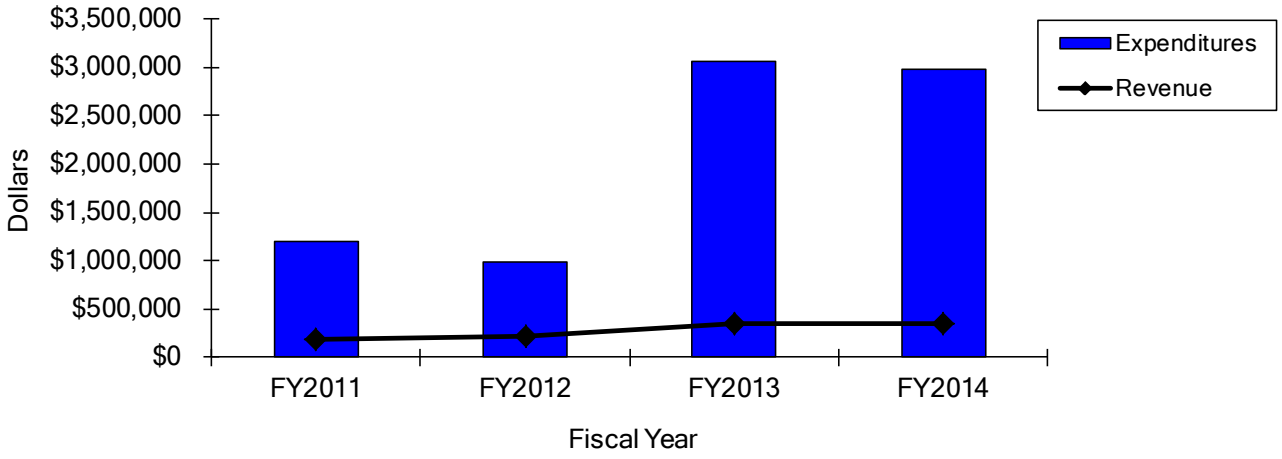
Cradle of Opportunity

NON-DEPARTMENTAL

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

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$76,575	$55,804	$439,210	$282,000	($157,210)	-35.79%
Operating	1,117,368	936,240	2,624,446	2,693,180	68,734	2.62%
Local Tax Funding	1,193,943	992,044	3,063,656	2,975,180	(88,476)	-2.89%
Revenue	186,013	222,148	350,000	350,000	0	0.00%
Net Tax Support	$1,007,930	$769,896	$2,713,656	$2,625,180	($88,476)	-3.26%



SIGNIFICANT BUDGET CHANGES

Personnel

- Funds budgeted in this department in FY13 to implement the VRS 5-5 have been distributed to applicable departments
- Funds budgeted for employee pay-for-performance
- Increase in unemployment insurance
- Funds for FY2013 pay-for-performance distributed to departments

Operating

- Property, liability insurance decrease
- Contingency reserve budgeted to meet financial guidelines
- Contingency for vehicles sold at auction for expenditure to Fleet Services (has a revenue offset)

DEPARTMENTAL GOALS/OBJECTIVES

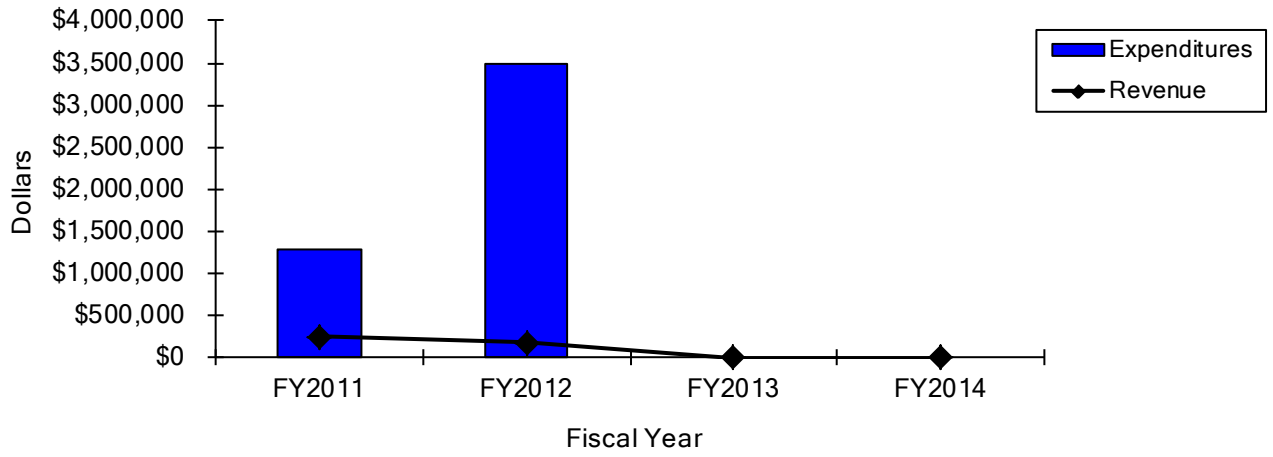
- An amount equivalent to 1/2% of general government expenses will be set aside for operating budget contingency reserve.
- Provide $350,000 of grant funds, with offsetting revenue, to be used for small grants awarded to the County.

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

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Capital	$1,276,933	$3,485,893	$0	$0	$0	0.00%
Local Tax Funding	1,276,933	3,485,893	0	0	0	0.00%
Revenue	247,938	176,187	0	0	0	0.00%
Net Tax Support	$1,028,995	$3,309,706	$0	$0	$0	0.00%



1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

PARKS, RECREATION AND COMMUNITY FACILITIES

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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

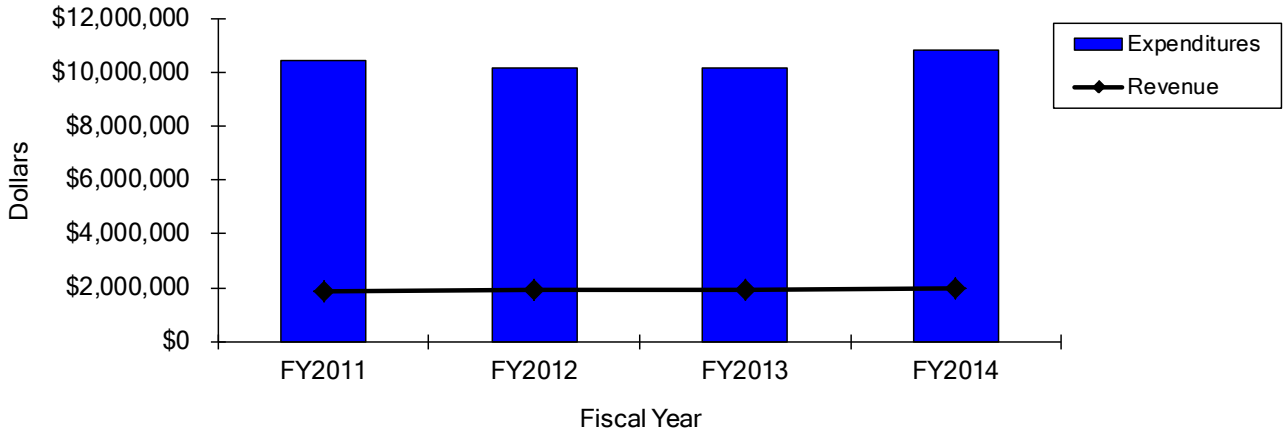
- In FY14 all facets of the department tracking, measuring, partnering and monitoring activities to develop a baseline for improving efficiency of the staff and programs offered to Stafford Citizens.
- With the introduction of new facilities, parks, special events, and increased staffing coverage, PRCF will establish a foundation of data and measures for determining our next steps in delivering a world class parks and recreation program to our Citizens with an emphasis on efficiency of operations, systems, programs and energy consumption.
- In FY14 the opening of Chichester Park as the first major bond project completed will mark continued progress in the future of recreational activities for Stafford citizens. This park will introduce five new diamond fields into the county's inventory and will provide a high quality facility for the youth of Stafford. The Stafford Civil War Park, scheduled to open in April of FY13, will provide historical tourism and educational opportunities along with walking trails and passive recreational features.
- Facility attendant coverage will increase at Duff, Brooks, and Pratt. Parks to increase productivity of staff while reducing travel time between parks.
- Stafford Lacrosse became a Co-Sponsored group in the spring of 2012 which provides additional activities without consuming additional staff time.

PARKS, RECREATION AND COMMUNITY FACILITIES

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$5,153,271	$5,138,644	$5,573,954	$5,984,860	$410,906	7.37%
Operating	3,960,581	4,149,978	4,607,484	4,874,090	266,606	5.79%
Capital	1,359,308	910,113	8,000	0	(8,000)	-100.00%
Total	10,473,160	10,198,735	10,189,438	10,858,950	669,512	6.57%
Revenue	1,854,342	1,934,134	1,945,066	1,985,300	40,234	2.07%
Local Tax Funding	$8,618,818	$8,264,601	$8,244,372	$8,873,650	$629,278	7.63%
Funded Positions						
Full-Time Positions	57	54	54	56	2	3.70%
Part-Time Positions	119	119	119	119	0	0.00%

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



SIGNIFICANT BUDGET CHANGES

Personnel

- Addition of two full-time positions at mid-year to support Chichester Park
- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Operating costs for the Chichester Building
- Operating costs for Civil War Park and Chichester Park
- Maintenance contracts
- Electrical
- Sports equipment
- Lease for Building to protect equipment
- Landscaping materials for fields, playgrounds, and common areas

PARKS, RECREATION AND COMMUNITY FACILITIES

CORE SERVICES

Aquatics

- Offer safe, clean, supervised areas for citizens to swim and enjoy aquatic environments around Stafford County
- Offer swimming lessons, lifeguard training classes, water safety instruction classes, CPR/ First Aid/ AED; lifeguard instruction; water aerobics, basic water safety
- Coordinate swim team lane rentals, summer swim meets, private pool rentals, afternoon pool rentals, pool passes, punch cards, general admissions
- Provide staffing and supplies at Historic Port of Falmouth (HPOF)
- Offer and oversee concessions at Curtis Park Pool; ball field concessions
- Offer special community events such as Pumpkin Patch in the Pool, Lil Pilgrim Pool Party, Egg Splashin' Pool Party, and Cardboard Boat Regatta.

Community Recreation

- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs. Continue to provide multiple summer camps and develop family oriented outdoor opportunities
- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and dance
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages

Facility Maintenance

- Turf and grounds maintenance: provide safe, competitive play areas for youth & adult sports (baseball, football, soccer, etc.). Provide attractive, clean, safe, and accessible grounds at public buildings and parks
- Renovate and improve existing facilities and amenities to increase the enjoyment and usefulness for user groups and county residents
- Structures and facility maintenance: provide custodial and security services, maintain and operate County buildings/structures
- Manage County motor pool

Facility Use Management

- Manage athletic field scheduling, rental of picnic shelters and rooms

Gymnastics

- Offer high quality recreational gymnastics classes, cheerleading and tumbling programs to area youth and adults.
- Offer competitive and pre-team programs to area youth
- Maximize use of space at SRGC with other PRCF programs
- Plan, organize and conduct special events and birthday parties with a gymnastics twist to the public

Mail Room

- Provide interoffice, UPS, Federal Express, and U.S. mail services to all departments, including picking up mail from the post office and distributing mail to various offices

CORE SERVICES (Continued)

Sr. Citizens

- Develop, coordinate, implement, and evaluate a wide variety of personal enrichment programs and services including fitness and wellness, self-improvement, creative arts, and movement
- Plan, organize, and conduct events and programs for residents and non-residents to enhance the quality of life in Stafford County while promoting Stafford as a safe and family-oriented community. Offer a variety of trips and tours for all ages
- Provide Stafford seniors with a wholesome meal while facilitating socialization, and fellowship within the senior community
- Provide site and assistance to the Rappahannock Area on Aging's Senior meal program

Sports

- Plan, organize, and conduct youth sports leagues: basketball, football, cheerleading, volleyball; & classes
- Plan, organize, and conduct adult sports leagues: coed softball, senior softball, coed volleyball, women's volleyball
- Plan, organize, and conduct Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, Punt/Pass/Kick, room rentals by CR contract instructors
- Plan, organize, and conduct camps: basketball, baseball, soccer, skateboarding, volleyball

DEPARTMENTAL GOALS/OBJECTIVES

- Increase revenue for facility rentals by advertising on Facebook and other marketing venues
- Introduce more varieties of sports programs to Stafford County citizens
- Upgrade football helmets and shoulder pads to help prevent concussions and to help ensure participant safety
- Introduce Youth Volleyball Camp to Sports Division summer camps offered
- Deliver new and creative environmental education and outdoor adventure programs for all ages, maximizing current trends and participant needs; develop family oriented outdoor opportunities
- Expand the summer camp programs focus on outdoor education and environmental awareness by utilizing an outdoor specialist recreation leader.
- Develop a fall family oriented special event at Curtis Park
- Expand the 1 mile trail runs to include one additional opportunity in the winter of 2013
- Exoand the Great Pumpkin Derby, a fall family-oriented special event at Curtis Park
- Continue to increase active program concepts with the senior citizen's programs to capitalize on the increase in population of this age group
- Expand the number of youth sports summer camps
- Continue to provide quality gymnastics and physical education to area youth and adults at a reasonable cost
- Continue to provide quality gymnastics and physical education to area youth and adults at a reasonable cost
- Continue to partner with SPGA to benefit entire program, equipment purchases, marketing, and community outreach
- Keep equipment up to date by rotating and purchasing on a regular basis
- Raise Team participation back to FY10 participation levels

DEPARTMENTAL GOALS/OBJECTIVES (Continued)

- Educate, empower and inspire staff to be great educators and leaders.
- Set all fees to exceed 100% direct costs
- Provide aquatic programs that continue to meet the requests for service from Stafford citizens while maintaining revenue from these programs
- Continue to promote recycling and green initiatives throughout the division and department
- Re-instate our Special Olympics Swim Team
- Improve baseball fields by removing lips on school and park fields, edging all fields, enhancing drainage by laser grading infields and continue to enhance the fertilizer program that began in 2007
- Improve school and park rectangular fields by changing turf types to user groups' preference, repair goal mouths and center areas that receive heavy wear
- Improve athletic fields by increasing the use of field blankets, deep tine aerating fields that don't have irrigation, repairing goal areas, top dressing fields, and continue to enhance the fertilizer program that began in 2007
- 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

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Picnic Shelter Bookings (Class)	425	450	475
Athletic Field Bookings (Class)	11,100	11,200	11,500
Youth Participants Served (ages <19 yrs) (Class)	37,931	34,819	35,000
Adult Participants Served (ages ≥19) (Class)	17,600	20,959	21,000
Aquatics: Curtis Park Pool Users (Class)	31,460	31,000	31,000
Aquatics: Woodlands Pool Users (Class)	69,715	65,000	65,000
Senior Citizens Program Participants (Class)	5,800	5,855	5,875
Work Orders Processed	12,000	15,500	15,500

DEPARTMENTAL SERVICE LEVELS (Continued)

Outputs			
Athletic Fields Available (including School fields)	100	100	105
Picnic Shelters Available to Rent	13	21	23
No. facilities available to rent	319	319	319
Summer/Other Camps Offered (Class)	36	40	56
Comm Rec Programs/Special Events/Trips/Classes Offered (Class)	525	530	532
Sports Programs/Special Events/Trips Offered (Class)	48	48	50
Gymnastics Programs/Special Events/Classes Offered (Manual)	1,944	2,056	2,186
Aquatics Programs/Special Events/Classes Offered (Class)	600	630	640
Senior Citizen Programs/Special Events/Trips Offered (Class)	255	260	267
Swimming Pool Lane Hours Available to All Swim Teams (Class)	18,300	18,000	18,000
Acres Maintained (excluding school fields)	1,610	1,432	1,432
Park and School Athletic Fields Maintained	94	89	88
Sq. Ft.-Owned Facilities Maintained	439,500	527,657	525,956
Sq. Ft.-Leased Facilities Maintained	39,444	33,400	40,744
Service Quality			
Comm Rec: Camp evaluations rated above average	90%	90%	90%
Comm Rec: Program evaluations rated above average	90%	90%	90%
Sports: Youth Sports evaluations rated above average	93%	90%	90%
Gym: Birthday Party Evaluations with average of 8-10	99%	99%	99%
Aquatics: Program Evaluations rated above average (Manual)	95%	95%	95%
Senior Cit: Trip evaluations rated above average (Manual)	95%	95%	95%
Efficiencies			
Number of Contract Instructors Teaching Comm Rec Classes	33	40	44
Value of Sponsorships and Donations for Classes and Camps	$24,420	$19,000	$11,500
Value of volunteer hours (includes PRCF sports coaches)(excludes co-sponsored sports groups)	$320,250	$199,254	$169,400
Swim Classes Taught per Water Safety Instructor	60	60	54
Emergency Training Classes Taught per Lifeguard Instructor	5	6	6
Custodial Cost /SF	$1.19	1.10	1.10
Senior Citizen Programs Administered by Sr Cit Staff	215	225	227

DEPARTMENTAL ACCOMPLISHMENTS

- Successfully obtained camp scholarship funds from area business partners, which enabled the department to sponsor 39 children for our summer camps
- Hosted the 5th Annual Senior Citizen's Art Show
- Completed our 32nd year of bringing the great sport of Gymnastics to Stafford County
- Hosted the 6th Annual Homerun Derby for St. Jude's Children's Hospital
- Provided our 20th year of Girls and Boys Basketball Camp
- Converted Duff #1 field to Bermuda turf
- Renovated Brooks #1 baseball field and North Stafford Softball Field
- Replaced roof on the Shelton's Cottage
- Painted and upgraded the fire alarm system in the Gymnastic Center
- Installed foul ball netting at Smith Lake Park
- Remodeled the ABC Conference Room, Board Chambers and the Treasurer's office and lobby
- Performed cleanup of county gateways

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PLANNING AND ZONING

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Our mission is to provide guidance to the Board of Supervisors and appointed Boards and Commissions in developing the vision of Stafford County that ensures future orderly development and economic growth that is reflective of the community's desires and needs.

With the future vision for the development of the County, the Department will strive to provide exemplary customer service and will protect the health, safety and welfare of the citizens by ensuring high quality development while being sensitive to natural and historic resources, through creation, regulation, and enforcement of ordinances and policies that are in conformance with community standards and state and federal mandates.

THINKING EFFICIENTLY:

Where have we partnered within the organization?

- Coordinated plan review of projects and technical expertise for Comprehensive Planning efforts with Utilities Department, Fire and Rescue, Public Works Department, Economic Development, Commissioner of Revenue, IT, GIS and Parks, Recreation and Community Facilities in order to minimize redundancy or overlap in responsibilities.
- Coordinated with Transportation Division staff as clerk for the Architectural Review Board and Historic Commission, including minute preparation and assisted with Planning Commission and Agricultural/PDR Committee minutes in order to maximize staffing assets.
- Coordinated with several departments to work with trails, including Parks, Recreation and Community Facilities; Transportation; Economic Development; and GIS. Included preparation of grant applications, management of contracts, and construction oversight.
- Staff reviewed SWM and Erosion/Sediment Control cost estimates for securities, conducted engineering review of field changes to approved plans and reviewed lot grading plans in conjunction with building permits for Public Works to maximize work flow efficiencies.
- Assisted Economic Development for the implementation of form based codes for the Redevelopment Master Plan efforts and the Courthouse Urban Development Area to promote economic development.
- Prepared background information for the County Attorney's law-suit preparation potentially saving the county money.
- Supplied and maintained color copier for the use by multiple departments.
- Coordinated with Parks, Rec & Community Facilities, Landfill staff and state Department of Conservation and Recreation staff to provide maintenance for Crow's Nest, conserving state assets and allowing the park to be used by the public.
- Coordinated with Public Works to update information pertaining to Transportation Impact Fees to minimize consulting services.
- Assisting Public Works with customer service while their staff is in meetings or at training thereby minimizing the need for temporary help.
- Coordinated with County Administration and Public Works in the tracking of commercial development applications.
- Coordinated with Public Works in the construction and opening of the Community Development Service Center to streamline the permit process.

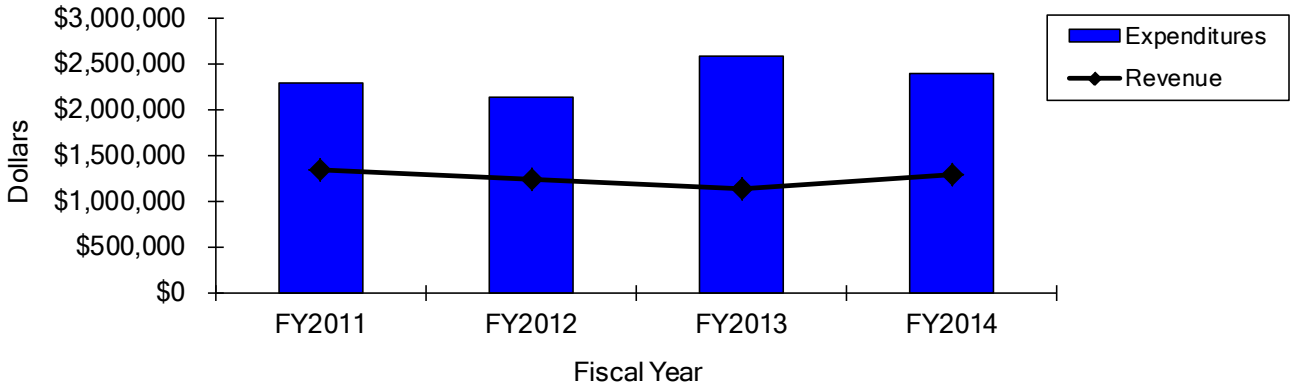
Where have we partnered with community organizations?

- Work closely with the Virginia Health Department, Army Corps of Engineers, Virginia Department of Historic Resources and Virginia Department of Transportation (VDOT) on plan reviews, policies, ordinance development, reclassifications and conditional use permit including the Stafford Regional Airport requests.
- Historical planner duties are split between three Planning and Zoning staff, with assistance from the chairman of the Historic Commission and Cemetery Committee maximizing staff resources.
- Members of the Cemetery Committee maintain the electronic database for cemeteries and file all hard copies within the department on a voluntary basis.
- Worked to maintain Community Rating System membership. External partner: FEMA (Federal Agency) in order to reduce flood insurance premiums for residents and businesses.
- Coordinates with the Virginia Department of Transportation regarding safety of commercial entrances prior to issuing Certificates of Occupancy (State Agency).
- Utilized student interns and volunteers.
- Assisted the Virginia Department of Conservation and Recreation with public events and management issues at Crow's Nest Natural Area Preserve.

PLANNING AND ZONING

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$2,177,428	$1,997,534	$2,218,971	$2,091,070	($127,901)	-5.76%
Operating	117,084	139,147	363,720	312,310	(51,410)	-14.13%
Total	2,294,512	2,136,681	2,582,691	2,403,380	(179,311)	-6.94%
Revenue	1,341,993	1,236,851	1,141,225	1,291,200	149,975	13.14%
Local Tax Funding	$952,519	$899,830	$1,441,466	$1,112,180	($329,286)	-22.84%
Funded Positions						
Full-Time Positions	24	23	20	20	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Transfer of three full-time positions to Public Works to support the Permits Center

Operating

- Reduction in consultant fees

CORE SERVICES:

Board and Commissions

The department provides direct administrative and technical support to the Board of Supervisors and its appointed Commissions and Committees for the governance of the County. Staff support includes minutes, agendas and reports for meetings for the Planning Commission, Wetlands Board, Agricultural/Purchase of Development Rights Committee, Historic Commission, Architectural Review Board, Cemetery Committee and the Board of Zoning Appeals.

Comprehensive Plan

The department is the lead agency in the administration of the Comprehensive Plan and its detailed elements. The Comprehensive Plan is the guiding document that shapes the future direction of the County as it relates to the physical development of its land, assisting local leaders, citizens, and staff in the decision making process for capital investment and economic development. Staff coordinates the development, review and update of the Plan elements and administration of the Comprehensive Plan; for rezoning and conditional use permit review and proffer tracking; reviews for compliance with the Comprehensive Plan; stormwater management plan review; environmental reviews of wetlands and areas subject to the Chesapeake Bay Protection Ordinance; and ensures preservation of natural and cultural resources. Staff works with other departments and organizations, solicits public input and provides technical assistance to the Planning Commission and Board of Supervisors.

Ordinances

The department is the lead agency for the drafting of laws and policies pertaining to land development within the County. These laws and policies are the community's standards for the type, intensity, and appearance of future development. The zoning and subdivision ordinances are the primary regulations for development proposals. Staff prepares and drafts amendments to the Zoning and Subdivision ordinances in response to requests from the Board of Supervisors, Planning Commission, County Administration, County Attorney, Board of Zoning Appeals and processes the ordinances through adoption.

Regulatory Review

The department coordinates reviews and approval of development proposals for compliance with the community's standards in coordination with developers, engineers, and state and federal agencies. Development processes include pre-application meetings, coordination of projects through final approval and initiated by an application for the development of non-residential and residential uses, including public facilities such as schools and telecommunication facilities. The development procedures are defined and the proposal evaluated for consistency with the Stafford County Comprehensive Plan, maps, subdivision and zoning ordinances as part of this process. Reviews include applications for major and minor site plans; infrastructure plans, grading plans; preliminary subdivision plans; cluster concept subdivision plans; construction plans; final subdivision 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:

- Develop Comprehensive Plan Elements as recommended in the new Comprehensive Plan
- Continue execution of the Implementation Plan for the Comprehensive Plan by updating its individual plan elements and land development ordinances and policies to comply with the goals of the new Comprehensive Plan
- Implement recommendations of the Redevelopment Areas Plan by developing form based codes, ordinances and other measures in consultation with government agencies and private sector stakeholders
- Revise development processes to better serve our customers
- Cross-train employees in the Community Development Service Center to provide efficient service to our customers
- Maintain level 8 on community Rating System and research on advancing class
- Begin a redraft of the subdivision and zoning ordinances
- Work with consultant and MCB Quantico, Prince William and Fauquier Counties to prepare joint land use study
- Coordinate new application round for Purchase of Development Rights program
- Oversee completion of Master Interpretive Plan for Falmouth Historic District

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Development Ordinances processed/adopted	30	35	35
Development projects that minimized impacts to Historic Resources	14	16	16
Outputs			
Environmental Reviews (Ches Bay, wetland, swm)* (Permit Tracking Sys.)	259	257	300
Subdivision Development Applications Processed (Permit Tracking Sys.)	438	425	450
Site Development Plans Processed (Permit Tracking Sys.)	194	200	225
Zoning Inspections Performed (Permit Tracking Sys.)	808	900	1,000
Zoning Violations Cited (Permit Tracking Sys.)	343	500	600
Board of Zoning Appeals' Applications Processed (Permit Tracking Sys.)**	4	8	8
Zoning Construction/Use Permits Reviewed (Permit Tracking Sys.)	2,123	2,500	2,500
Service Quality per planner			
Environmental Reviews (wetland permit and plans) (Permit Tracking Sys.)	130	129	150
Subdivision Plan Applications (Permit Tracking Sys.)	125	155	130
Site Development Plan Applications (early grading) (Permit Tracking Sys.)	60	73	65
Security Review Requests Completed per Engineer	44	53	60

DEPARTMENTAL ACCOMPLISHMENTS

- Renewed FEMA Community Ratings Services (CRS) designation for a flood insurance savings for county residents and businesses (Renewed for 2012)
- Assisted state with hikes of Crow's Nest
- Assisted Board Committee to streamline the development process
- Expedited reviews for sensitive development projects
- Developed a Transfer of Development Rights (TDR) Program (pending adoption)
- Updated ordinances to comply with General Assembly mandates
- Rescinded noncompliant Cluster Ordinance and adopted a new Cluster Ordinance in compliance with state law
- Reorganized Department of Planning & Zoning space to accommodate the newly created Community Development Service Center and provided staff to assist the customers
- Adopted Architectural Guidelines for new development
- Adopted the small area plan for the Courthouse Urban Development Area and UD zoning district regulations
- Developed revised proffer guidelines for consideration
- Implemented paperless agendas for the Planning Commission as a cost savings measure
- Received approval from the Virginia Outdoors Foundation and the Board of Supervisors to exchange property for the Hartwood Volunteer Fire Department
- Coordinated grant approval through Department of Defense for a Joint Land Use Study for Quantico and surrounding localities
- Initiated development of a Master Interpretive Plan for Falmouth Historic District, with funding from Virginia Department of Transportation

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PUBLIC WORKS

Michael Smith
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Our Mission is to provide knowledgeable, responsive and efficient public works services that enhance the quality of life and safety to Stafford County citizens.

The Department of Public Works is responsible for protecting the health, safety, and property of County residents, businesses, natural, historic, and cultural resources through the enforcement of regulations pertaining to the development of land and building construction. Public Works also oversees the planning, design and construction of Capital Improvement Program (CIP) and road bond projects and coordinates transportation planning programs and activities.

THINKING EFFICIENTLY:

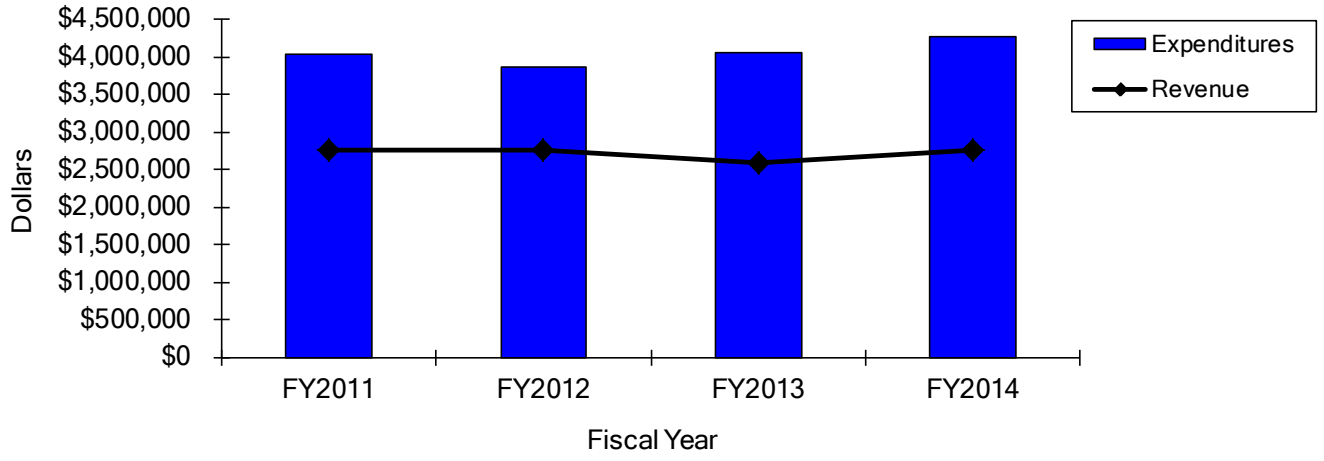
The Department of Public Works is responsible for the implementation of several components of the County's land development and building inspection programs. In September of 2012, a major move toward enhancing our customer service and making Stafford more business friendly began when the construction of our new Community Development Services Center was completed. The center is an initiative of the Board of Supervisors and is designed to streamline the processes that citizens and businesses must go through for building and development projects. It serves as a central location for staff to guide customers through the planning and permitting procedures, and will help minimize the number of different County agencies that customers must visit during various stages of their projects.

The CDSC opened under the direction of the Director of Public Works, the new center manager and the Building Official with goals of improving the overall experience that staff and customers have with Stafford County's development processes. We are committed to building stronger professional relationships between customers and staff. Staff continues to meet with external stakeholders as well as other department staff to identify potential areas of operations and process improvements. We are planning a forum for the external stakeholders and staff to meet on a quarterly basis to identify potential areas of improvements.

The CDSC goal of improving the customers experience will be further enhanced by the establishment of a customer service certification program. The program focuses on skill-building activities through interactive exercises for telephone and face-to-face customer contact and is provided by the Customer Service Academy of the Community College Workforce Alliance. The certification training provides the tools necessary to cultivate lasting customer communication skills. All of the CDSC staff will be participating in the program beginning Spring of 2013.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$2,671,752	$2,803,674	$3,045,292	$3,276,830	$231,538	7.60%
Operating	1,360,437	1,054,352	1,012,364	995,270	(17,094)	-1.69%
Total	4,032,189	3,858,026	4,057,656	4,272,100	214,444	5.28%
Revenue	2,760,843	2,766,249	2,583,200	2,750,300	167,100	6.47%
Local Tax Funding	$1,271,346	$1,091,777	$1,474,456	$1,521,800	$47,344	3.21%
Funded Projects						
Full-Time Positions	40	40	43	43	0	0.00%
Part-Time Positions	0	0	0	0	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Transfer of three full-time positions from Planning to support the Permits Center

Operating

- Reduction in consultant fees
- Decrease in general operating budget
- Decrease in American Planning Association membership fees
- Decrease in Training

CORE SERVICES

Building Inspection and Community Development Service Center (CDSC)
The CDSC Division receives and processes Planning and Zoning applications as well as building, grading, fire protection and zoning permits for all residential and commercial building and land development projects. The Building Division performs plan review and inspections in accordance with the Virginia Unified Statewide Building Code before the Certificates of Occupancy for building construction projects are issued through the CDSC. The Building and CDSC Divisions work together to provide citizen assistance for many building, planning and zoning related questions and issues. The Building Division also provides assistance for related issues such as the inspection of damaged structures from fires and storms and assistance in the resolution of homeowner and contractor disputes.

Environmental Programs
The Environmental Division administers implements and enforces the requirements of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation and Landscaping Ordinances by performing erosion control, stormwater management, environmental, and landscaping inspections of land development projects. Additionally, the Division is responsible for ensuring compliance with the requirements of the County's National Pollution Discharge Elimination System Permit (NPDES) Phase II permit (MS4 Permit) for stormwater discharges to County waterways and the Total Maximum Daily Load (TMDL) for the Chesapeake Bay. Staff assists the citizens of the County with erosion, drainage, and stormwater problems in their neighborhoods, and homeowners' associates and commercial properties with the inspection and maintenance of their stormwater management facilities.

Securities
The Securities Division processes all securities for commercial and residential development, along with individual building lot securities provided for home construction. Staff coordinates with other departments and personnel to process security extensions, reductions and releases for developers and builders. The Division drafts the necessary paperwork to initiate the draw of unfinished or defaulted development securities while coordinating with the Department's Public Construction Division to complete the public improvements associated with the project. The Securities Division also receives and processes grading permit applications for residential and commercial land development projects while coordinating with the Department's Environmental Division for permit issuance.

Public Construction
The Public Construction Division administers and manages the design and construction of Capital Improvement Projects. Recent examples of projects completed by the Division include the Courthouse Basement Renovations, England Run Library, Stafford Fire & Rescue Station, Government Island Trail, Belmont-Ferry Farm Trail and others. In coordination with Department's Environmental Division, the Public Construction
Division provides inspections and performs maintenance of stormwater management facilities located on County properties. The Division also performs maintenance of the dam in the Hidden Lake subdivision in the County's role as the governing body of the Hidden Lake Subdivision Service District.

Transportation Programs and Policy
The Transportation Programs and Policy Division reviews residential and commercial development plans for compliance with County and VDOT requirements, resolves citizen concerns relating to transportation matters, oversees maintenance and repair of street name signs and County waterway no wake signs and represents the County on many issues involving Fredericksburg Area Public Transportation Advisory Board (PTAB), Potomac Rappahannock Transportation Commission (PRTC), Virginia Railway Express (VRE), Fredericksburg Regional Transit (FRED), and Fredericksburg Area Metropolitan Planning Organization (FAMPO). The Division is the County's liaison with VDOT in several program areas: Transportation Planning, VDOT Rural Addition Program, roadway maintenance issues and public street acceptance including monitoring developers to ensure completion of public infrastructure. The Division is also responsible for the design and construction of road improvements identified in the 2008 Bond Referendum.

DEPARTMENTAL GOALS/OBJECTIVES

- Maintain a well trained and certified staff that is responsive to customer concerns
- Implement programs, policies and procedures to improve the quality of service and responsiveness of the Building Division
- Implement programs, policies, and procedures to improve and streamline Community Development Service Center processes
- Implement the County's construction inspection programs for erosion and sediment control and stormwater management for land development projects to ensure compliance with environmental codes
- Continue the implementation of programs to comply with the requirements of the County's MS4 Permit for stormwater discharges
- Develop Chesapeake Bay TMDL Action Plan, as required by the County's MS4 Permit, to support the implementation of required nutrient reductions from the County's Stormwater system
- Continue implementation of the post-construction stormwater management facility maintenance inspection program and work with facility owners to complete repairs and upgrades to facilities that are out of compliance
- Identify problem securities and coordinate plan of action for completion of secured improvements
- Implement the Courthouse Area Streetscape Improvements
- Assist with Comprehensive Plan and Master Redevelopment Plan implementation
- Administer the design and construction of transportation road bond projects
- Manage the existing Transportation Impact Fee Program and support development of a countywide program
- Update and modify the County's Transportation Plan, Chapter 4 of the Comprehensive Plan, to include a Transportation Implementation Plan
- Review and update Bike/Pedestrian component of the comprehensive plan
- Manage and facilitate the County's Transportation Fund which includes management and engineering services, grants, street signs, road improvements and street repairs as well as subsidies to VRE and FRED

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outputs			
Permits Issued (Hansen System)	3,567	3,700	4,000
Grading permit Disturbed Acreage (Hansen System)	479	400	400
Building Inspections Performed (Hansen System)	26,154	26,000	28,000
E&S Control Inspections Performed (Hansen System)	5,765	7,500	6,000
Property Maintenance Cases Handled (Hansen System)	220	300	200
Number of Plans Reviewed for Transportation	226	325	325
Centerline Miles of Streets Accepted by VDOT	9.2	8	10
Service Quality			
Permits Issued on the Same Day of Application (Hansen Sys)	40%	35%	40%

DEPARTMENTAL SERVICE LEVELS (Continued)

Efficiencies			
Permits Issued per Clerk (Hansen System)	828	740	685
Building Inspections Performed per Inspector (Hansen System)	4,359	4,333	4,500
E&S Control Inspections Performed per Inspector (Hansen Sys)	1,441	1,875	1500

DEPARTMENTAL ACCOMPLISHMENTS

- Created a Community Development Services Center (CDSC) to provide a central location for planning and permitting services
- Developed a customer service training program and schedule for the continued education of the CDSC staff and for other County Staff
- Completed cross training of CDSC Zoning Technicians in order to consolidate the permit review responsibilities to improve and streamline the permitting processes
- Submitted the second permit cycle Year Four Annual Report for the MS4 Stormwater Permit to the Virginia Department of Conservation and Recreation
- Completed cost share projects with the U.S. Army Corps of Engineers for implementation of the MS4 Stormwater Permit program to update the County's Stormwater Facility and Stormwater Outfall databases and develop a watershed management plan for the Chopawamsic Creek watershed
- Participated in the Northern Virginia Clean Waters Partners Stormwater Education Campaign for 2012/2013
- Performed 807 stormwater facility maintenance inspections in fiscal year 2012 and coordinated with property owners to initiate repairs to facilities
- Provided administrative support for Hidden Lake Subdivision Service District
- Initiated enforcement protocols to facilitate the completion of public improvements in the Equestrian Estates, Stafford Manor, Brentsmill Section 1, and Woodstream Section 1 subdivisions
- Completed construction of the Chichester Building
- Completed construction of the Belmont-Ferry Farm Trail, Phases 3 and 5
- Managed the planning and construction of the Stafford Courthouse renovations
- Selected a firm to complete the PPTA projects
- Coordinated with VDOT for the completion of Phase I safety improvements along Bells Hill Road
- Completed design plans and initiated construction of sidewalks along Garrisonville Road at the intersections of Salisbury Drive and Staffordboro Boulevard to provide the connection necessary to allow completion of pedestrian crossings at these two locations
- Installed FRED system bus shelters on Garrison Woods Drive and US-1 in front of Drew Middle School
- Coordinated with VDOT for the acceptance of 40 streets into the Secondary System of State Highways in calendar year 2012
- Replaced and repaired 56 street name and 8 "No Wake" waterway signs in calendar year 2012
- Conducted annual survey of commuter train ridership at Brooke and Leeland VRE stations
- Developed a traffic model that will assist in the evaluation of Countywide transportation impact fees and the identification of the locations of future roadway improvements
- Initiated design efforts on Brooke Road and Poplar Road Phase II
- Initiated and completed safety improvements on Mountain View Road between Centreport Parkway and Kellogg Mill Road
- Administered the engineering, fabrication and installation of County Wayfinding signs

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REGISTRAR & ELECTORAL BOARD

Greg S. Riddlemoser
General Registrar
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registrar@staffordcountyva.gov

MISSON: To ensure the opportunity to register and vote is available to all eligible residents

The General Registrar, an appointed constitutional officer, conducts voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, the directives of the State Board of Elections, and the guidance of the Stafford County Electoral Board. The office was established in 1971, as required by the General Assembly of Virginia.

In addition to managing efficient elections, protecting the integrity of the democratic process, and promoting public awareness of the Electoral System, the Registrar maintains voter registration records, candidate files, and election results while providing for their safekeeping and retention in accordance with applicable laws.

The number of registered voters has increased from slightly over 19,000 in 1986 to 83,743 in early January 2013 – a number that changes, quite literally, daily. Stafford County's population grew from approximately 53,000 to an estimated 132,719 in the same period.

Registering to vote and voting in elections is a personal prerogative and not every eligible person chooses to participate. Metrics in these areas should never be used to attempt to measure the public's civic interest and are only generally indicative of electoral activity. And, while it certainly costs money to provide opportunity, access, and other support activities of the registration and electoral process, metrics involving "the cost of" or "dollars per" should never be contemplated or used in budgeting.

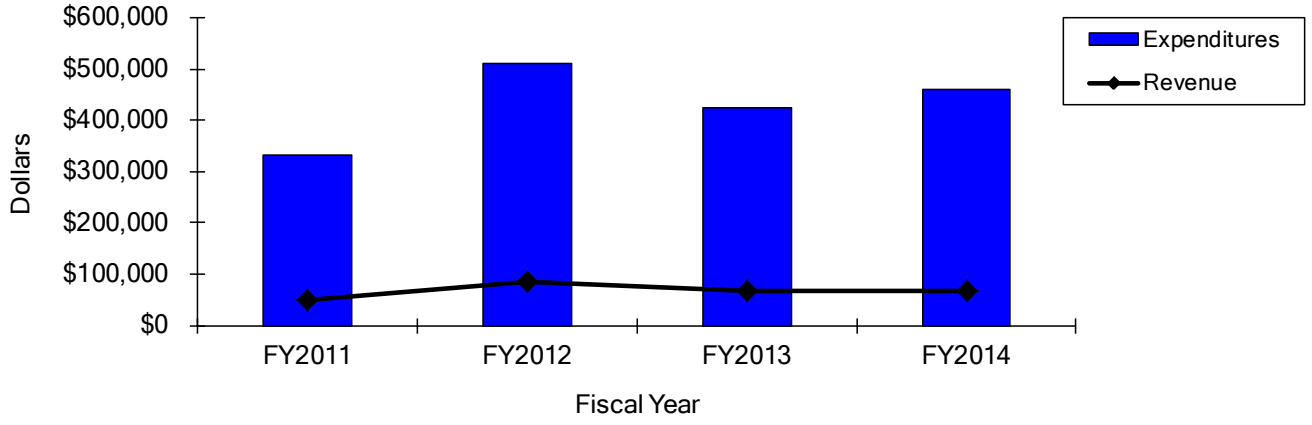
THINKING EFFICIENTLY:

- Recruit, train, and retain the B.E.S.T. full-time cadre and give them the tools they need to fully support their mandate to provide first-class service to the citizens of Stafford
- Recruit, train, and retain the B.E.S.T. Officers of Election and give them the tools they need to skillfully facilitate elections
- Fully leverage technology and best-practices, every day – not just Election Day, to better serve, assist and communicate with our voters
- Conduct ourselves in such a way as to be the benchmark for the rest of the Commonwealth

REGISTRAR & ELECTORAL BOARD

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$269,413	$324,401	$330,109	$344,090	$13,981	4.24%
Operating	63,027	186,933	95,515	115,520	20,005	20.94%
Total	332,440	511,334	425,624	459,610	33,986	7.98%
Revenue	50,192	84,478	68,527	68,500	(27)	-0.04%
Local Tax Funding	$282,248	$426,856	$357,097	$391,110	$34,013	9.52%
Funded Positions						
Full-Time Positions	4	3	3	3	0	0.00%
Part-Time Positions	0	1	1	1	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Position reclassification

Operating

- Rental for off-site facility
- Electric for off-site facility

REGISTRAR & ELECTORAL BOARD

CORE SERVICES:

- Voter Registration
- Candidate Support
- Political Party Support
- Elections
- Public Education
- Records Retention

GOALS/OBJECTIVES:

- Increase voter registration opportunities
- Decrease error rate of voter registration applications received from third-parties
- Streamline voter record maintenance
- Speed election results reporting
- Design and implement online and other computer based instruction for election officials
- Process absentee ballot requests upon receipt besting the 48-hour requirement
- Increase Voter Education, Outreach and Information Access
- Enhance Political Party Support
- Streamline Candidate Support
- Develop and maintain a routine equipment replacement paradigm
- Maintain strict compliance with all County, State, and Federal laws, policies and procedures

REGISTRAR & ELECTORAL BOARD

SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Voter Registration			
Voting Age Population (Weldon at UVA extrapolation ≈ 75%)	96,721	98,300	99,539
Registered Voters (Mid-January annual actual)(Incl. "Inactive")	77,796	82,450	83,743
High School Seniors (Mid-January annual SCPS actual)	2,274	2,214	2,240
% of eligible voters registered (80% historic "ceiling")	80	84	84
Registrants Growth (year-to-year) (Mid-January annual actual)	2,061	2,500	1,293
Voter Registration Transactions	N/A	N/A	28,000
Elections			
Elections	2	4	2
Voters on Election Day(s)	33,532	26,964	62,400
Absentee Voters (In-Person and By Mail)	1,598	797	9,150

** Includes actual from 2012 Presidential Election plus an estimate of the June 2013 Primaries

ACCOMPLISHMENTS

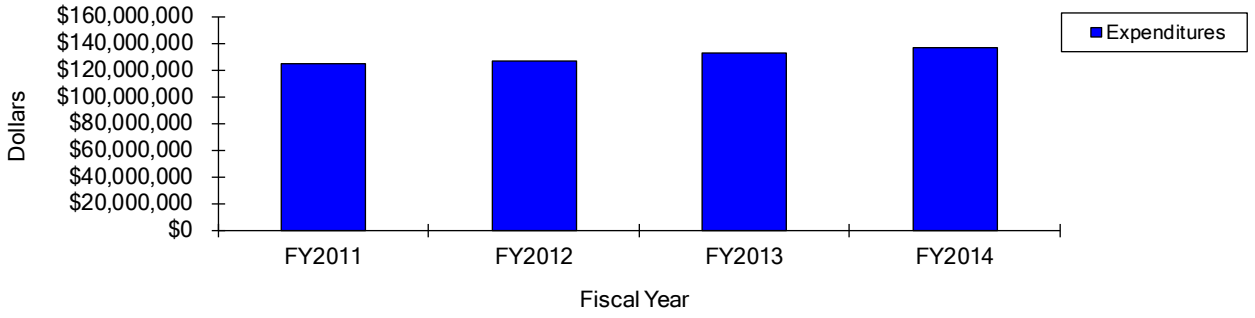
- Designed and flawlessly executed a "no-lines" operations plan for the largest Election Day in history
- Delivered over 80,000 new voter cards – one to every registered voter in the county
- Upgraded Electronic Poll Books - increasing efficiency and accuracy in processing voters
- Utilized new printers in every precinct
  - Ensuring proper ballot issuance
  - Provided detailed maps to voters who arrived initially at the improper precinct
- Trained nearly 400 Election Officials on new equipment and procedures and sought feedback
  - Implemented optional events and offered multiple training times/sessions (≈50 in CY12)
  - Increased satisfaction & participation (former training was done once/election *en masse*)
- Conducted fair, impartial and efficient elections
- Ensured all qualified citizens desiring to register were given the opportunity to register
- Ensured all qualified citizens desiring to vote were given the opportunity to vote
- Provided citizens who could not be present on Election Day the opportunity to vote absentee
- Provided professional and courteous support to officials, candidates, registrants and voters

SCHOOL OPERATIONS - LOCAL FUNDING

The School Board ensures that every child has equal access to the best possible education, regardless of socioeconomic, preschool or handicapping conditions and provides programs and services that encourage all students to graduate from high school. The School Board provides teachers with adequate materials, supplies, instructional assistance and administrative support. The School Board also acknowledges the school principal as the key person in establishing a favorable school culture and encourages parents to be essential partners in the social, intellectual and psychological development of students. In addition, the School Board provides services to help students understand social issues and peer pressure, enabling them to plan for the future.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	$99,323,620	$98,599,339	$106,518,774	$108,294,921	$1,776,147	1.67%
One-Time Operating Capital Budget Transfer	$0	$0	$0	$1,000,000	$1,000,000	100.00%
Public Day School	0	0	332,000	332,000	0	0.00%
Transfer to School Const. Fund	0	0	0	2,097,000	2,097,000	100.00%
Subtotal School Operating Transfer	99,323,620	98,599,339	106,850,774	111,723,921	4,873,147	201.67%
Debt	25,582,528	28,428,908	26,203,740	24,729,510	(1,474,230)	-5.63%
Total School Funding	$124,906,148	$127,028,247	$133,054,514	$136,453,431	$3,398,917	2.55%



SIGNIFICANT BUDGET CHANGES

Operating

- Increase for School Operations

Debt

- Increase for School capital improvements projects is offset by one-time savings from VPSA bond refunding

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

SHERIFF

Sheriff Charles E. Jett
Sheriff
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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:

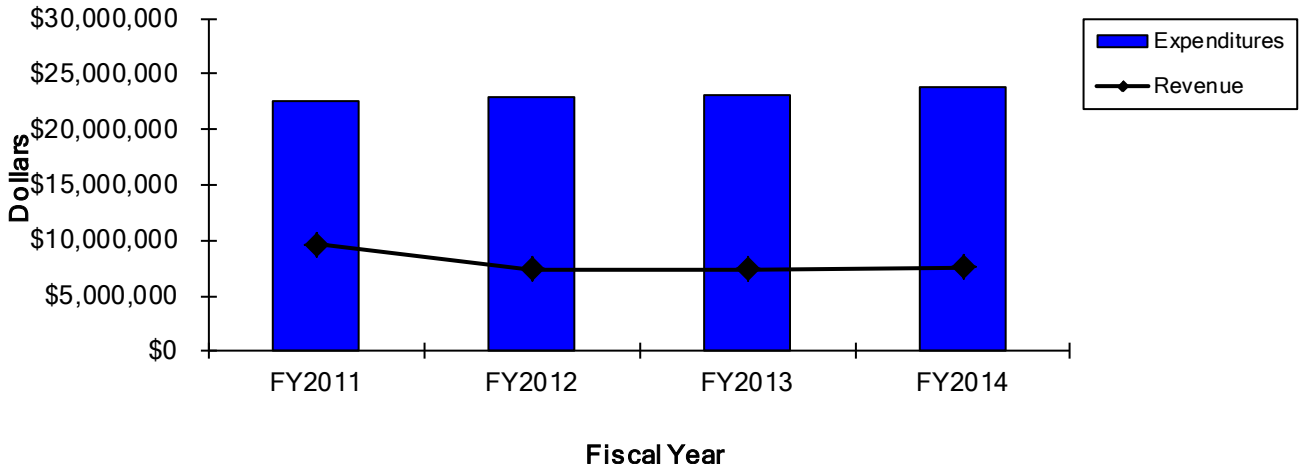
- The Stafford County Sheriff's Office leverages its resources through strong partnerships, effective use of technology, implementing new approaches to emerging issues, evaluating and adjusting resource deployment, and seeking grant funds for specialized law enforcement operations. These efforts continue to allow the Sheriff's Office to provide effective and contemporary law enforcement services through judicious use of human, fiscal and capital resources.
- The Sheriff's Office has a strong linkage to the community. Through programs such as Neighborhood Watch, National Night Out, Project lifesaver, TRIAD and many safety education and training initiatives, the community is engaged in helping build a stronger, safer community. Efforts to expand the outreach to the business community are underway as a part of the Board of Supervisors 10 Point Economic Plan through the Sheriff's Business Watch Program. Through new partnerships with the Stafford County School System, known as School Watch, the community partners are providing a safer more secure environment for school aged children. Engaging the community and partner agencies provides opportunities for sharing and combining of resources and information leading to more proactive activities and preventative efforts than any one entity can achieve alone.
- The Sheriff's Office is implementing new approaches to emerging issues including school security, training, and operations. Through modified deployment of personnel, deputies are providing an enhanced presence at schools and school functions. To broaden the types and number of training opportunities for personnel the Sheriff's Office has joined with the Virginia Department of Criminal Justice Services to offer joint training programs. This has also provided the opportunity to include Stafford County Sheriff's personnel in classes for no tuition. To insure an up to date and reliable patrol vehicle fleet the Sheriff's Office has been evaluating and implementing new entries into the vehicle market. To combat emerging larceny crimes the Take it, Hide it, Lock it, Loose it campaign was instituted in the community during months with historically high numbers of thefts from vehicles, cutting the number of incidents by as much as 40%.
- The Sheriff's Office has completed a multi-year study of patrol deployment and has developed proposals for new geographical patrol areas, deputy scheduling and patrol activities. As the recommendations are applied, rapid response times will be insured, a reduction in "stacking" of calls will occur and time for handling events will improve. The strategic results will help leverage existing human resources, allow for the proactive implementation of patrol goals and objectives and facilitate closer citizen contacts with patrol officers. In addition, the Office has initiated a comprehensive agency wide staffing study to insure services can be maintained and improved as the challenges grow and change in the community. Reviewing and evaluating the deployment of human resources is a continuing effort to insure the maximum effective utilization of personnel.
- The Sheriff's Office has been successful using federal and state grant monies to enhance a multitude of law enforcement services. Grant monies have been used to advance technology such as the computer aided dispatch function and records management system, support school resource officer initiatives, pilot regional planning and training exercises and train emergency telecommunicators. In addition, the special drunk driving, speed, and seat belt education and enforcement initiatives have been expanded and enhanced through the use of grants. The capability of sheltering pets during disasters was accomplished through the development of a mobile shelter as the results of a successful grant solicitation. Leveraging available grant opportunities for the enhancement and expansion of services is a win for the Stafford County community.

SHERIFF

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$17,122,161	$19,013,215	$19,468,789	$20,336,300	$867,511	4.46%
Operating	3,940,002	3,698,682	3,510,034	3,519,720	9,686	0.28%
Capital	1,564,108	265,452	40,000	40,000	0	0.00%
Total	22,626,271	22,977,349	23,018,823	23,896,020	877,197	3.81%
Revenue	9,605,253	7,386,133	7,378,011	7,597,900	219,889	2.98%
Local Tax Funding	$13,021,018	$15,591,216	$15,640,812	$16,298,120	$657,308	4.20%

Funded Positions						
Full-Time Positions	224	232	234	235	1	0.43%
Part-Time Positions	17	19	19	19	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Transfer and convert one part-time position to full-time from Information Technology to support CAD system
- Increase in Line of Duty premium
- Increase in Overtime Expenses
- Added two full-time telecommunicators on January 22, 2013, R13-32

Operating

- Maintenance agreement

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.

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 2012 ACTUAL	CY 2013 PROJECTED	CY 2014 PLANNED
Outputs			
Arrests (DUI & criminal)	7,281	7,106	6,953
Accidents (property damage, fatal and injury crashes)	4,315	4,208	4,021
911 call volumes	51,974	53,637	56,534
Total Calls For Service	147,931	145,505	143,119
Court Days	1,330	1,335	1,339
Animal Control Complaints responded to (avg. of 13% are off-duty calls answered)	4,080	4,581	5,200
Civil & Criminal Processes	51,836	52,816	53,233

DEPARTMENTAL ACCOMPLISHMENTS

- 911 staff awarded by Virginia and National Emergency Communications Center
- Received a perfect score with the re-accreditation of the Stafford Sheriff's Office from the Virginia Law Enforcement Professional Standards Commission
- Hosted public safety bill signing ceremony with Governor McDonnell and numerous other state and local officials, and public safety personnel.
- Received $50,000 grant for mobile animal shelter.
- Initiated Take It, Hide It, Lock It or Lose It Campaign to ask community to become proactive in helping prevent thefts from unlocked vehicles.
- Trained with public schools and Stafford Hospital Center on Active Shooter scenario.
- Partnered with VDOT on Work Zone Safety.
- International Association of Chiefs of Police produced film on Sheriff's Office Traffic Safety Program

SOCIAL SERVICES

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Director
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Our mission is to provide quality assistance and comprehensive services to citizens in need that strengthen the family structure while promoting self-reliance, responsibility for family and protection of children and adults from abuse, neglect and exploitation through community-based services.

THINKING EFFICIENTLY:

Partnerships within the Organization:

- All divisions within the agency work closely with one another to assist families and their basic needs. For example, the Child Protective Services (CPS) unit works in partnership with the Foster Care unit and the Benefits units to identify sources of funding, such as TANF, SNAP, and Medicaid, to meet the needs of at-risk families and children. These are federal and state programs which do not have a direct cost to Stafford County. The CPS unit also utilizes respite services through Foster Care, when appropriate, to give parents time to resolve problems and prevent a child's placement in foster care. Child Day Care funding is 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 explore all appropriate relative placements for a child prior to custody being transferred to DSS. The Family Engagement process brings together extended family, school personnel, neighbors, the church community and community-based service providers to collaboratively identify the support needed to keep children from entering into foster care. Both units 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 eligibility of foster children for federal Title IV-E funding, reducing the need for CSA funding which requires a local match. The Parent Education Coordinator works with the Foster Care staff to provide biological parents the opportunity to learn different methods of discipline as well as understanding ways to modify the situation that contributed to the transfer of custody of their children. The agency's Volunteer Coordinator assists all units with requests for volunteers, mentors, and seasonal supports which include Easter baskets, Thanksgiving meals, Christmas gifts, and school supplies for the individuals and families served by the agency.

Community Partnerships:

- Over many years, the agency has established positive and meaningful working relationships with numerous community organizations, programs and services. The agency works collaboratively with outside organizations to find solutions to the needs of the families we serve. Partnerships are in place with the following organizations:

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

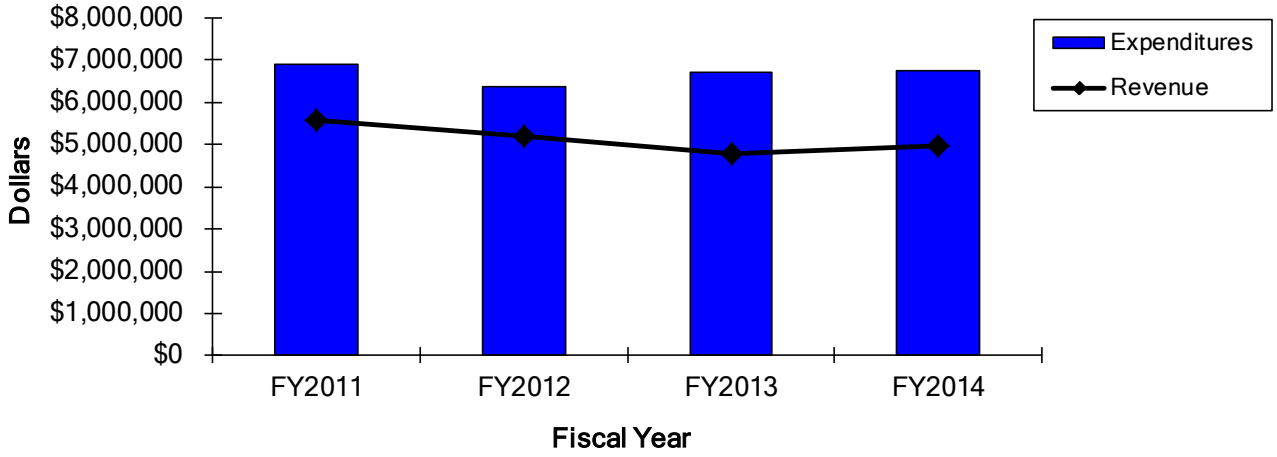
Two partnerships of special note were renewed in FY 2013:

- Stafford Head Start: outreach and enrollment of children in health insurance programs. Funding for this initiative was secured from the Stafford Hospital-Community Service fund as funding from the Virginia Health Care Foundation ended. This partnership provides DSS with a part-time grant funded Eligibility Worker.
- Stafford Hospital Center – Community Service Fund: Provides grant funding to DSS for a part-time Eligibility Worker to enroll eligible children and adults in Medicaid.

SOCIAL SERVICES

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$3,587,867	$3,534,330	$4,106,563	$4,253,420	$146,857	3.58%
Operating	3,303,490	2,854,092	2,588,625	2,483,500	(105,125)	-4.06%
Total	6,891,357	6,388,422	6,695,188	6,736,920	41,732	0.62%
Revenue	5,574,532	5,198,925	4,798,220	4,983,800	185,580	3.87%
Local Tax Funding	$1,316,825	$1,189,497	$1,896,968	$1,753,120	($143,848)	-7.58%
Funded Positions						
Full-Time Positions	57	55	55	56	1	1.82%
Part-Time Positions	6	6	6	6	0	0.00%



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Add full-time Human Services Assistant II

Operating

- Decrease in ADC Foster Children program

SOCIAL SERVICES

CORE SERVICES

Family Services
The Family Services Division is comprised of three units: CPS, Foster Care/Adult Services and Self-Sufficiency. These three units provide the following services to the community:

- Adult and Child Protective Services
- Child Custody Investigations
- Parenting Education/Family Violence Prevention
- Holiday Assistance
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation

Benefit Programs
The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

- Title IV-E Foster Care
- TANF
- Medicaid
- Food Stamps/SNAP
- Energy Assistance
- Auxiliary Grants
- Refugee Resettlement

DEPARTMENTAL GOALS/OBJECTIVES

- Enter all CPS referrals/contacts into OASIS Computer System
- Increase the percentage of children seen by a CPS Worker within 24 hours of receiving a valid CPS Referral
- Develop a Parent Education Curriculum for parents of children who have a mental health diagnosis
- Decrease the time children remain in Foster Care
- Reduce the number of placement changes for children in Foster Care
- Expand the use of Treatment Foster Homes as an alternative to Residential Placements
- Increase the number of foster children who graduate from High School and attend College
- Fully implement CommonHelp – an on-line self-service customer portal for applying for Benefits
- Improve timely processing of TANF and Medicaid Applications and Renewals by 5%
- Develop new Community Work Sites for VIEW Participants
- Recruit and train an increased number of volunteers to assist Agency Staff
- Continuously improve customer service for internal and external consumers

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Food Stamp Cases in Compliance with Processing Standards (ADAPT)	98%	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)	19	22	22
Foster Children served in Family Based Placements (OASIS)	86%	90%	90%
Outputs			
Benefit Applications Received (ADAPT)	7,853	7,800	8,000
Food Stamp Households Served (ADAPT)	3,701	3,400	4,000
CPS Complaints Investigated (OASIS)	603	550	625
Foster Care Children Served (OASIS)	73	70	70
Service Quality			
Individuals Served through Holiday Programs (Manual Tracking)	3,500	3,750	3,750
Volunteers Providing Assistance (Manual Tracking)	500	625	625
Efficiencies			
Average Hourly Wage of VIEW Participants (VIP Report)	$8.91	$8.90	$8.95
Per Capita Cost for County Share of Agency Budget	$9.00	$10.75	$9.00

DEPARTMENTAL ACCOMPLISHMENTS

- Exceeded national and state benchmarks for foster children placed in foster family homes
- Successfully placed teenagers for adoption
- Continued to sponsor the longest running adoption support group in the state
- Exceeded the national standard for the protection of children
- Average hourly wage of VIEW participants exceeds state benchmark
- Continued timely processing of food stamp applications
- Improved timely completion of Medicaid reviews
- Achieved a food stamp participation rate that far exceeds national and state targets
- Successfully managed 30% increase in food stamp applications/caseload
- Successfully implemented new, automated Child Day Care Case Management System
- Prepared for implementation of CommonHelp - web based self-service customer portal for Benefit Programs
- Provided holiday assistance to over 3,500 individuals

TREASURER

Laura M. Rudy
Treasurer
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The Treasurer is responsible for the receipt, investment and disbursement of all state and local revenues. The mission of the Treasurer's Office is to provide citizens with a broad range of payment options for efficient revenue collections, while delivering exceptional service.

THINKING EFFICIENTLY:

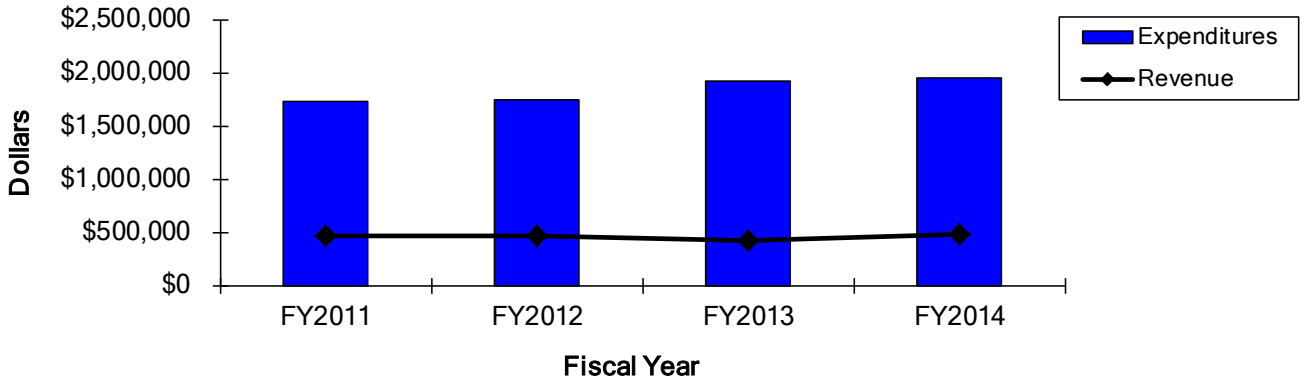
Where have we partnered within the organization?

- The Treasurer's Office worked with the Departments of Utilities and Human Services to initiate the online acceptance of Safety Net Donations. This online service gives citizens the opportunity to donate while paying their Utility Bills online.
- Enabled Animal Control to utilize an in-house database, created by the Treasurer's Office, that provided real time reporting to officers and eliminated duplicated efforts.
- The Treasurer's Office and the Commissioner of Revenue continue to work towards offering "real time" tax billing interface. Through coordination and working with systems vendor, the objective is to enhance the revenue billing and payment system and create a more robust delivery channel.

TREASURER

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel	$1,347,240	$1,363,439	$1,442,375	$1,513,790	$71,415	4.95%
Operating	388,431	393,244	484,843	441,350	(43,493)	-8.97%
Total	1,735,671	1,756,683	1,927,218	1,955,140	27,922	1.45%
Revenue	474,312	463,977	425,274	478,200	52,926	12.45%
Local Tax Funding	$1,261,359	$1,292,706	$1,501,944	$1,476,940	($25,004)	-1.66%
Funded Positions						
Full-Time Positions	18	17	17	17	0	0.00%
Part-Time Positions	2	3	3	3	0	0.00%



SIGNIFICANT BUDGET CHANGES:

Personnel

- Health Insurance
- Full year of FY2013 pay for performance
- Departmental positions reclassification

Operating

- Reduced bank processing fees

TREASURER

CORE SERVICES:

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

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

Revenue Collection Accounting Division
The accounting division performs daily processing and reconciliation of revenues collected from various automated venues, the handling of all county NSF checks, Treasurer refunds of overpayment, administration of Treasurer's Automated Prepayment Plan (TAPP), and daily processing and reconciliation of State and Estimated Tax payments. The division provides account reconciliations for online credit and ACH payments to the Treasury Accounting Manager to ensure accurate bank reconciliation.

Delinquent Collections Division
The delinquent collections division administers the various collection methods available by law to include: DMV vehicle registration withholding, Debt Set-off, Judicial Sales, bank liens, wage garnishments, payment plans, and delinquent notices. The division utilizes all available tools to locate delinquent taxpayers. Maintenance and application of Bankruptcy filing and discharge proceedings are administered, in accordance with State mandated laws.

Treasury Accounting Manager
Monitors revenues and ensures that daily revenues are uploaded accurate and timely into the financial accounting system. Administers cash management programs, audit activities, prepares and maintains financial records, bank statements reconciliations and assists Treasurer with the monitoring of investments.

Revenues and Operations
Designated Deputies oversee and administer daily cash management and banking activities related to the receipts and disbursements of all local and state revenues. They collaborate with vendors to manage the efficiencies of the billing and collection process. All activities conducted by the above divisions are supervised by designated Deputy Treasurers.

DEPARTMENTAL GOALS/OBJECTIVES:

- The Treasurer's Office continues to research innovative cost saving methods to collect and disburse local revenues that improve efficiencies and enhance earning potentials, while delivering exceptional service to citizens.
- Improve delinquent tax collections by streamlining and enhancing automated processes to further increase collections.
- Introduce tax and utility payment methods that support payment processing efficiencies for the citizens and the County.
- Review alternative tax billing processes to include e-billing features to promote paperless initiatives and achieve additional cost savings to taxpayers.
- Continue to enhance the current revenue collection system to provide real time tax account information to taxpayers and provide additional performance data and tracking reports for budgetary decisions.

TREASURER

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Debt Set-off Program Accounts (Stars-IMS)	37,497	38,000	38,000
Collection Actions (DMV Stops)	9,779	9,900	9,500
Collection Actions (Liens)	840	1,200	1,250
Delinquent Notices (printed)	61,385	65,000	63,000
Outputs			
RE & PP Bills Processed (RCS Setups)	263,886	273,000	273,000
Water Bills (HTE System)	390,069	386,000	390,500
Permit Fees collected (Code Administration)	22,961	18,500	21,500
Meals Tax Payments (COR Tracking System)	3,354	3,400	3,400
State Income Estimates (Estimated Application)	3,946	4,000	4,000
State Income Returns (COR Tracking System)	225	500	250
Dog Tags Sold (Manual Tracking)	7,404	8,000	8,000
Service Quality			
DMV Select transactions (DMV reports)	17,516	17,000	17,900
Efficiencies			
Treasurer Automated Pre-Payment Plan	1,260	1,100	1,300
Lock Box Payments Processed - Taxes	70,196	68,000	68,000
Lock Box Payments Processed - Utilities	119,073	123,500	115,000
Online Payments - Taxes and Utilities	191,491	185,000	200,000

DEPARTMENTAL ACCOMPLISHMENTS

- During 2012, the Treasurer's Office upgraded the tax collections system to provide delinquent collection enhancements, which replaced the in-house program, with improved sustainability and a more efficient program that encompasses all delinquent collection efforts.
- The Treasurer's Office continues to achieve increased revenues by concentrating on delinquent tax collections. An electronic file of delinquent taxpayers is sent annually, the first week of January, to the State in order to intercept income tax refunds. The Treasurer's Office intercepted and collected $1,207,682- during the 2012 calendar year in delinquent personal property tax accounts.
- The Treasurer's Office continues to transmit electronic files to the Department of Motor Vehicles placing a vehicle registration withholding on delinquent personal property tax accounts. This action, first initiated the first quarter of FY11, continues to make a significant impact on increasing collections of delinquent personal property tax.
- The Treasurer's Office provided citizens with the capability to purchase their dog licenses online. The Treasurer's Office issued 1,306 dog licenses for citizens that chose to purchase their dog license tags online in 2012.

DEPARTMENTAL ACCOMPLISHMENTS (Continued)

- The Treasurer and Deputy Treasurer's continue to maintain their certification in the Deputy Treasurer Career Development Program through the Treasurer's Association of Virginia. These certifications provide basic education to ensure sound operations of the Treasurer's Office. These certifications allow the office to be eligible for maximum reimbursements granted from the State Compensation Board for Stafford County.
- The Treasurer's Office received an Award of Accreditation for 2012 by meeting the high performance standards established by the Treasurer's Association of Virginia.
- Workload measures are reviewed, calculated and submitted each year to the State Compensation Board. The Treasurer's Office continues to be eligible for additional full-time employees (FTE), as indicated by workload measures submitted for calendar year 2012. These workload measure calculations indicate that the Treasurer's Office staffing requirement should be supported by 21 FTE.

1664 ★ Celebrate 350 ★ 2014

STAFFORD
Virginia

Cradle of Opportunity

PARTNER AGENCIES

Donna S. Krauss
Assistant to the County Administrator for
Human Services
540-658-4622
dkrauss@staffordcountyva.gov

Our mission is to be responsible stewards of County resources to support agencies or groups who provide the citizens of Stafford County services to address individual and community needs.

The County supports a wide variety of partner agencies from major regional entities to non-profit community groups. These agencies and groups are either a formulary based, contractual, or non-contractual partner.

Stafford County continues to utilize a structured process for non-contractual partner agency funding requests. An evaluation committee reviews the applications for funding. The committee's goal is to assure county staff is making informed unbiased recommendations to the Board of Supervisors. These recommendations shall uphold the mission and values adopted by Stafford County and the Board of Supervisors. The Board of Supervisors approved the new process by motion on October 7, 2008.

All requests for funding are subject to a process that includes an annual review of each agency's submission, review of the agencies financial status and an assessment of community needs based on the economic conditions.

Allocations are based on available resources, impact of service to Stafford residents and priority of community needs as perceived by the committee. Allocations may be subject to an increase, reduction or discontinuation based on the following:

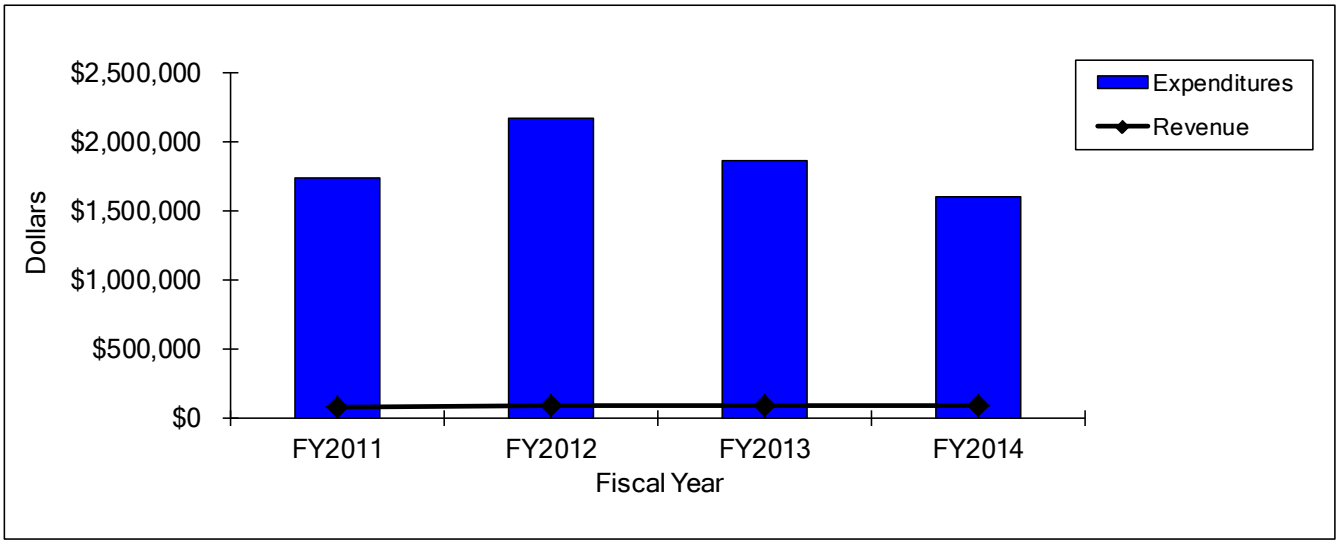
- Agency governance - clearly defined and adhered to strategy and business objectives that ensure the agency has adequate resources to meet its objectives and to ensure it operated an effective risk management system, to monitor its performance and ensure that it acts ethically and meets its responsibilities to its stakeholders.
- Program performance - how does the program measure its success, how does the program define the indicators that measure the outcomes to show success- is it a measurable indicator? What are the methods of collecting information to determine the level of achievement of the outcome? How does the mission of the program fit within the County's mission?
- Financial Stewardship - how does the program manage its finances and how does it allocate its resources to meet the mission critical needs and priorities?

An allocation in one year does not guarantee future allocations.

Continuing in our efforts to maintain and enhance a successful alliance with our partner agencies, Stafford County's website provides a link to our partner agencies. This networking allows Stafford citizens the opportunity to learn about the many organizations and how they support and assist the citizens of our County. The link also gives citizens and businesses the capability to donate funding directly to an organization. The link is located on Stafford County's website www.staffordcountyva.gov under Human Services Office- then Partner Agencies.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Operating	$1,737,915	$2,176,357	$1,866,077	$1,608,024	($258,053)	-13.83%
Total	1,737,915	2,176,357	1,866,077	1,608,024	(258,053)	-13.83%
Revenue	83,983	85,599	89,294	91,788	2,494	2.79%
Local Tax Funding	$1,653,932	$2,090,758	$1,776,783	$1,516,236	($260,547)	-14.66%



SIGNIFICANT BUDGET CHANGES

Operating

- Chaplin Youth Group Home Commission - shift in local funding to maximize state revenue through the CSA program for group home placements
- Decrease of $5,700 due to non-request from The ARC of Rappahannock
- Increase for George Washington Regional Commission is a formula based on population and a per capita rate of .57
- Through the evaluation process and based on the impact of services to Stafford residents some Community Agencies were given an increase
- To meet the state requirements surrounding interventions to persons in crisis Rappahannock Area Community Services Board received an increase of $7,404
- In lieu of annual appropriations for a period of three years the Board intends to convey properties to the Economic Development Authority. The Authority is encouraged to market and sell the properties and use the proceeds to advance economic development in the county

PARTNER AGENCIES

GOALS/OBJECTIVES

- Evaluate each agencies goals/objectives and statistical data relating to measurable outcomes to determine how effectively the needs of the citizens within the community are being met.
- Determine any duplication of services to maximize the use of resources
- Develop relationships with partner agencies staff to become keenly aware of how the agencies manage their organizations which will provide valuable information in long term planning and resource development for the community at large.
- Create opportunities for community engagement and support of partner agencies.

PARTNER AGENCIES' MISSIONS

Agency Name	Mission
Chaplin Youth Group Home Commission	Serves court-involved youth. To change negative thinking patterns in the youth, we serve and teach alternate ways of decision-making, anger management and life skills.
DisAbility Resource Center	Assist people with disabilities, those who support them, and the community, through information, education and resources, to achieve the highest potential benefit of independent living.
Fredericksburg Area Food Bank	Reduces hunger in Fredericksburg and the counties of Spotsylvania, Caroline, Stafford and King George, by collecting and distributing donated food products to needy individuals and families through a network of charitable organizations and churches.
Germanna Community College	Provides high quality, accessible learning opportunities and related services to the community.
Healthy Families Rappahannock Area	Offers long term prevention services to families through supportive partnerships, viable community resource options and promoting empowerment and independence.
Hospice Support Care	Provides free support services to the seriously ill and bereaved. Services are provided by trained volunteers under the supervision of HSC staff members. Services are provided regardless of diagnosis or prognosis and without regard to income.
Lloyd F. Moss Free Clinic	Provides free medical and dental care to low-income and uninsured residents of Planning District 16.
Mental Health America of Fredericksburg	Provides education, advocacy and services to all people with mental health needs. Educates to promote mental health awareness and understanding.
Micah Ecumenical Ministries	Serves vulnerable populations, with special attention to the needs of the poor and homeless.
Northern VA 4-H Educational and Conference Center	Enriches the development of youth, and those with special needs, through innovative 4-H camping, training and leadership programs.
Piedmont Dispute Resolution Center	Provide dispute resolution and restorative justice information, education and community services. They also have ongoing communication with judges and court clerk that faicliate a mediation program that meets the needs of the courts and the citizens.
Rappahannock Area Agency on Aging	Provides for the development of aging services at the local level. Each agency plans, coordinates and administers aging services.
Rappahannock Area Community Services Board (RACSB)	Improves the quality of life for people residing in Planning District 16 with mental health, mental retardation and substance abuse problems and to prevent the occurrence of these conditions.
Rappahannock Area Council for Children and Parents	Promotes positive parenting and educates the public on the prevention of child abuse and neglect.
Rappahannock Area Court Appointed Special Advocates (CASA)	To speak for the best interest of abused, neglected, and CHINS children in the 15th district J&DR Court. To promote and support quality volunteer representation for these children in order to help provide each child with a safe permanent nurturing home.
Rappahannock Area Health District	Achieves and maintains optimum personal and community health in Stafford County by emphasizing health promotion, disease prevention and environmental protection.
Rappahannock Area Office on Youth	Decreases the instances of delinquency by promoting and providing positive youth development opportunities for court-involved youth and their families.

PARTNER AGENCIES' MISSIONS

Agency Name	Mission
Rappahannock Big Brothers Big Sisters	To make a positive, measurable difference in the lives of the most at risk children by promoting self esteem and character development, expanding awareness of life's opportunities, and providing education, guidance and support through professionally supported on-to-one mentoring relationships.
Rappahannock Council on Domestic Violence	Empowers survivors and their children to believe in themselves and build new lives filled with dignity, respect, safety, and hope. Provides victims the time, space, and tools to heal their hearts, restore their connections, rebuild their lives, and renew their spirits. Breaks the cycle of violence through shelter, advocacy, education, awareness, prevention and intervention.
Rappahannock Council Against Sexual Assault	Coordinates, organizes and initiates services that aid survivors of sexual assault and their significant others; educates the public on sexual assault issues; and acts as an advocate and resource for the needs and rights of survivors of sexual assault.
Rappahannock Emergency Medical Services Council, Inc.	"Exists to facilitate the development and continued operation of high quality, dedicated and coordinated emergency response and preparedness system for PD 9 and 16 region.
Rappahannock Legal Services	Provides free civil legal assistance in an efficient and high-quality manner to indigent individuals and group clients in planning districts 9, 16, 17, 18.
Rappahannock Refuge Inc, (Hope House)	Provides homeless women and their children residency and the services necessary to transition them into independent living in the community.
Rebuilding Together (Christmas is April)	Stabilize communities through repair and rehabilitation.
S.E.R.V.E., Inc.	Encourages individuals and groups to work together to alleviate local human suffering by meeting the emergency needs of individuals and families experiencing financial crisis, and to promote programs that help individuals become self-sufficient.
Thurman Brisben Homeless Shelter	Provides emergency shelter, food, self-help programs and referral services to homeless families and individuals.
Tri-County/City Soil and Water Conservation District	Provide leadership, education and technical programs to assist all resources users to conserve, sustain and improve soil, water and related resources.
Volunteer & Information Services of the United Way	Promote and advocate active volunteer participation in the community, to enrich lives and to achieve positive and lasting change in our community.

PARTNER AGENCIES' FUNDING

Community Agency Name	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
DisAbility Resource Center	$24,075	$25,550	$25,279	($271)	-1.1%
Fredericksburg Area Food Bank	21,464	17,064	14,128	(2,936)	-17.2%
Healthy Families Rappahannock Area	4,093	8,000	8,000	0	0.0%
Hospice Support Care	2,482	2,610	3,000	390	14.9%
Lloyd F. Moss Free Clinic	16,221	18,000	18,000	0	100.0%
Lloyd F. Moss Free Clinic - Capital	56,000	0	0	0	0.0%
Mental Health America of Fredericksburg	10,976	10,230	11,253	1,023	10.0%
Micah Ecumenical Ministries	9,406	12,500	15,000	2,500	20.0%
Northern VA 4-H Educational and Conference Center	800	1,000	1,000	0	0.0%
Piedmont Dispute Resolution Center	-	8,000	8,000	0	0.0%
Rappahannock Area Agency on Aging	29,562	27,946	29,347	1,401	100.0%
Rappahannock Area Council for Children and Parents	15,649	16,500	16,500	0	0.0%
Rappahannock Area Court Appointed Special Advocates	6,127	6,450	6,450	0	0.0%
Rappahannock Big Brothers Big Sisters	9,612	6,000	6,500	500	8.3%
Rappahannock Council Against Sexual Assault	15,187	16,703	16,703	0	0.0%
Rappahannock Council on Domestic Violence-Empowerhous	41,343	43,410	46,898	3,488	8.0%
Rappahannock Emergency Medical Services Council, Inc.	5,046	3,739	9,607	5,868	156.9%
Rappahannock Legal Services	30,315	30,900	32,445	1,545	0.0%
Rappahannock Refuge, Inc. (Hope House)	19,219	11,000	11,000	0	0.0%
Rebuilding Together (Christmas in April)	2,365	3,490	3,490	0	0.0%
S.E.R.V.E., Inc.	45,157	47,697	47,697	0	0.0%
The ARC of Rappahannock	5,410	5,700	0	(5,700)	100.0%
Thurman Brisben Homeless Shelter	61,268	65,000	65,000	0	0.0%
Volunteer & Information Services of the United Way	2,784	2,737	2,737	0	0.0%
Total Community Agencies	434,561	$390,226	$398,034	$7,808	2.0%
Intergovernmental Agencies					
Chaplin Youth Group Home Commission	120,400	126,385	26,735	(99,650)	-78.8%
Economic Development Authority	487,000	200,000	19,004	(180,996)	-90.5%
Fredericksburg Regional Alliance	55,080	55,080	55,080	0	0.0%
George Washington Regional Commission	67,327	67,327	74,708	7,381	11.0%
Germanna Community College - Capital	50,000	50,000	50,000	0	0.0%
Germanna Community College - Operating	26,070	26,070	26,070	0	100.0%
Rappahannock Area Community Service Board	235,678	242,748	250,152	7,404	3.1%
Rappahannock Area Health District	535,937	535,937	535,937	0	0.0%
Rappahannock Area Office on Youth	130,000	138,000	138,000	0	0.0%
Tri-County/City Soil and Water Conservation District	21,404	21,404	21,404	0	0.0%
Watershed Property Manager	12,900	12,900	12,900	0	0.0%
Total Intergovernmental Agencies	$1,741,796	$1,475,851	$1,209,990	($265,861)	-18.0%
Total	$2,176,357	$1,866,077	$1,608,024	($258,053)	-13.8%

SCHOOL FUNDS

The School Funds historically consisted of six major funds: School Operating Fund, School Nutrition Service Fund, School Construction Fund, Grants Fund, Worker's Compensation Fund, and the School Health Services Fund. The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements subsequent to the adoption of the FY10 budget. That fund was used in FY2010 and FY2011. With the expiration of the federal stimulus funding, there was no activity in this fund in FY2013 or FY2014. The School Operating Fund, a governmental component unit fund, accounts for the operations of Stafford's public school system. The School Nutrition Service Fund accounts for the revenues and expenditures associated with the providing of food services within the public school system. The School Construction Fund accounts for the acquisition, construction and equipping of new schools and renovations and additions to older schools. The Grants Fund accounts for the revenues and expenditures associated with outside grant funding. The Workers' Compensation Fund accounts for revenues and expenditures associated with the administration of the worker's compensation insurance program for employees under a self-insurance program. The Health Services Fund accounts for revenue and expenses associated the providing of health related benefits to employees under a comprehensive health benefits self-insurance program.

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

SCHOOL BOARD MEMBERS

Stephanie Johnson, Chairman
AQUIA DISTRICT

Meg Bohmke, Vice-Chairman
FALMOUTH DISTRICT

Holly Hazard
HARTWOOD DISTRICT

Patricia Healy
ROCKHILL DISTRICT

Nanette Kidby
GARRISONVILLE DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Dana Reinboldt
GRIFFIS-WIDEWATER DISTRICT

Dr. Randy Bridges
SUPERINTENDENT

Lance Wolff
ASSISTANT SUPERINTENDENT
OF FINANCIAL SERVICES

Chris Quinn
ASSISTANT SUPERINTENDENT
FOR INSTRUCTION

Scott Horan
ASSISTANT SUPERINTENDENT
FOR FACILITIES

Lisa Martin
ASSISTANT SUPERINTENDENT
FOR SECONDARY EDUCATION
& SUPPORT SERVICES

Pam Kahle
ASSISTANT SUPERINTENDENT
FOR ELEMENTARY EDUCATION
& SUPPORT SERVICES

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

VISION, BELIEFS AND MISSION STATEMENT

VISION

To be an innovative learning organization committed to EXCELLENCE

OUR BELIEFS

We believe in COMMUNITY.

We believe in DIVERSITY.

We believe in RESPECT.

We believe in INTEGRITY.

We believe in EXCELLENCE.

MISSION

Teaching our STUDENTS today to be the LEADERS of tomorrow

SCHOOL BUDGET HIGHLIGHTS

SCHOOL OPERATING FUND

The Average Daily Membership for FY2014 is estimated to be 27,229, an increase of 301 students. The composite index for FY2014 is .3305.

The schools operate 30 facilities, including one currently under renovation. The facilities include 17 elementary schools, grades K-5, eight middle schools, grades 6-8, and five high schools, grades 9-12.

In an effort to develop a more sustainable retirement system, the state has required that employees begin to pay into the system, but receive a corresponding salary increase. The total requirement, which can be phased in, is known as the VRS "5&5" since ultimately employees will pay 5% of their salary to VRS, but receive a 5% salary increase. Because the increase is subject to payroll taxes and retirement costs, the net effect is an increase in costs to the schools and a slight decrease in net pay to employees. However, the employees' retirement benefits are higher as a result. To comply with this mandate, the school system began phasing in the requirement and provided a 1% salary increase and required employees to pay 1% into VRS in FY13. The FY14 Budget includes the 2nd year 1% salary increase for employees to pay the 1% VRS. The employee VRS requirement is now 2%.

The 2013 General Assembly provided funding for a 2% salary increase for state-recognized school employees. The Board of Supervisors increased local funding to ensure that, when combined with new state revenues, there would be sufficient new money to provide a 2.5% increase effective July 1, 2013, and a 2% increase effective January 1, 2014. The School Board opted to provide a 1% raise in July in lieu of 2% in January.

The Board of Supervisors has approved local School funding of $136.5M. This is more than twice the required local effort of $52 million mandated by the state. This budget provides the largest school operating transfer in Stafford's history, an increase of $3.4M. Funding continues for the Heather Empfield public day school. This national award-winning partnership between the Schools and County provides the least restrictive community based services to special education students in Stafford, saving $300,000 per year. The state's refinancing of several outstanding Virginia Public School Authority (VPSA) bonds will result in a debt service savings of $3.1M in FY2014. The Board directed that the one-time savings be used for non-recurring education expenditures. $1M will be used for one-time expenditures in the school operating budget. The remaining $2.1M has been designated to the Capital Improvements Program (CIP) to reduce borrowing costs for the rebuilding of Stafford High School.

DEBT SERVICE

School Debt Service for FY2014 totals $24,729.510 and is shown in the General Fund.

SCHOOL BUDGET HIGHLIGHTS

SUMMARY OF SCHOOL FUNDS

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
School Operating Fund [1]	$216,411,262	$237,817,637	$247,447,022	$251,166,914	$3,719,892	1.50%
State Fiscal Stabilization Fund [2]	$14,330,732	$0	$0	$0	$0	0.00%
Nutrition Services Fund [3]	$11,353,742	$11,791,530	$11,776,004	$13,040,603	$1,264,599	10.74%
Construction Fund [3]	$16,880,742	$17,535,081	$245,618	$2,332,000	$2,086,382	849.44%
Grant Fund [1]	$12,489,249	$9,904,658	$11,157,482	$11,805,169	$647,687	5.80%
Total School Funds	$271,465,727	$277,048,906	$270,626,126	$278,344,686	$7,718,560	2.85%

Internal Service Funds

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Health Services Fund [3]	$31,286,893	$30,477,160	$24,668,261	$24,916,982	$248,721	1.01%
Workers' Compensation Fund [1]	$611,301	$819,106	$676,071	$613,745	($62,326)	-9.22%
Total	$31,898,194	$31,296,266	$25,344,332	$25,530,727	$186,395	0.74%

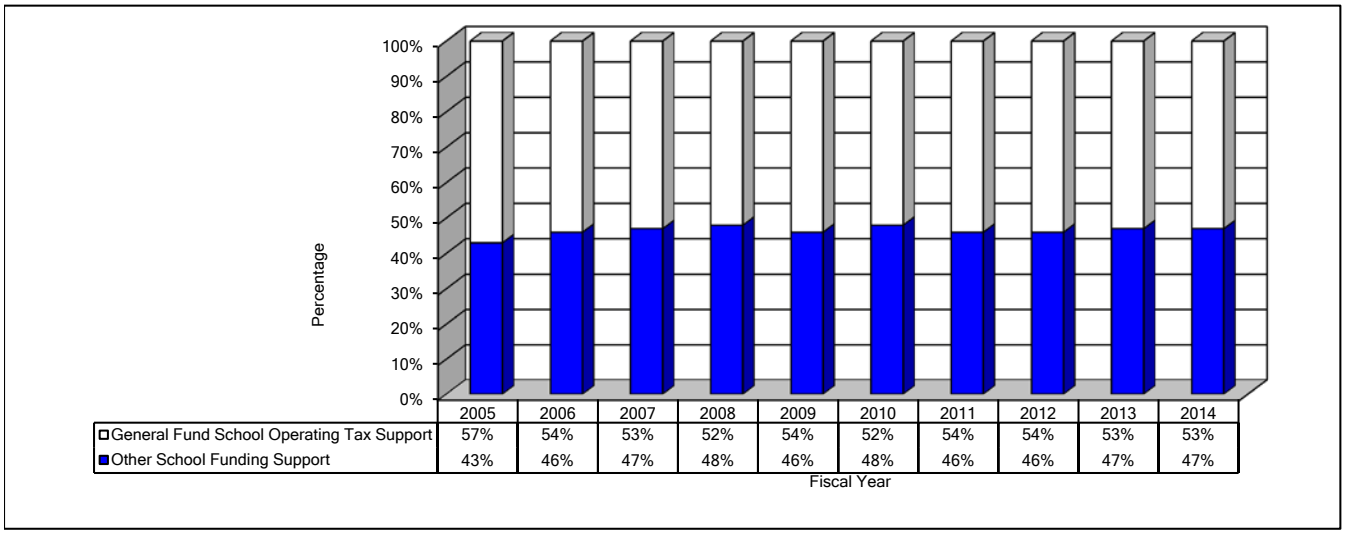
[1] FY2014 Adopted Budget Amended in Resolution R13-205 (Resolution is available in the Executive Summary Section)
[2] The Schools established a separate fund for State Fiscal Stabilization (SFSF) funds, due to reporting requirements, in FY10.
[3] FY2014 Adopted Budget Resolution R13-98 (Resolution is available in the Executive Summary Section)

EDUCATION COST STATISTICS

The General Fund Adopted Local School Funding Fiscal Year 2014 is $136.5 million. All Operating Expenditures Consist of Total Operating Costs, Including Facilities and Debt Service. The General Fund Transfer Includes Debt Service.

Fiscal	Avg. Daily Membership		County Population		Operating Expenditures				
Year	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita
2014	* 27,229	1.1%	137,903	1.9%	288,810	4,002	1.4%	10,607	2,094
2013	* 26,928	0.3%	135,311	2.0%	284,808	10,882	4.0%	10,577	2,105
2012	26,838	0.3%	132,719	2.3%	273,926	5,202	1.9%	10,207	2,064
2011	26,745	0.3%	129,772	0.6%	268,724	(7,749)	-2.8%	10,048	2,071
2010	26,661	1.2%	128,961	5.0%	276,473	(4,816)	-1.7%	10,370	2,144
2009	26,350	0.9%	122,800	0.9%	281,289	9,750	3.6%	10,675	2,291
2008	26,114	-0.3%	121,736	0.8%	271,539	12,465	4.8%	10,398	2,231
2007	26,181	1.2%	120,723	0.5%	259,074	11,944	4.8%	9,895	2,146
2006	25,871	1.8%	120,170	2.1%	247,130	31,688	14.7%	9,552	2,057
2005	25,419	3.2%	117,674	2.8%	215,442	22,945	11.9%	8,476	1,831

Fiscal	School Enrollment		County Population		General Fund Transfer					
Year	Pupils	% Increase	Number	% Increase	Amount (000)	Increase (000)	%	Per Pupil	Per Capita	% of Oper. Fund
2014	* 27,229	1.1%	137,903	1.9%	136,453	3,399	2.6%	5,011	989	47%
2013	* 26,928	0.3%	135,311	2.0%	133,055	6,026	4.7%	4,941	983	47%
2012	26,838	0.3%	132,719	2.3%	127,028	2,122	1.7%	4,733	957	46%
2011	26,745	0.3%	129,772	0.6%	124,906	(7,529)	-5.7%	4,670	963	46%
2010	26,661	1.2%	128,961	5.0%	132,435	2,386	1.8%	4,967	1,027	48%
2009	26,350	0.9%	122,800	0.9%	130,049	(464)	-0.4%	4,935	1,059	46%
2008	26,114	-0.3%	121,736	0.8%	130,513	9,319	7.7%	4,998	1,072	48%
2007	26,181	1.2%	120,723	0.5%	121,194	6,767	5.9%	4,629	1,004	47%
2006	25,871	1.8%	120,170	2.1%	114,427	25,208	28.3%	4,423	952	46%
2005	25,419	3.2%	117,674	2.8%	93,452	4,233	4.7%	3,676	794	43%

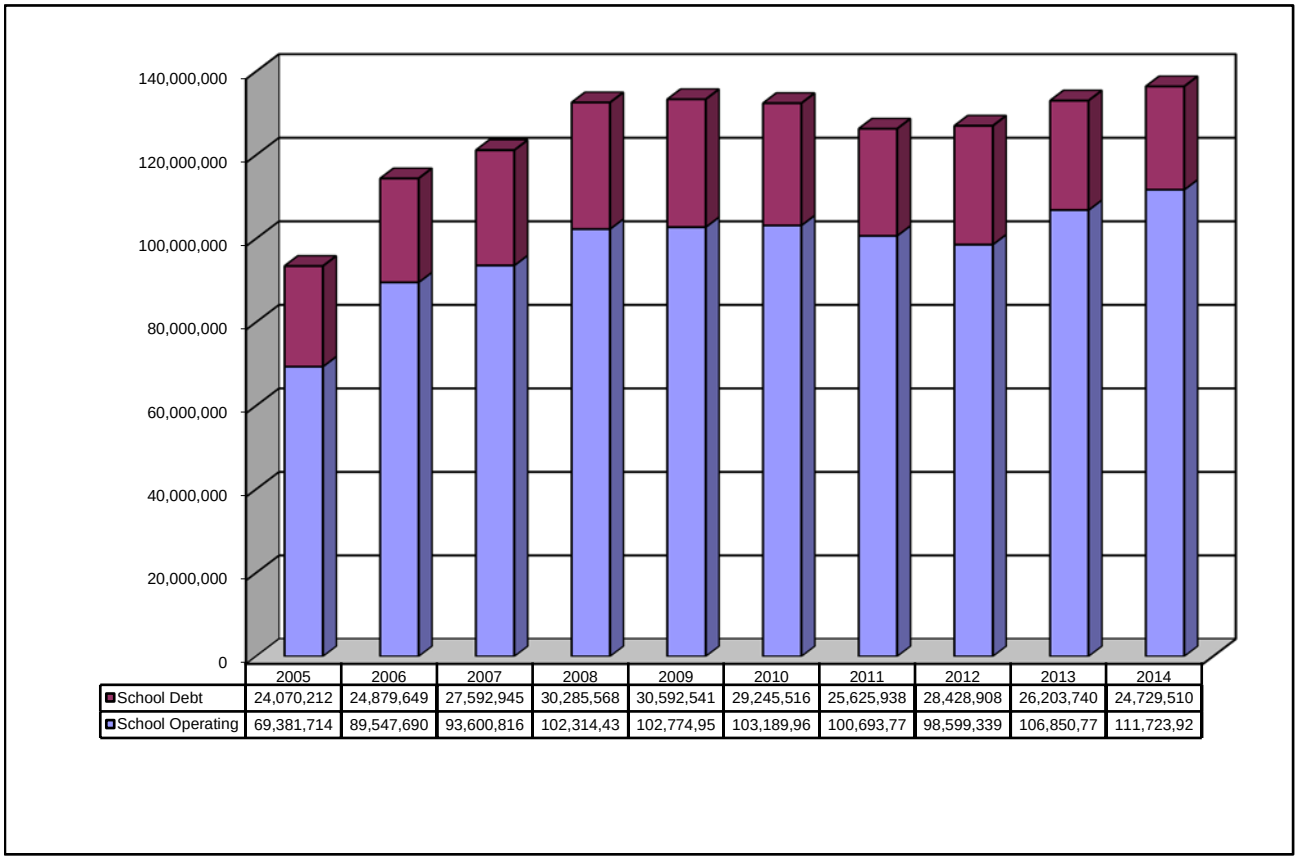


* Fiscal Years 2013 and 2014 are Adopted Budgets.

SCHOOL TRANSFER AND DEBT SERVICE

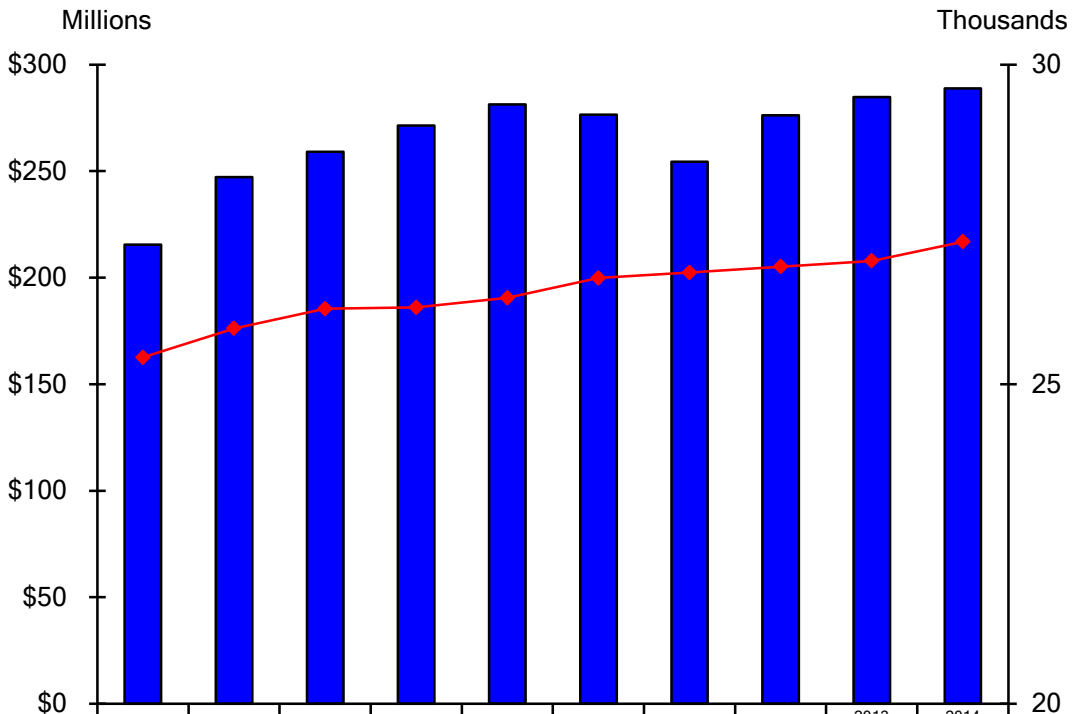
The schedule and graph below show an historical analysis of the School Transfer separated by Operating Costs and Debt Service. FY2005 to FY2012 are actuals, FY2013 and FY2014 are the Adopted Budget.

Fiscal Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	School Debt Service	Prior Year % Change Debt
2005	93,451,926	69,381,714	-1.27%	24,070,212	27.04%
2006	114,427,339	89,547,690	29.07%	24,879,649	3.36%
2007	121,193,761	93,600,816	4.53%	27,592,945	10.91%
2008	132,600,000	102,314,432	9.31%	30,285,568	9.76%
2009	133,367,500	102,774,959	0.45%	30,592,541	1.01%
2010	132,435,478	103,189,962	0.40%	29,245,516	-4.40%
2011	126,319,712	100,693,774	-2.42%	25,625,938	-12.38%
2012	127,028,247	98,599,339	-2.08%	28,428,908	10.94%
2013	133,054,514	106,850,774	8.37%	26,203,740	-7.83%
2014	136,453,431	111,723,921	4.56%	24,729,510	-5.63%
Average 2005 to 2014			5.09%		3.28%



SCHOOL OPERATING VS. ENROLLMENT

Estimated school average daily membership for Fiscal Year 2014 is 27,229 and a school operating budget of $288.8 million (includes total operating budget, debt service, and grants fund).

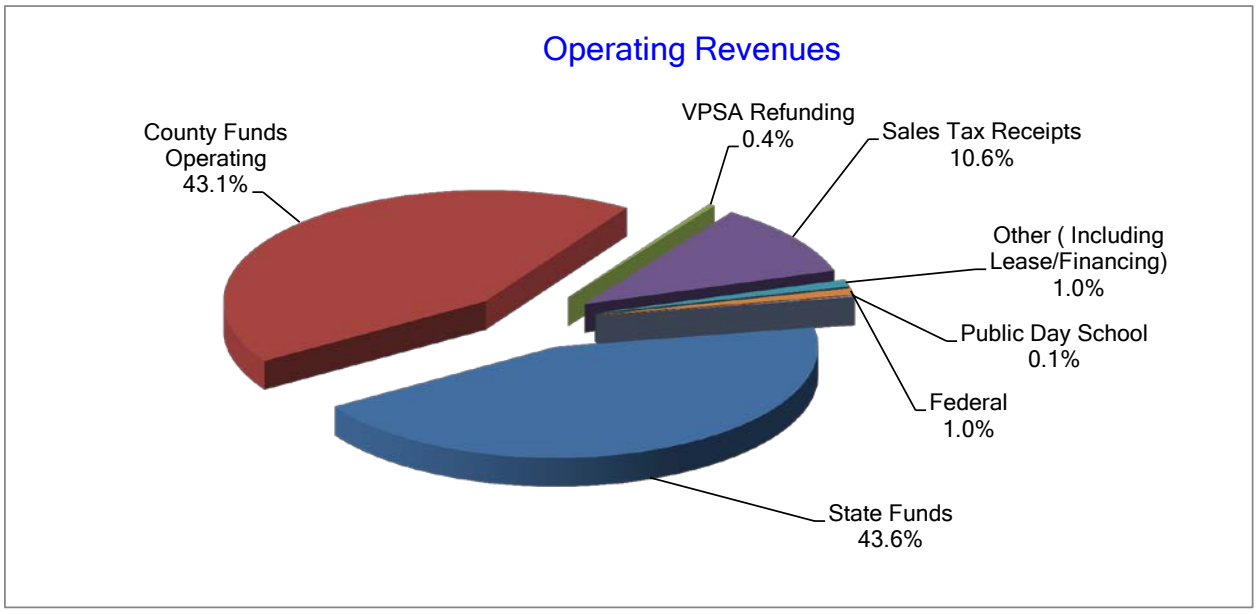


	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
Operating Expenditures	215.4	247.1	259.1	271.4	281.3	276.5	254.5	276.2	284.8	288.8
Average Daily Membership	25.4	25.9	26.2	26.2	26.4	26.7	26.7	26.8	26.9	27.2

Fiscal Year

SCHOOL OPERATING REVENUES

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
State Funds	$102,588,965	$108,040,331	$109,812,949	$1,772,618	2%
County Funds Operating	93,297,638	106,518,774	108,294,921	1,776,147	2%
VPSA Refunding	0	0	1,000,000	0	100%
Sales Tax Receipts	23,710,200	25,510,592	26,682,015	1,171,423	5%
Other (Including Lease/Financing)	2,102,751	2,612,279	2,610,029	(2,250)	0%
Federal	2,564,843	2,135,000	2,435,000	300,000	14%
Public Day School	0	332,000	332,000	0	100%
Prior Year Carryforward	13,553,240	2,298,046	0	(2,298,046)	-100%
Total	$237,817,637	$247,447,022	$251,166,914	$3,719,892	2%

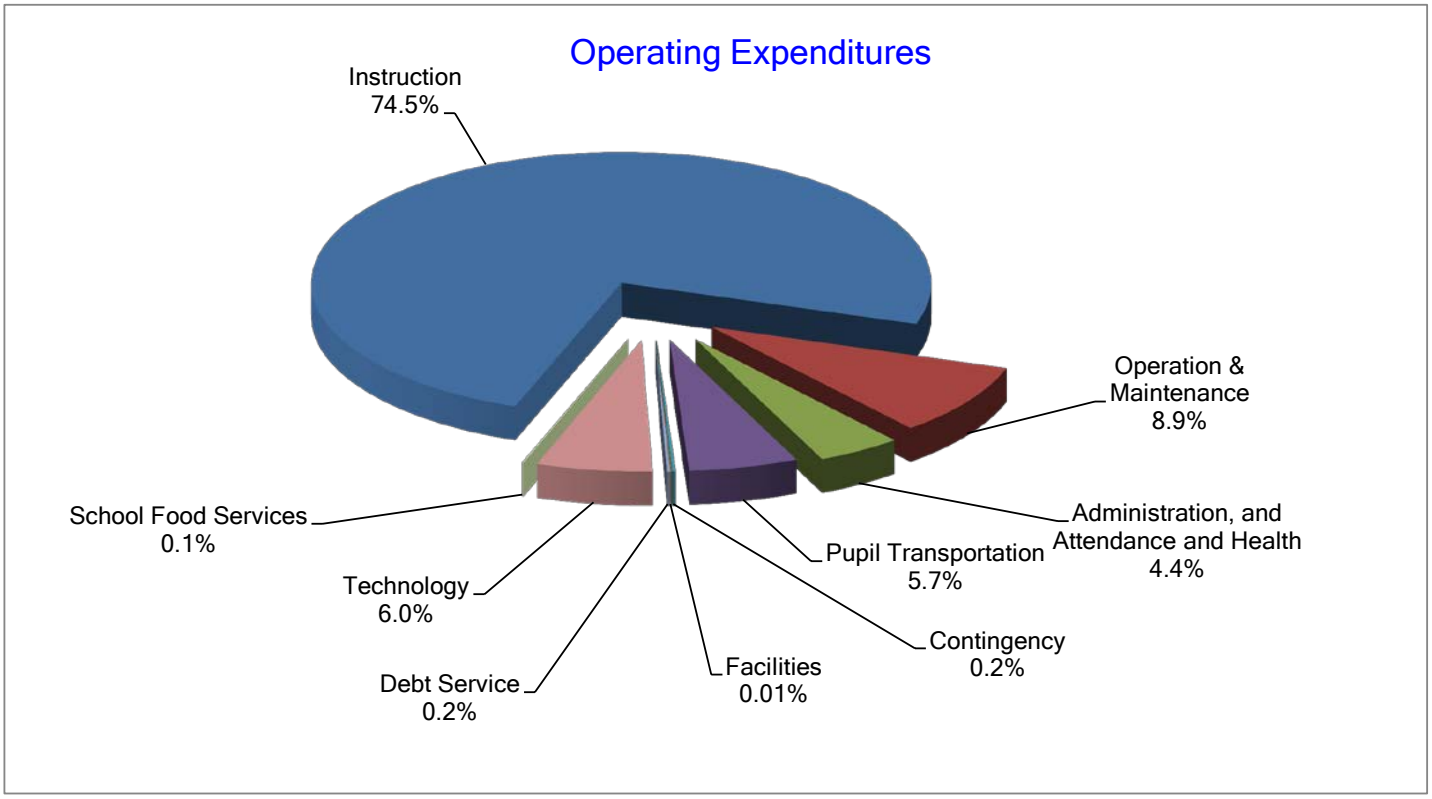


Fund Balance, Beginning of Year	$5,301,698	$5,301,698	$5,301,698	$0	0.00%
Fund Balance, End of Year[1]	$5,301,698	$5,301,698	$5,301,698	$0	0.00%

[1] The ending fund balance for FY2012 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

SCHOOL OPERATING EXPENDITURES

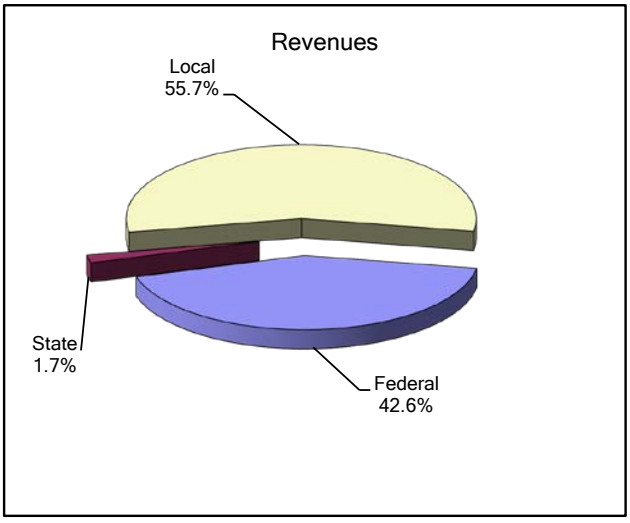
	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Instruction	$175,927,464	$183,844,666	$187,142,363	$3,297,697	1.8%
Operation & Maintenance	21,458,308	22,917,389	22,283,065	(634,324)	-2.8%
Administration, and Attendance and Health	10,004,024	11,000,302	10,972,960	(27,342)	-0.2%
Pupil Transportation	14,369,095	14,301,351	14,312,366	11,015	0.1%
Contingency	500,581	500,000	500,000	0	0.0%
Facilities	239,540	290,000	98,558	(191,442)	-66.0%
Debt Service	461,910	461,909	461,909	0	0.0%
Technology	14,633,797	13,901,991	15,160,689	1,258,698	9.1%
School Food Services	222,918	229,414	235,004	5,590	2.4%
Total	$237,817,637	$247,447,022	$251,166,914	$3,719,892	1.5%

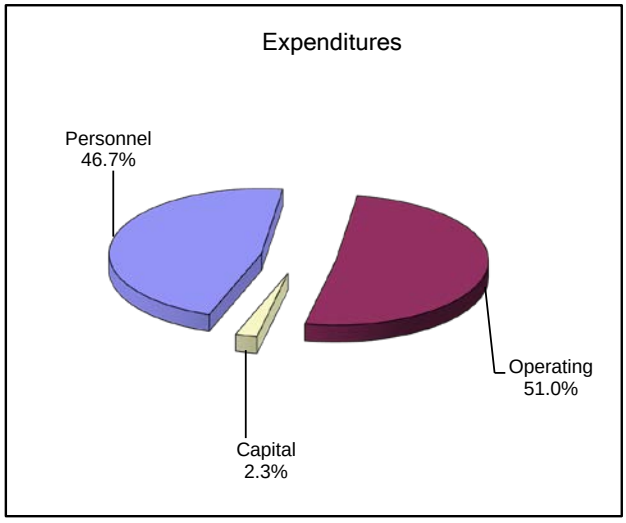


SCHOOL NUTRITION SERVICE FUND

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Federal	$4,609,732	$3,977,690	$5,363,263	$1,385,573	34.83%
State	$198,973	$197,758	$215,000	$17,242	8.72%
Local					
Lunch Sales	$4,312,948	$4,462,603	$4,020,500	($442,103)	-9.91%
A-la-carte	2,804,697	2,606,535	2,500,042	(106,493)	-4.09%
Breakfast Sales	71,938	415,000	415,000	0	0.00%
Expenditure Refunds	377	116,418	90,000	(26,418)	100.00%
Total	$7,189,960	$7,600,556	$7,025,542	($575,014)	-7.57%
From School Operating Fund	$10,586	$0	$0	$0	0.00%
Other	30,899	0	25,000	25,000	0.00%
Total	$12,040,150	$11,776,004	$12,628,805	$852,801	7.24%
Expenditures					
Personnel	$5,486,715	$5,811,760	$6,087,818	$276,058	4.75%
Operating	6,187,194	5,740,244	6,653,785	913,541	15.91%
Capital	117,621	224,000	299,000	75,000	33.48%
Total	$11,791,530	$11,776,004	$13,040,603	$1,264,599	10.74%
Fund Balance, Beginning of Year	$2,508,225	$2,756,845	$2,756,845	$0	0.00%
Fund Balance, End of Year[1]	$2,756,845	$2,756,845	$2,345,047	($411,798)	-14.94%

[1] The ending fund balance for FY2012 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report





CONSTRUCTION FUND

Funds are budgeted and appropriated when projects and the funding sources are approved. These funds may be carried over to the next fiscal year until the project is complete.

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
VPSA Bond Funding	$24,581,047	$0	$0	$0	0.00%
VPSA Interest	26,157	245,618	235,000	(10,618)	-4.32%
Transfer from General Fund	0	0	2,097,000	2,097,000	100.00%
Other	95,443	0	0	0	0.00%
Total	$24,702,647	$245,618	$2,332,000	$2,086,382	849.44%
Expenditures					
Personnel	$0	$242,573	$235,000	($7,573)	-3.12%
Operating	17,535,080	3,045	0	(3,045)	-100.00%
Capital	0	0	2,097,000	2,097,000	100.00%
Total	$17,535,080	$245,618	$2,332,000	$2,086,382	849.44%
Fund Balance, Beginning of Year	$9,949,811	$17,117,378	$17,117,378	$0	0.00%
Fund Balance, End of Year [1]	$17,117,378	$17,117,378	$17,117,378	$0	0.00%

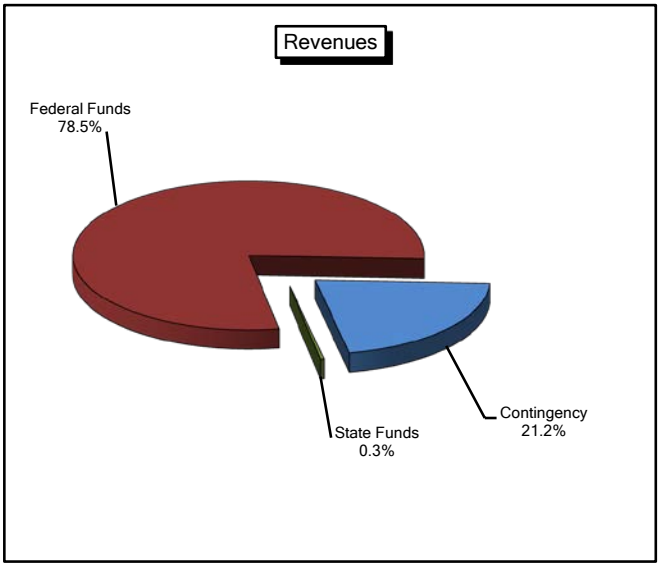
[1] The ending fund balance for FY2012 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report

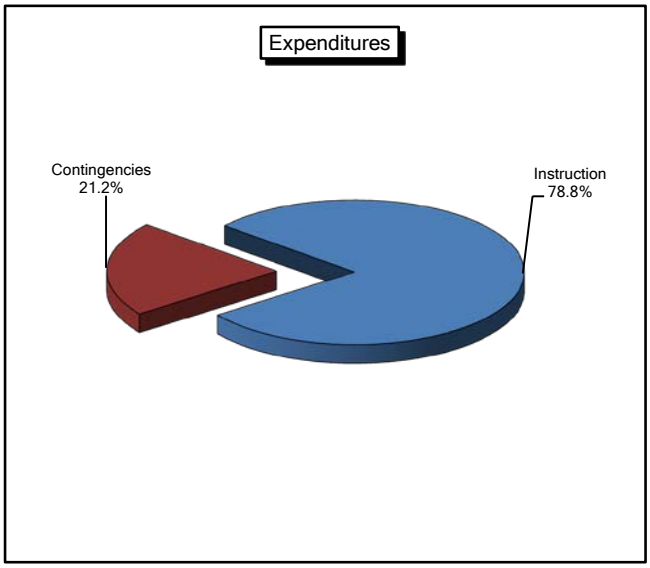
GRANT FUND

Grant funds are budgeted and appropriated when a grant is authorized. These funds may be carried over to the next fiscal year until the grant is complete.

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Federal Funds	$9,685,612	$8,613,160	$9,265,746	$652,586	7.58%
Contingency	0	2,500,000	2,500,000	0	0.00%
State Funds	59,733	44,322	39,423	(4,899)	-11.05%
Other Funds	122,507	0	0	0	0.00%
Total	$9,867,852	$11,157,482	$11,805,169	$647,687	5.80%
Expenditures					
Instruction	$9,904,657	$8,657,482	$9,305,169	$647,687	7.48%
Contingencies	0	2,500,000	2,500,000	0	0.00%
Total	$9,904,657	$11,157,482	$11,805,169	$647,687	5.80%
Fund Balance, Beginning of Year	$77,133	$40,328	$40,328	$0	0.00%
Fund Balance, End of Year[1]	$40,328	$40,328	$40,328	$0	0.00%

[1] The ending fund balance for FY2012 is the stated fund balance from the Stafford County Public Schools Comprehensive Annual Financial Report





SCHOOL WORKERS COMPENSATION FUND

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Transfer from Other Funds	$525,684	$624,385	$613,745	($10,640)	-2%
Total	$525,684	$624,385	$613,745	($10,640)	-2%
Expenditures					
Workers Compensation	$744,218	$676,071	$613,745	($62,326)	-9%
Personnel	74,888	0	0	0	0%
Total	$819,106	$676,071	$613,745	($62,326)	-9%
Net Assets, Beginning of Year	$1,363,867	$1,070,445	$1,018,759	($51,686)	-5%
Net Assets, End of Year[1]	$1,070,445	$1,018,759	$1,018,759	$0	0%

[1] The ending net assets for FY2012 is the stated net assets from the Stafford County Public Schools Comprehensive Annual Financial Report

SCHOOL HEALTH INSURANCE FUND

The School Health Insurance Fund is an internal fund designed to collect and disperse payments for employee and retiree health insurance.

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Revenues [1]	$24,672,411	$24,668,261	$24,916,982	$248,721	1%
Expenditures [2]	$30,477,159	$24,668,261	$24,916,982	$248,721	1%

[1] Revenues are expected to include employer and employee share of health insurance contributions, state funds for retiree health insurance, use of net assets, and other miscellaneous revenues.

[2] Expenditures are expected to include payment of all health insurance claims and requirements plus a contribution to OPEB.

PUBLIC SCHOOL FACTS

School	Year Opened	Capacity	ADM[1]
Elementary Schools			
Ferry Farm [2]	1957	732	583
Hartwood [2]	1963	649	543
Moncure [2]	1966	754	727
Falmouth [2]	1967	794	553
Grafton Village [2]	1967	754	570
Stafford [2]	1968	794	686
Garrisonville [2]	1981	768	516
Widewater [2]	1987	843	800
Rockhill [2]	1989	843	647
Park Ridge [2]	1990	843	651
Hampton Oaks	1992	950	830
Winding Creek [2]	1997	925	648
Rocky Run	2000	950	792
Kate Waller Barrett	2002	950	737
Margaret Brent	2004	950	854
Conway	2005	950	898
Anthony Burns	2006	950	750
Middle Schools			
Edward E. Drew [3]	1951	650	539
A. G. Wright	1981	920	754
Stafford	1992	1,100	497
H. H. Poole	1995	1,100	848
Rodney E. Thompson	2000	1,100	1,055
T. Benton Gayle	2002	1,100	957
Dixon-Smith	2006	1,100	788
Shirley Heim	2008	1,100	947
High Schools			
Stafford	1975	1,800	1,926
North Stafford	1981	1,925	1,668
Brooke Point	1993	1,800	1,765
Colonial Forge	1999	1,800	1,958
Mountain View	2005	1,800	1,742

[1] ADM - Average Daily Membership (Projected FY14)
[2] March 2010 -- Capacity was reviewed and recalculated by Moseley Architects
[3] Reduced due to the addition of the Emphield Day School

TRANSPORTATION FUND

The Transportation Fund, established in June 1986, is a governmental special revenue fund, used to account for the receipt and disbursement of the motor fuels tax and state recordation tax. The fund is also the repository for monies received from other sources for specific transportation projects.

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

Certain road projects are funded with impact fees or through special tax districts. See Road Impact Fee West Fund and Garrisonville Road Service District Fund in the Other Funds section for a discussion of road projects funded with these specific revenue sources.

TRANSPORTATION

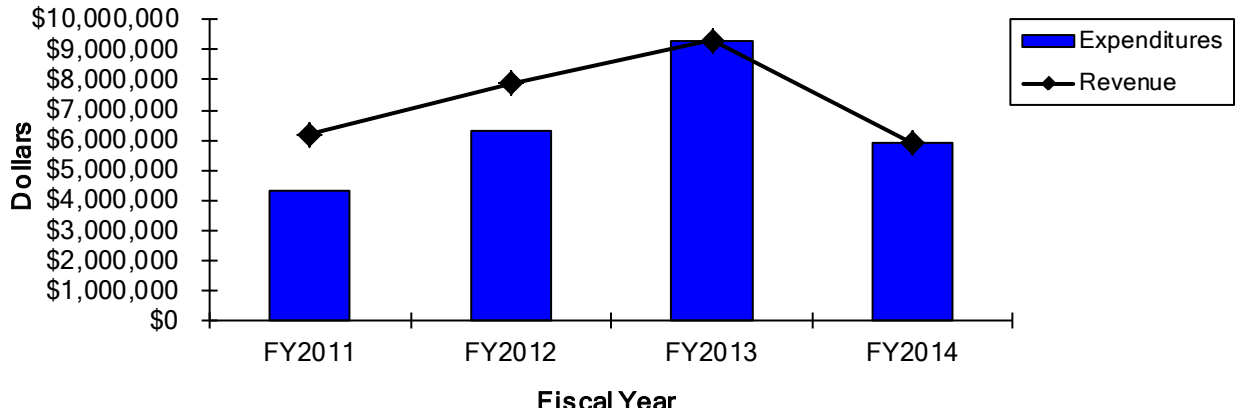
Mike Smith
Director of Public Works
540-658-5125
msmith@staffordcountyva.gov

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

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change 13 to 14	
Costs						
Personnel	$ -	$ -	$ -	$ -	$ -	0.00%
Operating / Capital	4,327,523	6,307,703	9,286,073	5,890,000	(3,396,073)	-36.57%
Total	4,327,523	6,307,703	9,286,073	5,890,000	(3,396,073)	-36.57%
Revenue	6,190,358	7,894,788	9,286,073	5,890,000	(3,396,073)	-36.57%
Difference	$(1,862,835)	$(1,587,085)	$ -	$ -	$ -	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

- Increase in VRE subsidy due to increased ridership share
- Increase in PRTC subsidy
- Capital Projects: The Board will be asked to consider budget and appropriation for bond funded roads projects as contracts are awarded.

TRANSPORTATION

DEPARTMENTAL GOALS/OBJECTIVES

- Implement 2008 road bond referendum projects
- 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 selected road improvements within the County

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outputs			
VRE system average daily ridership	19,088	19,000	20,100
Efficiencies			
County subsidy for VRE	$2,505,805	$2,347,707	$2,529,281

TRANSPORTATION REGIONAL & COMMUNITY AGENCIES

Agency Name	Mission
Fredericksburg Regional Transit	Provides accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region.
Stafford Regional Airport	Provides safe airport and aircraft operations, unparalleled customer service, and modern aviation facilities in a fiscally prudent manner.

TRANSPORTATION FUND PROJECTS

Virginia Railway Express

The Virginia Railway Express (VRE) provides commuter rail service to Northern Virginia and Washington, D.C. on two routes, the Manassas and Fredericksburg Lines. Stafford County has two VRE stations located off of Brooke road and Leeland Road. VRE currently carries approximately 20,000 passengers a day on both lines. The VRE is a cooperative venture of the Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC). Stafford participates in the PRTC. All jurisdictions served by VRE contribute a financial subsidy to the rail system. The largest expenditure of the County's Transportation Fund is our subsidy to VRE.

FRED Bus Service

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

Stafford Regional Airport

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

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

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

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

Bicycle/Pedestrian Trails

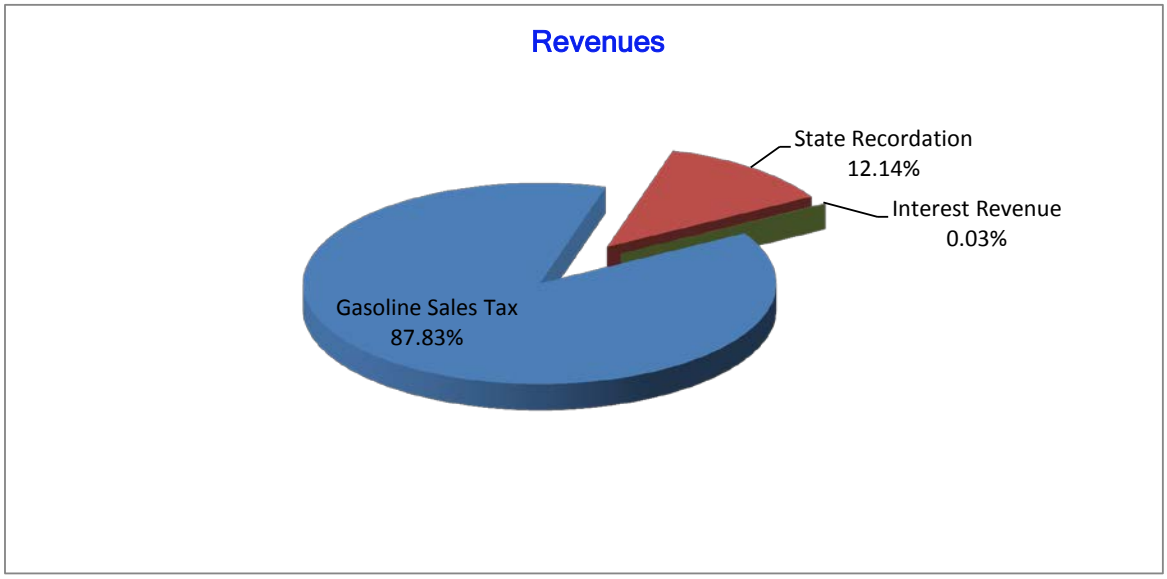
The County has received grants from VDOT under the Transportation Enhancement Program to build several bike pedestrian trails. Funds from the Transportation Fund will pay the County's match.

Local Road Projects

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

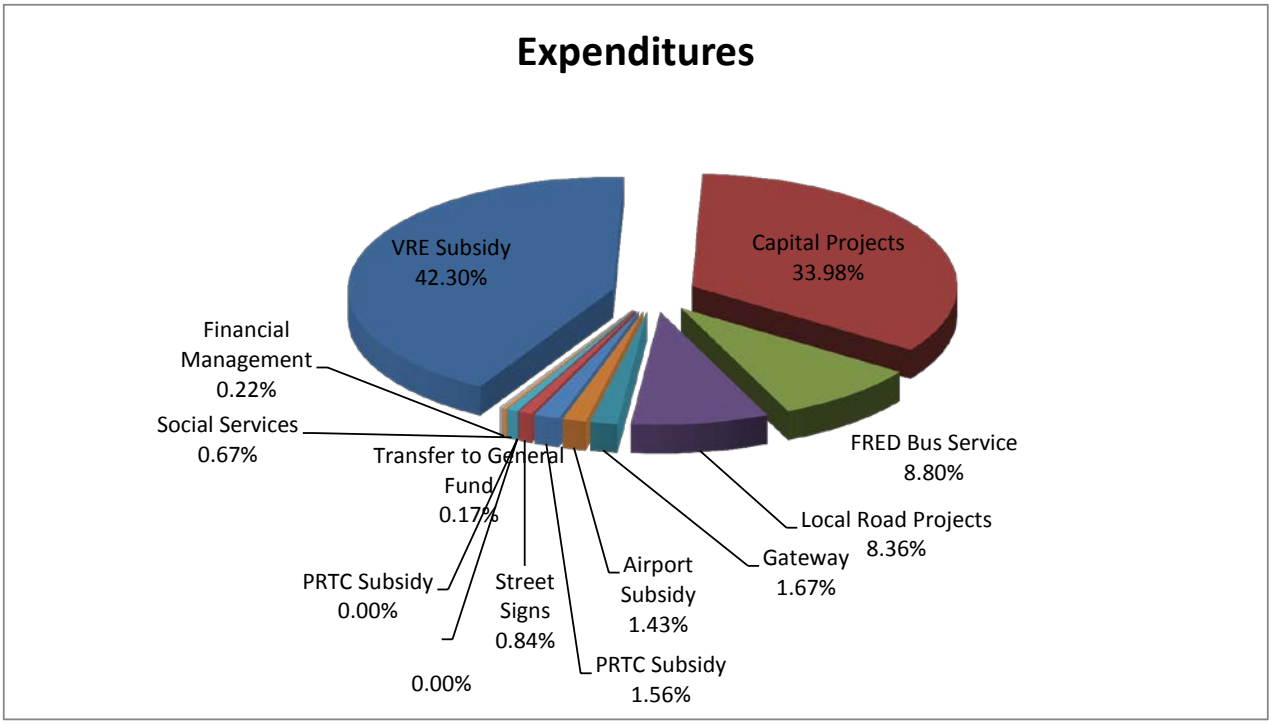
TRANSPORTATION FUND REVENUES

	FY2012 Actual	FY2013 Adopted	FY2014 Proposed Budget	FY2014 Changes 13 to 14	
Gasoline Sales Tax	$ 5,238,825	$ 5,240,779	$ 5,173,000	$ (67,779)	-1.29%
State Recordation	714,506	715,000	715,000	-	0.00%
Interest Revenue	5,587	2,500	2,000	(500)	-20.00%
Federal Revenue	139,175	-	-	-	0.00%
State Revenue		-		-	
From the General Fund	-	-	-	-	0.00%
Prior Year Fund Balance	-	3,389,977	-	(3,389,977)	-100.00%
Proffers	107,302	-	-	-	0.00%
Miscellaneous	(15,037)	-	-	-	0.00%
Total	$ 6,190,358	$ 9,348,256	$ 5,890,000	$ (3,458,256)	-36.99%



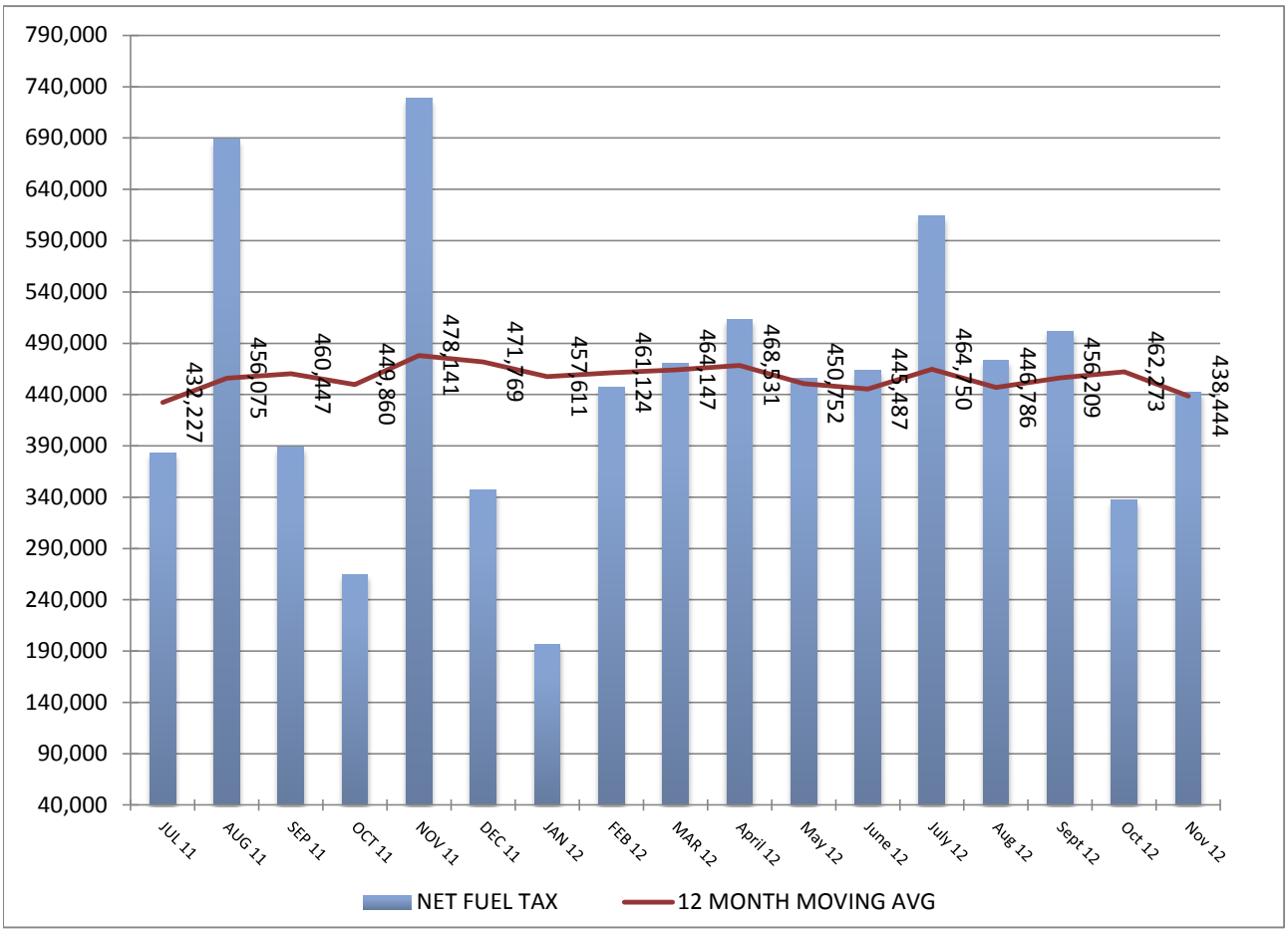
TRANSPORTATION FUND EXPENDITURES

	FY2012 Actual	FY2013 Adopted	FY2014 Adopted Budget	FY2014 Changes 13 to 14	
VRE Subsidy	$ 2,505,805	$ 2,347,707	$ 2,529,281	$ 181,574	7.73%
Deferred Spotsy VRE contribution	-	(455,067)	-	455,067	-100.00%
Capital Projects		6,049,000	1,941,935	(4,107,065)	-67.90%
FRED Bus Service	511,239	526,337	526,337	-	0.00%
Local Road Projects	616,592	500,000	500,000	-	0.00%
Gateway		100,000	100,000	-	0.00%
Airport Subsidy	85,714	85,714	85,714	-	0.00%
PRTC Subsidy	60,500	82,000	93,400	11,400	13.90%
Street Signs	28,530	50,000	50,000	-	0.00%
Social Services	25,522	40,000	40,000	-	0.00%
Financial Management	12,611	12,565	13,333	768	6.11%
Transfer to General Fund		10,000	10,000	-	0.00%
Architect/Engineering	963,440	-	-	-	0.00%
Bike Trails	1,211,193	-	-	-	0.00%
Bus Shelters	14,268	-	-	-	0.00%
Land Purchase	233,765	-	-	-	0.00%
Transportation Fee Analysis	38,525	-		-	0.00%
Total	$ 6,307,704	$ 9,348,256	$ 5,890,000	$ (3,458,256)	-37.0%



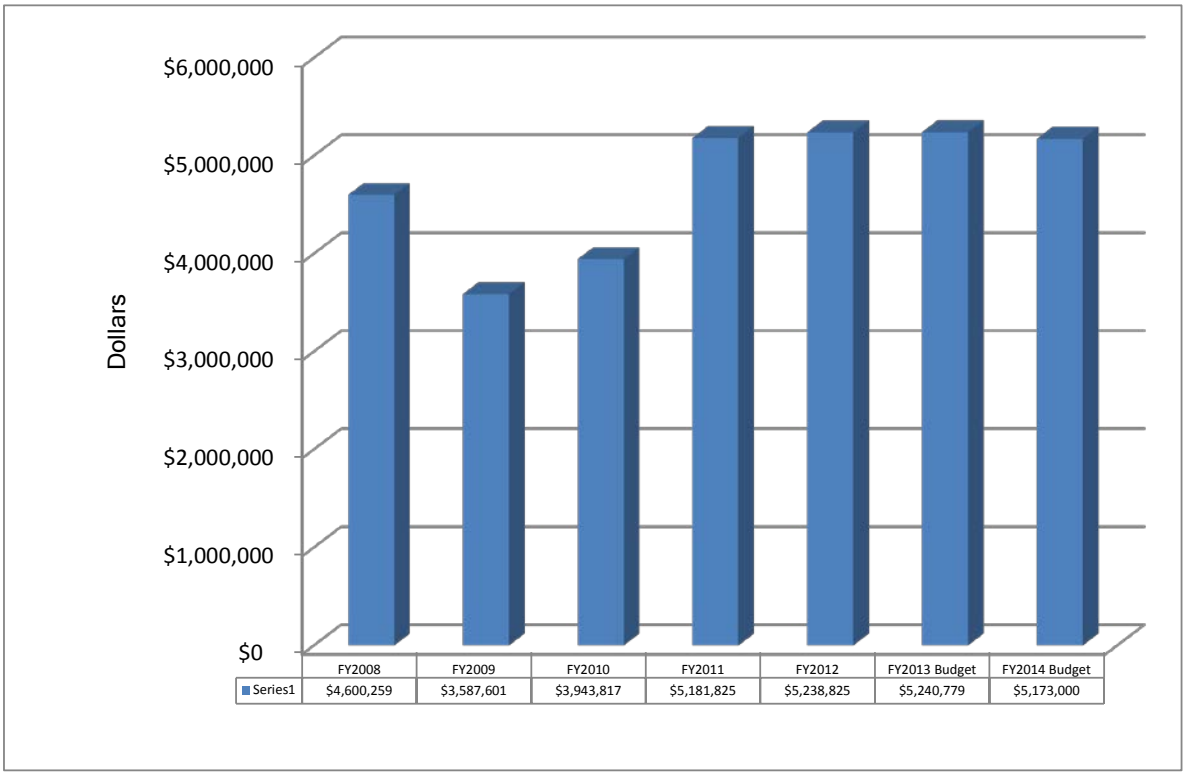
PRTC NET FUEL TAX COLLECTION

This graph shows the monthly fuel tax collection, for FY2012 and FY2013 (through November). Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well as the timeliness of dealer payments.



FUEL TAX COLLECTION

This graph illustrates historical and projected future fuel tax collections.



Until January 1, 2010, the tax was based on 2% of the retail fuel price. After January 1, 2010, the calculation changed to 2.1% of the wholesale price of fuel.

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

UTILITIES FUND

Harry L. Critzer
Director
540-658-8630
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 Water Treatment Facility (WTF), rated at 10 million gallons per day (mgd), provides water to the northern region of Stafford and to the Camp Barrett area of Marine Corps Base Quantico. The Abel Lake WTF, rated at 6 mgd, provides water to the southern region. Combined, the two reservoirs hold over 3.4 billion gallons of water. If needed, interconnecting piping in the water distribution system allows the transfer of treated water from one service area to the other. A third reservoir, Rocky Pen Run, is currently under construction. It is expected to be available in 2014. It will provide an additional 5.4 billion gallons of water storage.

The water distribution system is comprised of more than 605 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Two ground storage tanks, two standpipes and ten elevated tanks provide water storage of nearly 16.7 million gallons.

Provision of Wastewater Services:

Wastewater treatment is provided by the Little Falls Run and Aquia wastewater treatment facilities (WWTF). The treatment capacity at Little Falls Run WWTF is currently permitted at 8 mgd. The current treatment capacity at Aquia WWTF is 10 mgd. Both treatment facilities utilize biological nutrient removal, ultraviolet light disinfection, and the low-load aeration system that allows higher flow rates without adversely affecting treatment. The wastewater collection and transmission system consists of more than 430 miles of gravity sewers, 55 miles of sewer force mains and 89 pump stations.

Utilities Department Personnel:

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

Projected Demand for Service:

The number of billed customer accounts served by the Utilities Department is expected to reach 33,700 by the end of Fiscal Year 2014, assuming 1.25% growth. For the remainder of the planning period (FY15-FY19), accounts are projected to continue to grow at a moderate rate of 1.25% per year.

ADOPTED FY 2014 UTILITIES FUND BUDGET

Revenues/Sources	User Fees	Expansion Fees	Total
Water/Sewer Fees	$ 27,061,000	$ -	$ 27,061,000
Availabilities/ProRata Fees	-	8,700,000	8,700,000
Other Charges and Fees	1,212,000	-	1,212,000
Use of Money/Property	-	185,000	185,000
Grants	-	-	-
Bond Proceeds	-	20,000,000	20,000,000
Subtotal	$ 28,273,000	$ 28,885,000	$ 57,158,000
Prior Year Fund Balance	-	-	-
Total Revenues	**$ 28,273,000**	**$ 28,885,000**	**$ 57,158,000**

Expenditures	Operating	Expansion	Total
Personnel & Operating			
Admin/Cust Service/ Engineering	$ 5,749,005	$	$ 5,749,005
Smith Lake WTP	2,687,017		2,687,017
Abel Lake WTP	2,553,544		2,553,544
Field Operations	5,081,357		5,081,357
Aquia WWTF	2,760,387		2,760,387
Little Falls Run WWTF	2,083,420		2,083,420
Maintenance	3,765,549		3,765,549
Total Personnel & Operating:	$ 24,680,279		$ 24,680,279
Debt Service	-	6,556,000	6,556,000
Total Personnel, Operating & Debt Service	$ 24,680,279	$ 6,556,000	$ 31,236,279
Capital Expenditures			
Austin Run PS and FM Replacement		5,200,000	5,200,000
Claiborne Run PS Generator Replacement		1,000,000	1,000,000
Courthouse Area Water System Improvements		1,350,000	1,350,000
Old Route 3 PS Replacement		663,000	663,000
Computer System Upgrades	127,000		127,000
Small Sewer Projects	448,000		448,000
Small Water Projects	630,000		630,000
Vehicle and Equipment Replacement	200,000		200,000
Water Distribution System Rehabilitation	400,000		400,000
Wastewater Pump Station Rehabilitation	650,000		650,000
Wastewater Collection System Rehabilitation	400,000		400,000
Total Capital Expenditures	**$ 2,855,000**	**$ 8,213,000**	**$ 11,068,000**
Total Expenditures	**$ 27,535,279**	**$ 14,769,000**	**$ 42,304,279**

The Utilities Fund began increasing fund balance in the 1990's in anticipation of the construction of the Rocky Pen Run Reservoir, Treatment Facility, and other capital improvements. The projects and other capital improvements will also have a bond-funded component. Changes to fund balance reflect these expenditures and related revenues.

UTILITIES

Harry L. Critzer
Director
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Our mission is to provide water and wastewater services that satisfy the current and future needs and expectations of our customers.

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

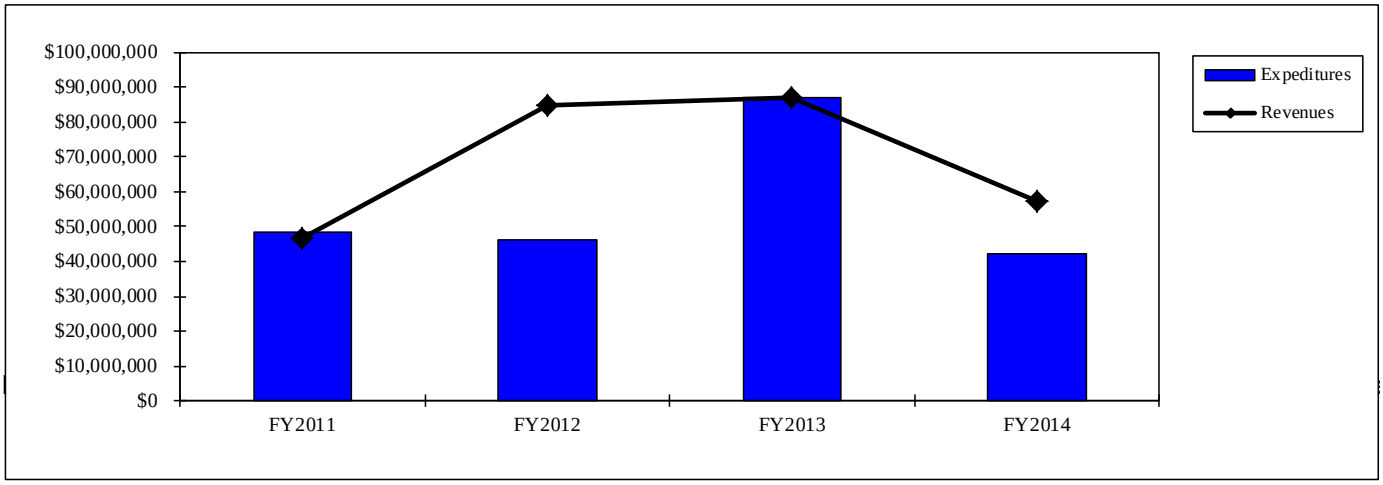
THINKING EFFICIENTLY

Clean water is the highest priority of the Department of Utilities. In order to meet the future water demands of the County, the County is undertaking the largest project in the County's history, namely the Rocky Pen Run Reservoir, Dam, and Water Treatment Facility. The state of the art facility is expected to provide drinking water in the summer of 2014. The larger facility will be able to produce more water, but at the same staffing level, as we temporarily take the Abel Lake Facility off-line for several years.

Clean water is also the highest priority of our water treatment plants. The plants recently completed EPA mandated nutrient removal upgrades, ensuring the quality of the water returning to the environment. The Aquia and Little Falls Run Plants continue to operate at high standards. While the industry awards we get every year are nice, the real beneficiary is the environment – and our bottom line as we avoid costly fines.

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Revenue/Sources						
Water/Sewer Fees	$21,990,884	$22,664,873	$25,143,000	$27,061,000	$1,918,000	7.63%
Availability/ProRata Fees	4,625,722	6,988,859	8,307,000	8,700,000	393,000	4.73%
Other Charges and Fees	1,083,729	1,530,178	1,399,000	1,212,000	(187,000)	-13.37%
Use of Money/Property	596,926	436,545	227,000	185,000	(42,000)	-18.50%
Grants	2,914,691	1,037,356	67,000	0	(67,000)	-100.00%
Revenue Bond Proceeds	13,548,644	52,348,794	32,265,000	20,000,000	(12,265,000)	-38.01%
Prior Year Fund Balance	0	0	19,459,441	0	(19,459,441)	-100.00%
Total Revenue/Sources	$46,550,255	$85,006,605	$86,867,441	$57,158,000	($29,709,441)	-34.20%
Expenditures						
Personnel	$10,586,856	$10,624,413	$10,832,851	$11,152,127	$319,276	2.95%
Operating	9,589,869	9,573,857	11,973,590	13,228,152	1,254,562	10.48%
Operating -Capital Projects	5,622,000	1,557,356	4,792,000	2,855,000	(1,937,000)	-40.42%
Expansion-Capital Projects	18,993,000	18,469,815	53,845,000	8,213,000	(45,632,000)	-84.75%
Debt Service	4,028,263	5,812,568	5,124,000	6,556,000	1,432,000	27.95%
OPEB Liability Reduction	300,000	300,000	300,000	300,000	0	0.00%
Total Expenditures	$48,336,096	$46,338,009	$86,867,441	$42,304,279	($44,563,162)	-51.30%
Difference	($1,785,841)	$38,668,596	$0	$14,853,721	$14,853,721	
Funded Positions						
Full-Time Positions	141	139	139	139	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



Notes:

(1) FY14 Proposed Budget assumes $20M in bond proceeds for the construction of Capital Projects.

(2) FY14 Proposed Budget includes $0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB) as calculated according to the provisions outlined within GASB45.

SIGNIFICANT BUDGET CHANGES

REVENUE /SOURCE VARIANCES

Water/Sewer Fees

- FY14 adopted budget includes a 9% user fee rate increase
- The expected increase in revenues will be approximately 7.4%.
- Although the number of accounts is increasing by about 1.25% annually, overall water demand on a month-to-month comparison is declining. Declining water demand is an industry wide trend.

Availability/ProRata Fees

- Projected growth of an average of 500 equivalent dwelling unit (EDU) connections in FY13 budget vs. an average of 460 within the FY12 budget. An increase is expected in Pro Rata revenue as projects in the Falls Run and Austin Run sewer shed are completed.

Grants variance

- Grant-eligible projects related to Nutrient Removal Upgrade projects are complete. No additional grant revenues are available.

Revenue Bond Proceeds

- Approximately $20M in revenue bonds is proposed for FY14 to meet critical water system and wastewater improvement demands.
- An additional $25M in revenue bonds is proposed for FY 15 to fund additional critical water and wastewater needs.

EXPENDITURE VARIANCES:

Personnel

- Increase in salaries and health care costs.

Operating

- Increases in chemical, electric and transportation costs.
- 11% increase in the indirect cost allocation.
- Equipment replacement at the Smith Lake Water Treatment Facility.
- Pump Station maintenance and equipment replacements.

Operating-Capital Projects and Expansion-Capital Projects

- Continued construction activities for Rocky Pen Run Dam and Reservoir, the Rocky Pen Run Water Treatment Facility, and associated water distribution infrastructure needed to convey treated water into the water distribution system. Continued construction of the Falls Run Interceptor.

Debt Service

- New debt service on Capital Improvement Plan bonds.

CORE SERVICES

- Provide water for residential, commercial, industrial and fire-suppression needs
- Collect and treat wastewater prior to discharge to protect receiving streams
- Provide for sustainability through revenue generation to support operations; timely replacement, rehabilitation, and renewal of assets; and adequate training and cross-training of staff
- Provide project design, detailed plan review, and inspection of all construction prior to acceptance by the County to ensure the reliability and maximize the useful life of all water and sewer infrastructure
- Provide administrative services including development of ordinances governing water and sewer issues, short- and long-term planning, ongoing fiscal planning to balance revenue and expenditure needs; and excellent customer service including meter reading, billing, account maintenance, supportive customer interaction regarding account status, resolution of complaints, requests for information, or any other issues customers, builders, developers, etc. may have

DEPARTMENTAL GOALS/OBJECTIVES

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

DEPARTMENTAL SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Billion Gallons of Water Treated (Manual Tracking)	3.817	4.003	4.194
Billion Gallons of Wastewater Treated (Manual Tracking)	2.774	3.220	3.269
Outputs			
# of Water and Sewer Billed Accounts (HTE System)	32,289	32,764	33,246
# of Miss Utility Locate Requests Processed (Manual Tracking)	17,272	20,000	23,000
# of Backflow Preventers Inspected and/or Tested (Hansen Sys.)	500	500	500
# of Water Meters Read (HTE System)	378,631	345,089	350,196
# of Delinquency Notices (HTE System)	24,464	24,209	24,567
# of Delinquent Water Turn-Offs (HTE System)	5,612	4,890	4,963
Service Quality			
Wastewater Treatment Effectiveness Rate - % of days (Manual Tracking)	100%	100%	100%
Drinking Water Compliance Rate - % of days (Manual Tracking)	100%	100%	100%
Efficiencies			
Operating Cost to Treat Water (per thousand gallons) (Manual Tracking)	$1.05	$1.14	$1.20
Operating Cost to Treat Wastewater (per thousand gallons) (Manual Tracking)	$1.28	$1.38	$1.39

UTILITIES FUND REVENUE

	FY 2012 Actual	FY 2013 Adopted Budget	FY 2014 Adopted Budget	Changes '13 to '14	
Revenues					
Water & Sewer Fees	$22,664,873	$25,143,000	$27,061,000	$1,918,000	7.63%
Availability/ProRata Fees	6,988,859	8,307,000	8,700,000	393,000	4.73%
Other Charges & Fees	1,530,178	1,399,000	1,212,000	(187,000)	-13.37%
Use of Money & Property	436,545	227,000	185,000	(42,000)	-18.50%
	$31,620,455	$35,076,000	$37,158,000	$2,082,000	5.94%
Other Sources					
Revenue Bonds	52,348,794	32,265,000	20,000,000	(12,265,000)	-38.01%
Grants	1,037,356	67,000	-	(67,000)	100.00%
Donated Assets	10,048,202	-	-	-	-
Prior Year Fund Balance	-	19,459,441	-	(19,459,441)	-100.00%
	$63,434,352	$51,791,441	$20,000,000	($31,791,441)	-61.38%
Total	$95,054,807	$86,867,441	$57,158,000	($29,709,441)	-34.20%

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 33,700 billed customer accounts by June 2014. Rate increases of approximately 9.5% are proposed for FY14-16. Actual increases will determined by the Board of Supervisors. The average residential customer's monthly bill is projected to be $53.14 in FY14 based on usage of 5,000 gallons. This is well below the Virginia average of $58.58 for the same volume of usage.

Availability Fees

Customers desiring to use the Stafford County water or wastewater system pay a one-time fee per equivalent dwelling unit (EDU). Currently the availability fees are $6,900 for water and $3,500 for wastewater (per EDU). These fees are designated for capital expansion and are used as a source to pay debt service for expansion projects. The budget projects the addition of 500 EDUs per year.

Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford's water or wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure or wastewater zone.

Use of Money & Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway.

Other Charges & Fees

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

Revenue Bonds

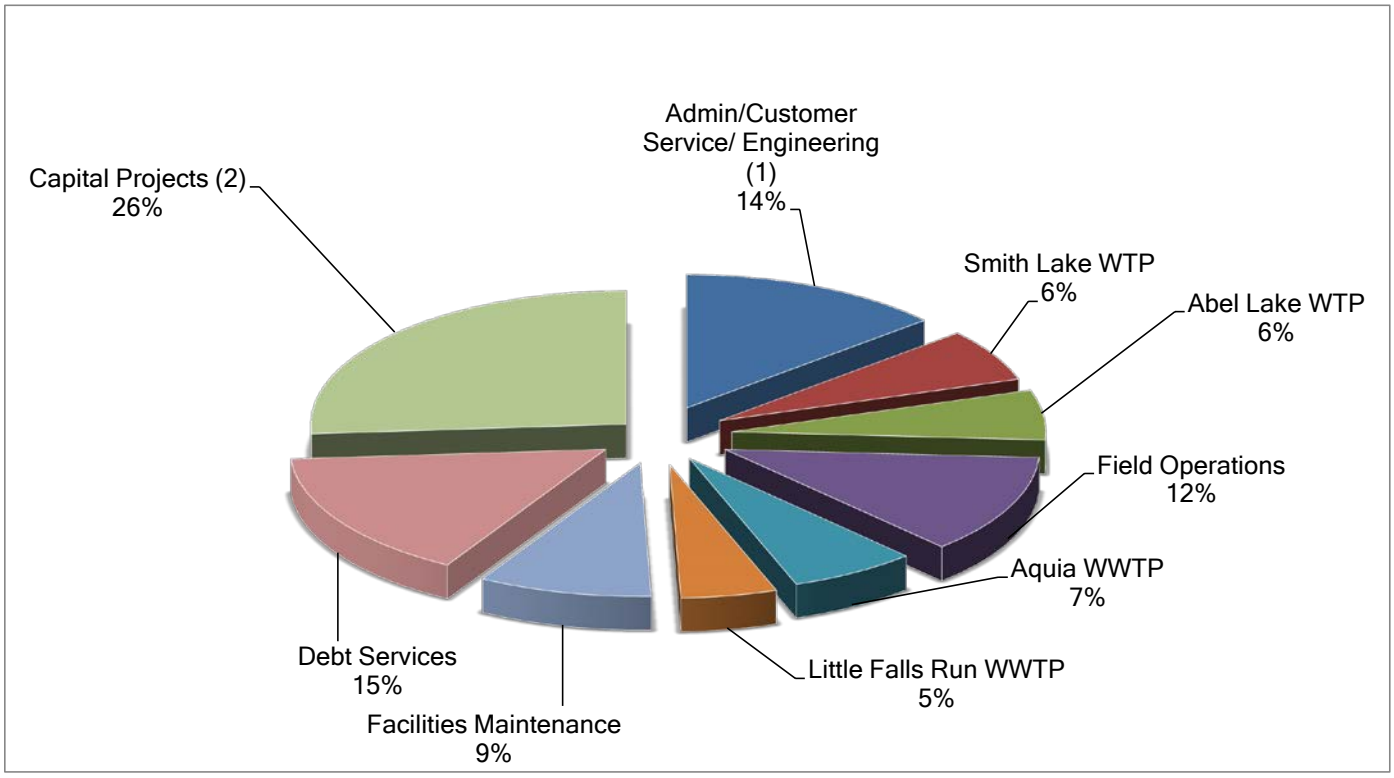
The County expects to issue $20 M in bonds to fund various water and wastewater sytem improvements in FY14, and another $25 M in FY15. The County last issued water and sewer revenue bonds in FY12. The $61 M in bond proceeds were used to partially finance the construction of water system capital improvement projects including the Rocky Pen Run Reservoir and Water Treatment Facility in FY12 and FY13.

Grants

No grant revenues are projected for FY14.

UTILITIES FUND EXPENDITURES

Expenditures	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes 13 to 14	
Admin/Customer Service/ Engineering (1)	$5,052,973	$5,707,576	$5,749,005	$41,429	0.73%
Smith Lake WTP	1,884,734	2,423,623	2,687,017	263,394	10.87%
Abel Lake WTP	2,068,498	2,372,697	2,553,544	180,847	7.62%
Field Operations	4,375,118	4,724,233	5,081,357	357,124	7.56%
Aquia WWTP	2,470,908	2,597,310	2,760,387	163,077	6.28%
Little Falls Run WWTP	1,728,023	1,944,030	2,083,420	139,390	7.17%
Facilities Maintenance	3,001,836	3,336,972	3,765,549	428,577	12.84%
Debt Services	5,812,568	5,124,000	6,556,000	1,432,000	27.95%
Capital Projects (2)	20,027,172	58,637,000	11,068,000	(47,569,000)	-81.12%
Total Expenditures	$46,421,830	$86,867,441	$42,304,279	($44,563,162)	-51.30%



Notes:

(1) FY14 Proposed Budget includes $0.3M related to projected liabilities associated with Other Post Employment Benefits (OPEB)

(2) In FY14, it is expected that $20 M in bonds will be issued for various water and sewer construction projects.

PROJECTED AVAILABLE CASH BALANCE

	Total
6/30/2013 Projected Cash Balance	$ 20,274,000
FY14 Projections:	
Revenues	
Water & Sewer Fees	27,061,000
Availability & Pro Rata Fees	8,700,000
Other Charges & Fees	1,212,000
Interest	185,000
Revenue Bonds	20,000,000
Grants	-
	57,158,000
Expenses	
Personnel	11,152,127
Operating	13,528,152
Capital Projects	11,068,000
Debt Service	6,556,000
	42,304,279
Change in fund balance	14,853,721
Projected 6/30/14 Fund Balance	35,127,721
Less:	
Debt Set asides	(2,500,000)
Advance Payments	(1,809,000)
Operating Reserve	(3,723,000)
3R Reserve	(3,811,000)
Deposits	(6,000,000)
Project Committed Funds	-
Total Reserved Funds	(17,843,000)
Unallocated Fund Balance	$ 17,284,721

UTILITIES FUND APPENDIX

FINANCIAL AND RATE STRUCTURE

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

- *Monthly user fees* pay the operations and maintenance costs of the system and a portion of annual debt service costs.

- *Availability fees* are used to pay for outstanding debt, the construction of new water supply sources, water and wastewater treatment facilities, and neighborhood projects.

- *Pro Rata fees* are used to construct the water tanks, water and sewer mains, and pumping stations identified in the Water and Sewer Master Plan.

Other sources of revenue include connection charges, bulk sale of water, septic haulers fees, pump & haul fees, reconnection fees and inspection fees.

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

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

BILLING AND COLLECTION PROCEDURES

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

A 10% penalty is added 25 days from the billing date, at which time the bill is delinquent. If the account remains unpaid 40 days from the billing date, the service may be terminated. There is a $30 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.

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ASSET FORFEITURE FUND

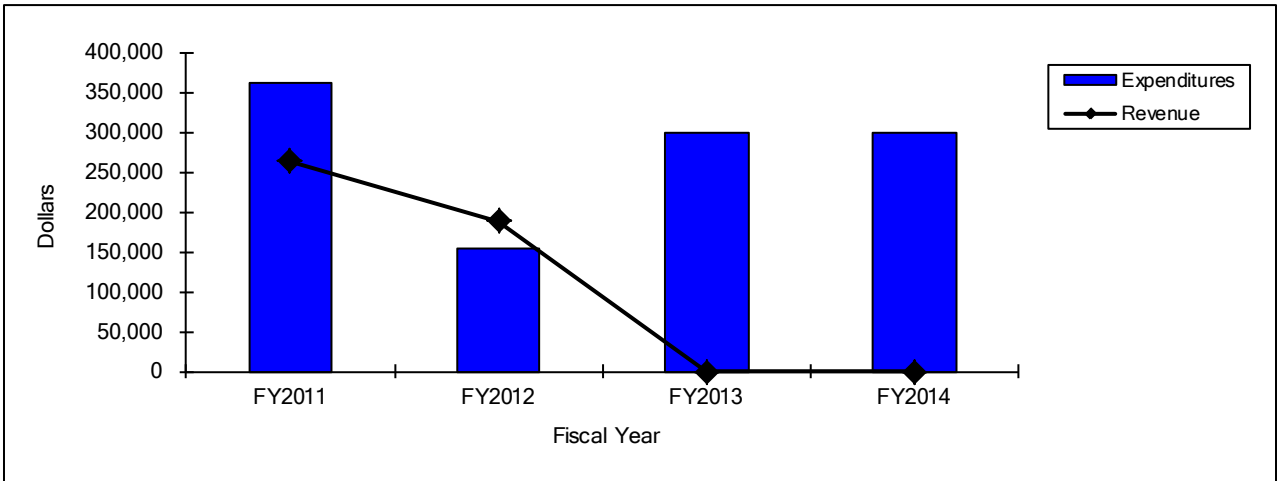
The Asset Forfeiture Fund, established in June 2000, is a Governmental special revenue fund. This fund is used to account for the receipt and disbursement of funds received from the forfeiture of assets from drug enforcement activities. Any property seized would be auctioned. Based on state guidance 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

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
Costs						
Operating	$339,008	$145,551	$300,000	$300,000	$0	0.00%
Capital	21,262	7,511	0	0	0	0.00%
Total	360,270	153,062	300,000	300,000	0	0.00%
Revenue	263,350	187,765	0	0	0	0.00%
Inc/(Dec) to Fund Balance	$96,920	($34,703)	$300,000	$300,000	$0	0.00%

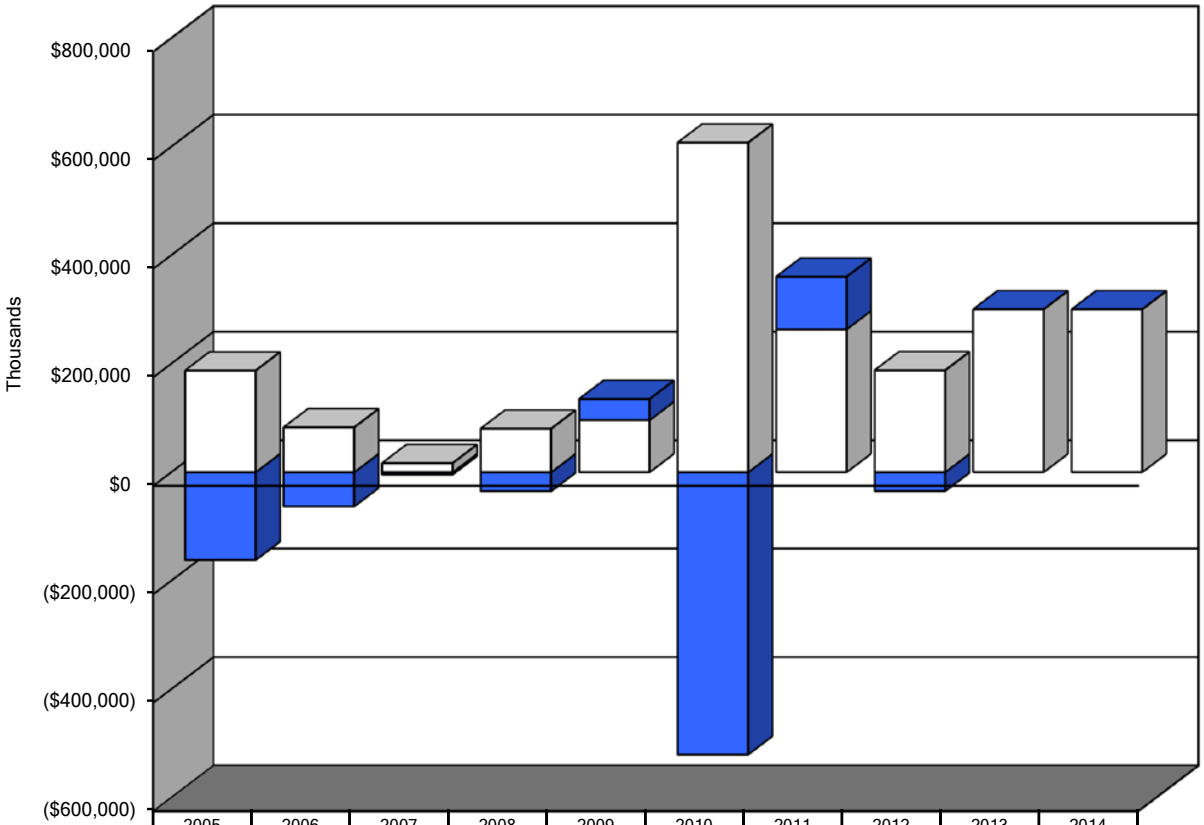


GOALS/OBJECTIVES

- To aggressively pursue and enforce violations of local, state and federal drug laws
- To actively participate in all available equitable sharing programs

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.



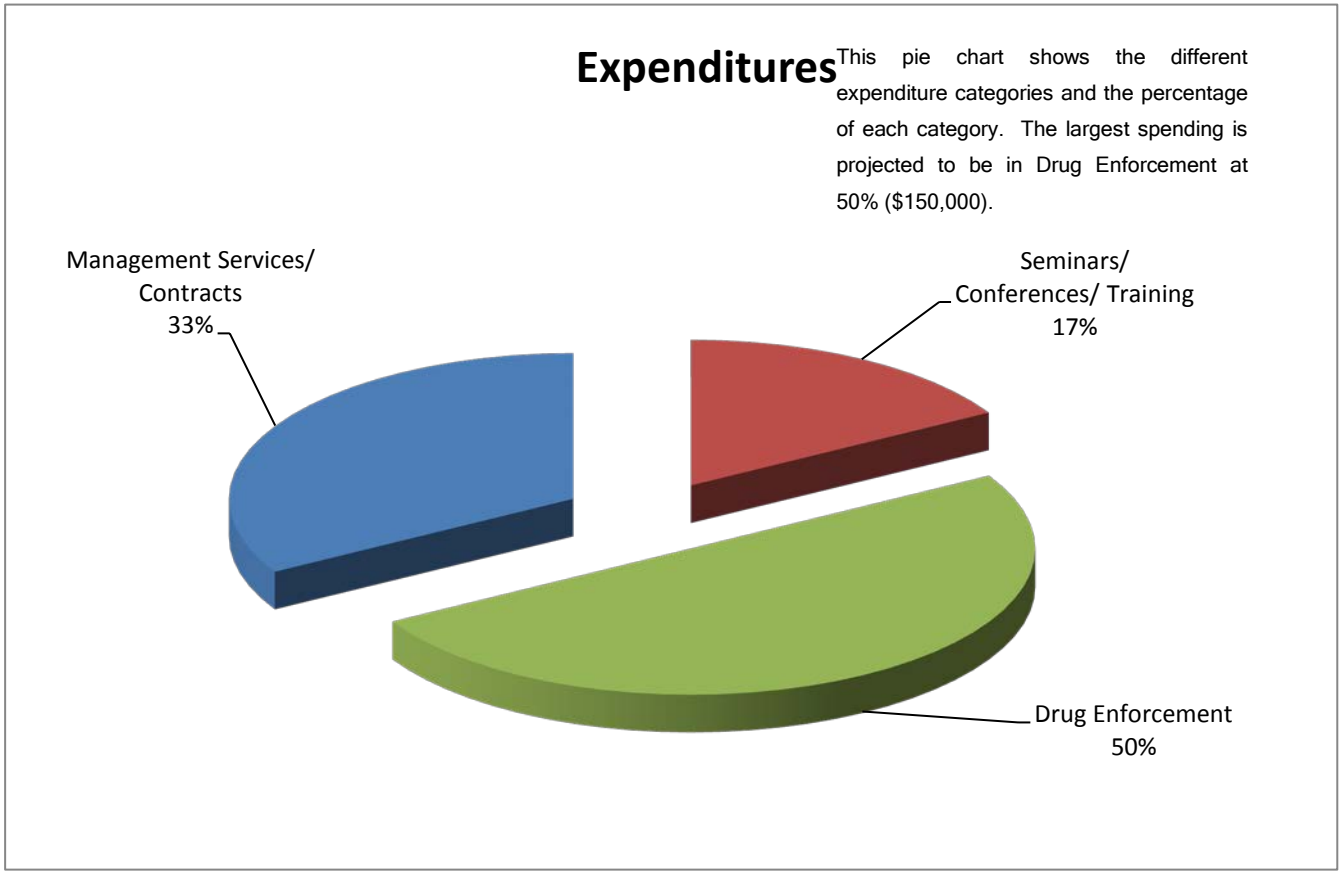
	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
Revenue Deficit/Surplus	($161,878)	($63,046)	($4,108)	($34,838)	$39,019	($520,274)	$96,920	($34,703)	$0	$0
Drug Seizure Money	$187,308	$82,607	$16,659	$80,141	$95,848	$607,438	$263,350	$187,765	$300,000	$300,000

	2005	2006	2007	2008	2009	2010	2011	2012	2013 Adopted	2014 Adopted
Revenue Deficit/Surplus	-637%	-322%	-33%	-77%	29%	-597%	27%	-23%	0%	0%
Drug Seizure Money	737%	422%	133%	177%	71%	697%	73%	123%	100%	100%

The Fiscal Year '05, '06, '07, '08, '10 and '12 negative Costs represent revenues exceeding actual expenditures. This revenue is held in fund balance and appropriated as needed in subsequent years.

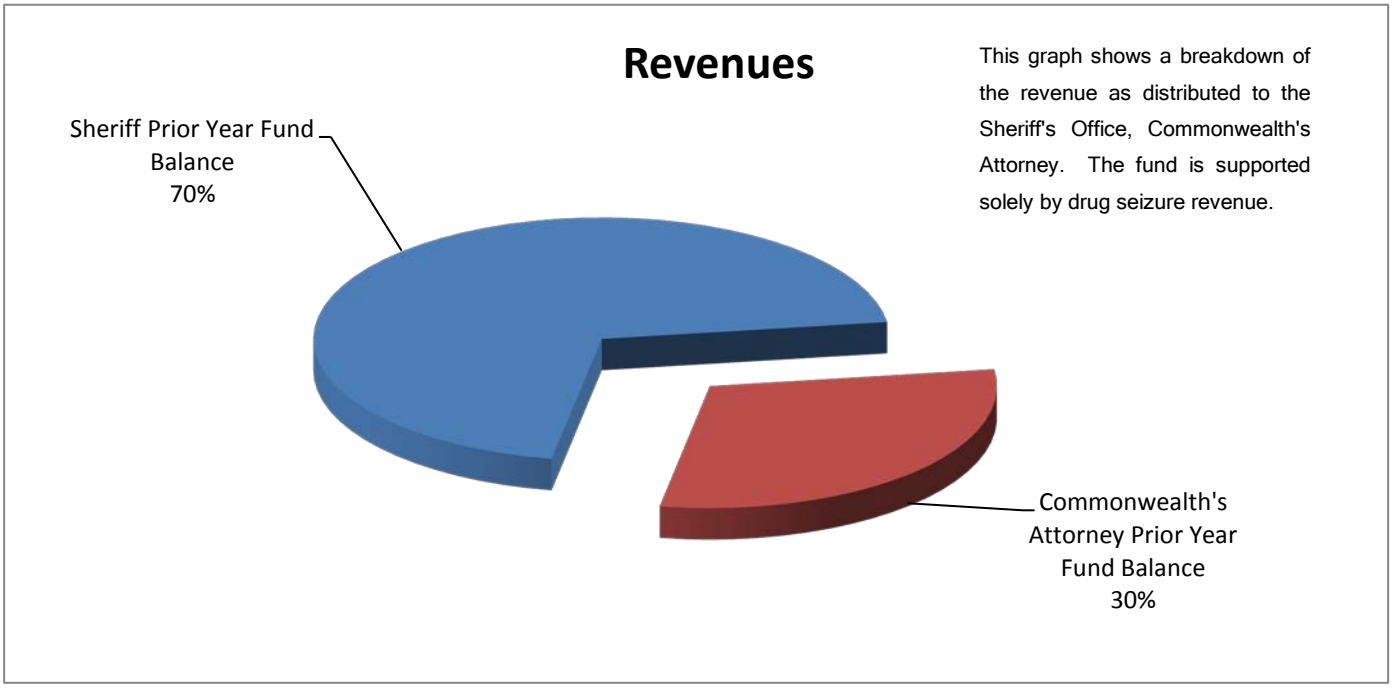
ASSET FORFEITURE FUND EXPENDITURES

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Operating	$24,720	$0	$0	$0	0.00%
Management Services/ Contracts	62,585	100,000	100,000	0	0.00%
Seminars/ Conferences/ Training	38,246	50,000	50,000	0	0.00%
Drug Enforcement	20,000	150,000	150,000	0	0.00%
Equipment	7,511	0	0	0	0.00%
Total	$153,062	$300,000	$300,000	$0	0.00%



ASSET FORFEITURE FUND REVENUES

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Sheriff Prior Year Fund Balance	$0	$210,000	$210,000	$0	0.00%
Commonwealth's Attorney Prior Year Fund Balance	0	90,000	90,000	0	0.00%
Seizures under $500	1,661	0	0	0	0.00%
Sheriff Other	134,432	0	0	0	0.00%
Commonwealth's Attorney Other	51,672	0	0	0	0.00%
Total	$187,765	$300,000	$300,000	$0	0.00%



FUND BALANCE

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Fund Balance, Beginning of Year	$680,319	$715,022	$415,022	($300,000)	-42%
Revenues	187,765	0	0	0	0%
Expenditures	(153,062)	(300,000)	(300,000)	0	0%
Fund Balance, End of Year	$715,022	$415,022	$115,022	($300,000)	-72%

Expenditures in this fund generally rely on revenues from prior years due to the somewhat unpredictable nature of this funding source. This delay in the use of the revenues results in a change to fund balance of more than 10%.

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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

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

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
VPSA Bonds	$ 24,540,497	$ -	$ -	$ -	0%
Other Bonds & Misc Proceeds	5,552,290	-	-	-	0%
Lease Proceeds	-	-	-	-	0%
Interest	15,769	20,000	20,000	-	0%
Miscellaneous Revenue	-	-	-	-	0%
Transfer from the General Fund	3,385,893	-	1,000,000	1,000,000	1,000,000%
Total Revenues	$33,494,449	$20,000	$1,020,000	$1,000,000	5,000%
Use of Prior Year Fund Balance	$ (2,083,255)	$510,390	$712,563	$202,173	100%
Expenditures					
Debt Service	$ 88,568	$ -	$ -	$ -	0%
England Run Library	92,661	-	-	-	0%
Fire and Rescue Stations	109,354	-	-	-	0%
Land	1,788,221	-	1,000,000	-	100%
Parks Projects	785,098	12,600	13,333	733	6%
Permits Center	48,054	-	-	-	0%
Personnel	111,158	517,790	719,230	201,440	39%
Radio Communication System	1,771,204	-	-	-	0%
Rescue Building Renovations	2,076,379	-	-	-	0%
School Construction	24,540,497	-	-	-	0%
Total	$ 31,411,194	$ 530,390	$ 1,732,563	$ 1,202,173	227%

FUND BALANCE

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Fund Balance, Beginning of Year	$8,946,013	$11,029,268	$10,518,878	($510,390)	(5)%
Revenues	33,494,449	20,000	1,020,000	1,000,000	5,000%
Expenditures	(31,411,194)	(530,390)	(1,732,563)	(1,202,173)	227%
Fund Balance, End of Year	$11,029,268	$10,518,878	$9,806,315	($712,563)	(7)%

FLEET SERVICES FUND

The Fleet Services Fund, a proprietary Internal Service Fund, accounts for the financing of transportation services, provided by the Fleet Services, to other departments of the County on a cost recovery basis.

The Fleet Services Fund is designed to finance fleet management for the County and the School Board. All repair, maintenance and inspection of County vehicles are performed at a centralized location and their costs are allocated to the user departments. Additionally, the Fleet Services Fund is involved in the procurement of equipment and vehicles, as well as the disposal of all surplus equipment and vehicles.

FLEET SERVICES

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

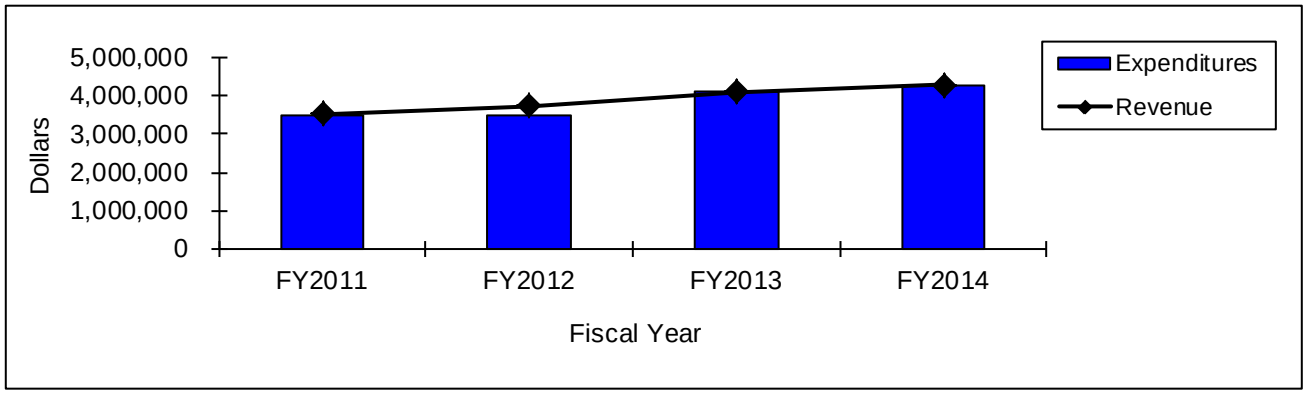
Fleet Services provides centralized fleet management for county and school vehicles to control regular maintenance, ensure efficient and economical repairs, prevent vehicle abuse and maintain a parts inventory. All employees are School Board employees and are not reflected in the County's classification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

THINKING EFFICIENTLY:

- Installed new lifts to ensure employee safety and to increase efficiency.
- Monitor fuel usage/costs daily and notify our customers of any notable trends that would result in savings.
- Perform 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

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Change '13 to '14	
Costs						
Personnel	$1,896,922	$1,759,726	$1,950,594	$1,899,812	($50,782)	-2.60%
Operating	1,618,246	1,733,709	2,086,629	2,169,122	82,493	3.95%
Capital	0	0	67,800	214,669	146,869	216.62%
Total	3,515,168	3,493,435	4,105,023	4,283,603	178,580	4.35%
Revenue	3,533,005	3,743,761	4,105,023	4,283,603	178,580	4.35%
Inc/(Dec) to Net Assets	$17,837	$250,326	$0	$0	$0	0.00%



FLEET SERVICES

CORE SERVICES

- Provide repair and maintenance for all County and School vehicles.
- Order, track, and receive all new and used vehicles for all departments.
- Monitor fuel cost, usage and efficiency.
- Work with our customers developing reports to assist them in their decision making.

GOALS/OBJECTIVES

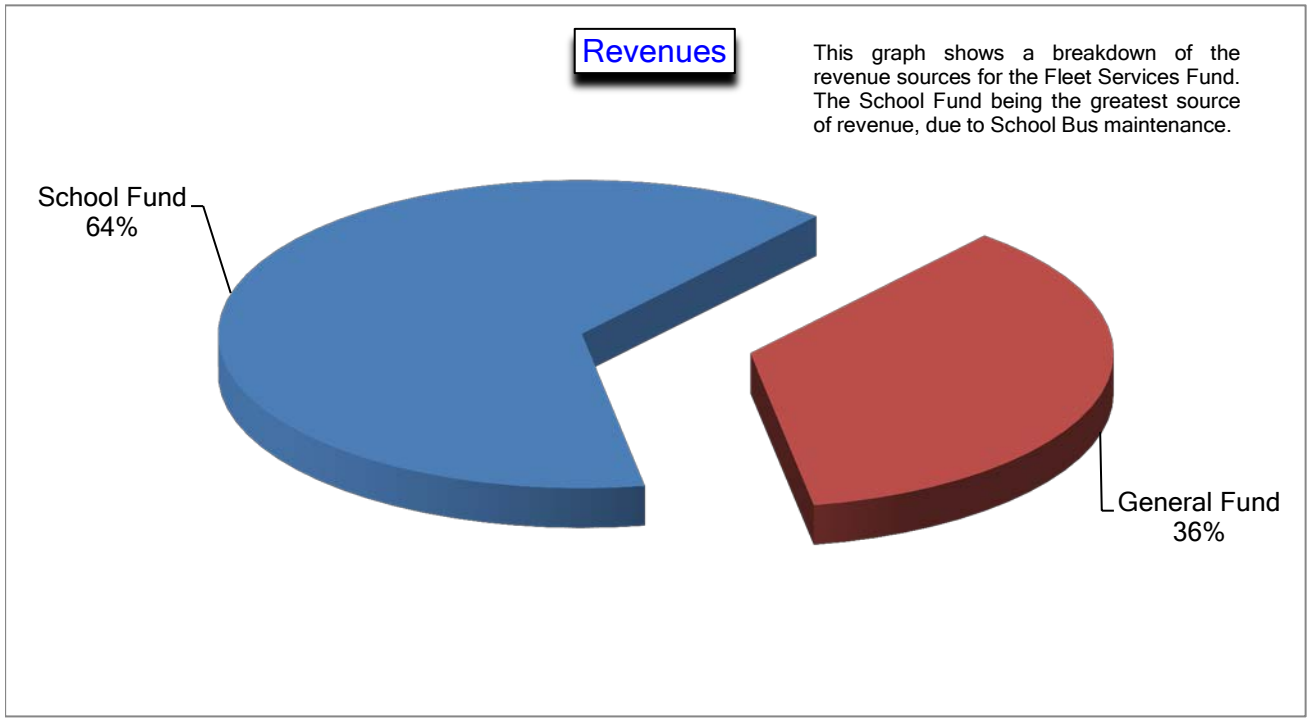
- Successfully maintain the reliability and safe operation of the fleet by providing maintenance and repair effectively and efficiently for an aging fleet of 1,012 vehicles.
- Update the operations Manual.
- Continue development of the three year business plan to identify future budgetary needs and justify any organization change and cost.
- Emphasize the importance of training and certification for all our staff while expanding training opportunities.
- Continue to monitor vehicle fuel efficiency and explore the use of hybrid or other fuel efficient vehicles.
- Continue to work with departments to identify underutilized vehicles and equipment in an effort to enhance replacement.
- Strive for vehicle availability rate of 95%..

ACCOMPLISHMENTS

- Maintained the reliability and safe operation of an aging fleet by providing effective and efficient maintenance and repair.
- Replaced 3 in-ground lifts.
- Replaced the main air compressor that operates shop equipment and air tools.
- Increased proficiency in the reporting and information aspects of FASTER fleet management system.
- Improved down time on School bus major repairs by improving outsource relationships with vendors.
- Outsourced seat repairs which have allowed our techs to perform more effectively to improve down time for school buses.
- Stressed the importance of continued ASE training and recertification's which encourages full participation.
- Incorporated daily fuel downloads into our Faster Fleet Management software for all County and School Vehicles ensuring real time tracking
- for preventive maintenance needs.
- Monitored daily fuel usage and expense for all School and County departments.
- Provided training to other departments within the County and Schools to share information and provide a better use of our Fleet Management
- System (Faster).
- Continuously monitored and adjusted employees' schedules to maintain shop floor coverage for a 12- hour operation.
- Relocated our Customer service advisor from the shop area to the front lobby in order to better serve our customers and provide a safe and
- professional atmosphere.
- Completed Phase I of the Parts Department scanning conversion for more efficient operation.
- Installed security cameras in shop and office areas.
- Installed a storage facility for tires.
- Worked with departments to identify underutilized vehicles and equipment in an effort to enhance replacement.

FLEET SERVICES FUND REVENUES

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
School Fund	$2,726,481	$2,604,797	$2,738,808	$134,011	5.14%
General Fund	796,477	1,500,226	1,544,795	44,569	2.97%
Utilities Fund	180,203	0	0	0	0.00%
Miscellaneous	40,600	0	0	0	0.00%
Total	$3,743,761	$4,105,023	$4,283,603	$178,580	4.35%

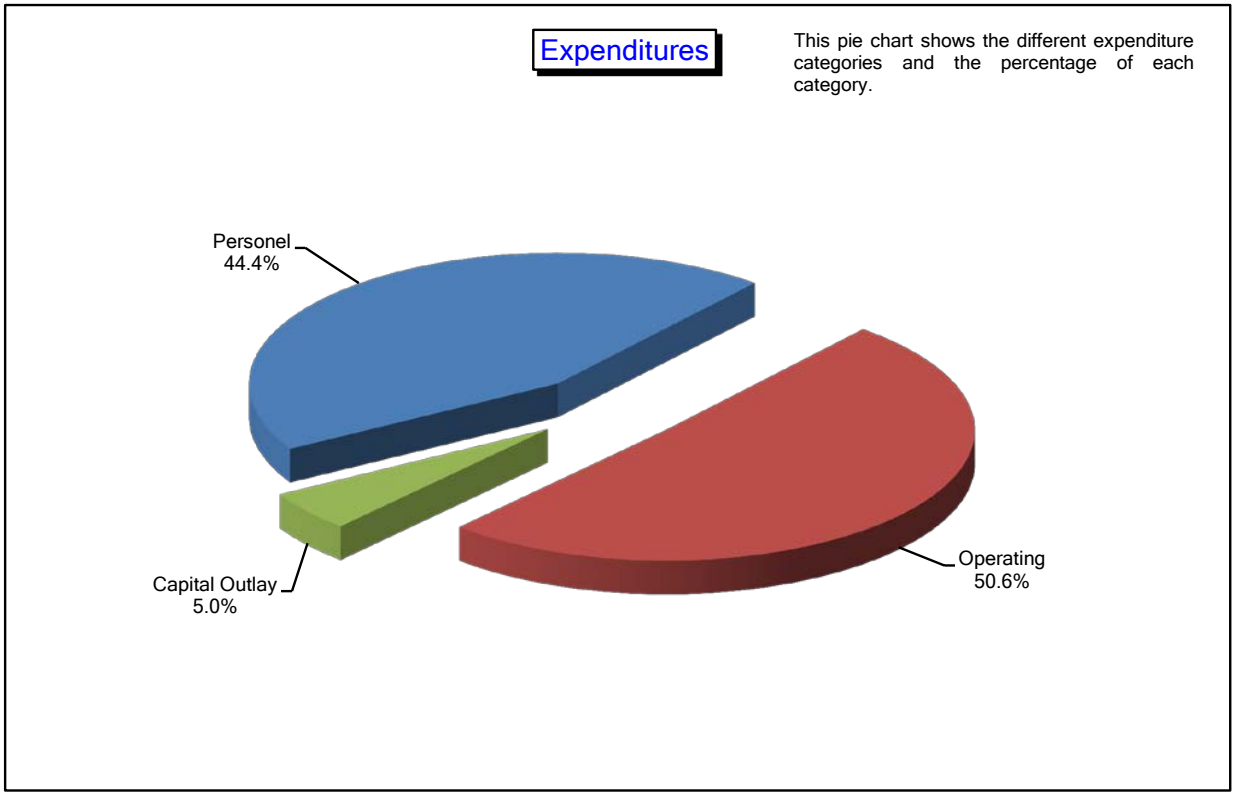


FUND BALANCE

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Beginning of Year Net Assets	$2,277,999	$2,528,325	$2,528,325	$0	0%
End of Year Net Assets	$2,528,325	$2,528,325	$2,528,325	($0)	0%

FLEET SERVICES FUND

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Personel	$1,759,726	$1,950,594	$1,899,812	($50,782)	-2.60%
Operating	1,733,709	2,086,629	2,169,122	82,493	3.95%
Capital Outlay	-	67,800	214,669	14,700	21.68%
Total	$3,493,435	$4,105,023	$4,283,603	$178,580	4.35%



1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

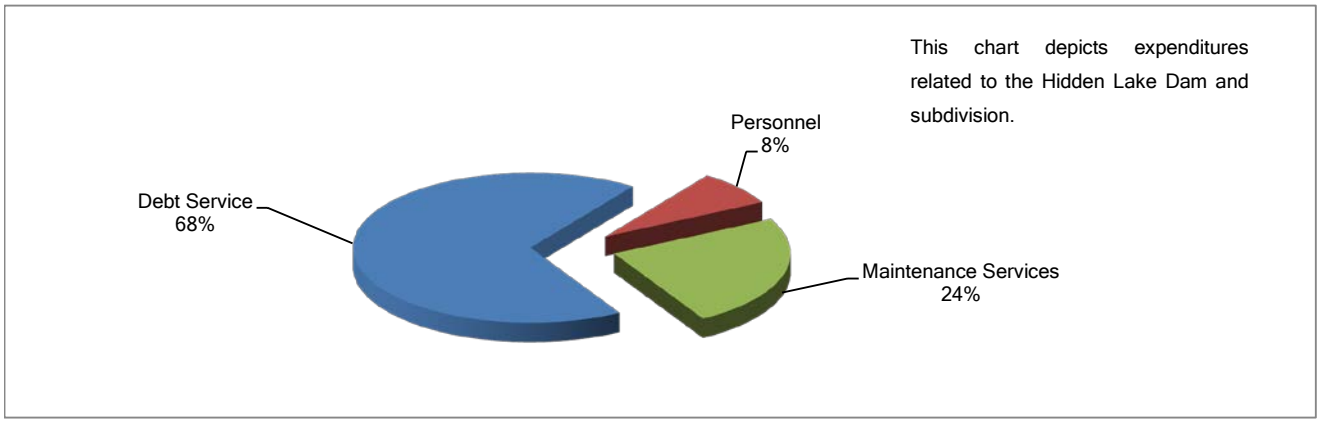
HIDDEN LAKE SPECIAL REVENUE FUND

The Hidden Lake Subdivision Service District Special Revenue Fund accounts for ad valorum tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads.

HIDDEN LAKE SPECIAL REVENUE FUND

The following schedule shows the budget for the Hidden Lake Service District Special Revenue Fund. The 2013 tax rate is $0.0451.

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Real Property Tax - Special Assessment	$ 112,092	$ 105,400	$ 105,400	$ -	0%
Interest	86	49	49	-	0%
Total	$ 112,178	$ 105,449	$ 105,449	$ -	0%
Use of Prior Year Fund Balance	-	-	-	-	0%
Expenditures					
Debt Service	$ 64,729	$ 63,062	$ 63,062	$ -	0%
Personnel	8,865	7,387	7,060	(327)	(4.43)%
Maintenance Services	20,768	35,000	22,500	(12,500)	(35.71)%
Total	$ 94,362	$ 105,449	$ 92,622	$ (12,827)	(12.16)%



FUND BALANCE

	FY2012 Actual	Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Fund Balance, Beginning of Year	$78,611	$96,427	$96,427	$0	0%
Revenues	112,178	105,449	105,449	0	0%
Expenditures	(94,362)	(105,449)	(92,622)	12,827	-12%
Fund Balance, End of Year	$96,427	$96,427	$109,254	$12,827	13%

The County expects to spend less on maintenance activities in FY14 than in previous years. This should cause fund balance to increase by 13%. The increase to fund balance will be available for future needs.

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.

FY2012 Revenues:	$ 233,503
FY2012 Expenditures (Poplar Road):	175,833
Fund Balance 6/30/12:	$2,603,911

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.

FY2012 Revenues:	$ 42,745
FY2012 Expenditures:	0
Fund Balance 6/30/12:	$ 931,415

Garrisonville Road Service District Fund

The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorum tax receipts from property owners in the district.

FY2012 Revenues:	$ 533,987
FY2012 Expenditures:	61,521
Fund Balance 6/30/12:	$2,553,480
2013 tax rate:	.088

Warrenton Road Service District Fund

The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorum tax receipts from property owners in the District.

FY2012 Revenues:	$ 338,783
FY2012 Expenditures:	0
Fund Balance 6/30/12:	$2,784,130
2013 tax rate:	.000

The FY2014 adopted budget includes expenditures in the Garrisonville Road District only.

GARRISONVILLE ROAD SERVICE DISTRICT FUND

The following schedule shows activity in the Garrisonville Road Service District Fund. The calendar year 2013 service district tax rate is 8.8 cents.

Revenues	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Property Taxes	$ 530,537	$ 534,000	$ 530,000	$ (4,000)	100%
Interest	3,450	3,500	3,500	-	100%
Use of Prior Year Fund Balance	-	1,332,500	-	(1,332,500)	100%
Total	$ 533,987	$ 1,870,000	$ 533,500	$ (1,336,500)	100%
Expenditures					
Debt Service	$ -	$ -	$ 216,000	216,000	100%
Road Improvements					
Rt 610, Garrisonville Rd	61,521	995,000	-	(995,000)	-100%
Staffordboro Parking Lot	-	875,000	-	(875,000)	-100%
Total	$ 61,521	$ 1,870,000	$ 216,000	$ (1,654,000)	-88%

In November 2008, voters approved a referendum authorizing General Obligation debt for Garrisonville Road area road improvements. It is expected that the improvements will be completed through a pubic-private partnership. The project will be funded with bonds, service district taxes, and state revenue sharing. Series 2013 bonds in the amount of $5,870,000 were issued in June, 2013. Debt service will be paid from service district revenue. Estimated tax revenue: $530K; Average debt service: $370k; Maximum debt service: $497k. First year's (FY14) debt service is for 1/2 year only.

FUND BALANCE

	FY2012 Actual	FY2013 Estimate	FY2014 Adopted Budget	Changes '13 to '14	
Fund Balance, Beginning of Year	$ 2,081,014	$ 2,553,480	$ 1,220,980	$ (1,332,500)	-52%
Revenues	533,987	537,500	533,500	(4,000)	100%
Expenditures	(61,521)	(1,870,000)	(216,000)	1,654,000	100%
Fund Balance, End of Year	$ 2,553,480	$ 1,220,980	$ 1,538,480	$ 317,500	26%

The balance in this fund is expected to increase by 26%. This growth was planned for two purposes. The County plans to use some of the funds to support project management of the road project expected to begin in FY2014. Service district tax property taxes will be used to pay the debt service on the recently issued bonds. Fund balance will provide debt coverage of more than twice maximum debt service.

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 FY2009, in light of continuing declining revenues, the Board of Supervisors approved the transfer of two percent of the transient occupancy tax to the General Fund.

TOURISM FUND

Timothy J. Baroody
Deputy County Administrator
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The mission of the Stafford County Tourism Program (administered within the Department of Economic Development and Tourism) is to promote overnight stays in the County hotels and visitation to Stafford's many historical, cultural, recreational and entertainment attractions.

THINKING EFFICIENTLY

Where have we partnered within the organization?

Each year, the Tourism Program partners with other County departments to provide information to market and support the County's tourist attractions and hospitality industry. Among the County departments the Tourism Program works with are:

- Department of Parks, Recreation and Community Facilities
- Department of Planning and Zoning
- Geographic Information System Office and Informational Technology
- Department of Public Works
- Sheriff's Office
- County Administration – Office of Citizen's Assistance and Public Information
- Economic Development Authority

Where have we partnered with community organizations?

The Tourism Program works closely with the following organizations to market and support the County's tourist attractions and hospitality industry:

- Cultural Institutions and Historical Attractions such as Belmont, Ferry Farm, Chatham and others
- Hotels and Commercial Properties with Meeting Spaces
- Wineries
- Golf courses
- Fredericksburg Regional Tourism Partnership
- U.S. National Park Service
- Stafford Branch, NAACP
- Stafford Historical Society
- Marine Corps Base Quantico
- Riverside Theater
- Other community organizations and businesses as appropriate

Cost efficiencies:

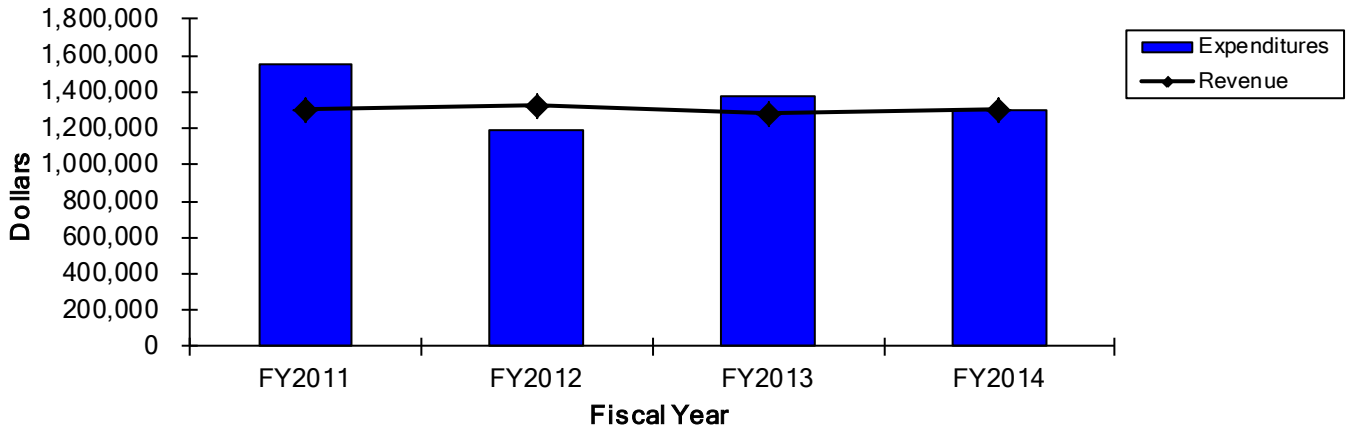
- Coordinating a collaborative effort with hoteliers to promote tourism and overnight visitation by producing marketing materials that can be used county-wide.
- Upgrades to the Tourism website, including increasing content on website and E-news. We are more affordably reaching our market and promoting county tourism destinations.
- Because the new website will be content-management based, Tourism Program staff will begin providing bi-monthly training session at the IT Training Room in the Government Center for our tourism partner.

TOURISM FUND

BUDGET SUMMARY

	FY2011 Actual	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Change '13 to '14	
Costs						
Personnel [1]	$136,525	$160,631	$188,445	$192,250	$3,805	2.02%
Operating	477,649	530,560	691,314	607,750	(83,564)	-12.09%
Transfer to the General Fund	480,000	500,000	500,000	500,000	0	0.00%
Capital	452,960	0	0	0	0	0.00%
Total	1,547,134	1,191,191	1,379,759	1,300,000	(79,759)	-5.78%
Revenue	1,303,845	1,324,216	1,279,759	1,300,000	20,241	1.58%
Inc/(Dec) to Fund Balance	$243,289	($133,025)	$100,000	$0	($100,000)	100.00%

[1] A portion of the Deputy County Administrator/ Director of Economic, Development, Assistant Director of Economic Development, Economic Development Technician, and the Redevelopment Administrator and 100% of the Tourism Manager are funded by the Tourism Fund.



SIGNIFICANT BUDGET CHANGES

Personnel

- Health Insurance
- Full year of FY2013 pay for performance

Operating

- Decrease in special programs budget
- Suspended funding for Bluemont Concert Series

TOURISM FUND

CORE SERVICES

- Support new initiatives that enhance the visitor experience in Stafford.
- Work closely with individual properties, develop and implement niche marketing campaigns identify demographic matches to target and match potential visitors and marketing strategies to our offerings.
- Assist tourism venues in the development of new offerings and facilitate the venues to collaborate to attract bigger market segments
- Provide ongoing support to the regional tourism program, regional golf co-operative, wine and spirits trail to increase and lengthen hotel stays
- Provide strong internet support for our tourism partnership to enable them to use Stafford Tourism, Virginia.org and Regional Tourism Website - Visit Fred as a primary marketing resource

DEPARTMENTAL GOALS/OBJECTIVES

- Increase lodging revenue by working with hotel properties and increasing knowledge of area attractions to lengthen hotel stays
- Increase taxable hospitality-related sales in Stafford
- Increase visitation to all Stafford attractions through marketing analysis, design assistance and idea generation
- Coordinate and advance the development of the 350th Anniversary programming and events for 2014
- Complete installation of wayfinding signs by 2014

DEPARTMENTAL SERVICE LEVELS

	Calendar Year 2011	Calendar Year 2012	Calendar Year 2013
Outcomes			
Visitation to Stafford Attractions	279,000*	247,000	247,000
Unique Visitors to www.TourStaffordVA.com	9,873	14,400	12,100
Electronic Media - Monthly ENews Subscribers	1,420	2,553	2,750
Social Media - Facebook	2395	542	825

*FPED Year

DEPARTMENTAL ACCOMPLISHMENTS

- Rebuilt and Launched Stafford Tourism Website with integrated data feed to aid area attractions and hotels from www.Virginia.org
- Rebrand and Promoted Regional Vacation Packaging initiative featuring Stafford Hotels
- Supervised a full year of planning, volunteer coordination and budgetary analysis for the 350th Anniversary program
- Coordinated the Stafford portion of a landmark, multi-jurisdictional, record-breaking reenactment event in December 2012 – "Fire on the Rappahannock"
- Developed a billboard campaign promoting overnight stays in our hotels, linking the slogan "Sleep in Stafford" with George Washington imaging
- Doubled our Facebook and Electronic Media Impact in the course of the calendar year
- Launched the Regional Grapes and Grains Trail in June 2012, with the participation of 4 wineries, 1 brewery and 1 distillery

TOURISM FUND

Revenues	FY12 Actuals	FY13 Adopted Budget	FY14 Adopted Budget	Changes '13 to '14	
3% Occupancy Tax	$771,219	$763,125	$780,000	$16,875	2.2%
2% Occupancy Tax	515,517	511,634	520,000	8,366	1.6%
Other Revenue	37,484	5,000	0	(5,000)	-100.0%
Total	$1,324,220	$1,279,759	$1,300,000	$20,241	1.6%

Expenditures	FY12 Actuals	FY13 Adopted Budget	FY14 Adopted Budget	Changes '13 to '14	
Operating	$436,479	$544,194	$566,630	$22,436	4.1%
Personnel	160,635	188,445	192,250	3,805	2.0%
Transfer to General Fund	500,000	500,000	500,000	0	0.0%
Tourism Programs	43,120	47,120	41,120	(6,000)	-12.7%
Prior Year Wayfinding Signs	42,509	0	0	0	0.0%
Wayfinding Signs (Use of Fund Balance)	0	100,000	0	(100,000)	-100.0%
Government Island	8,460	0	0	0	0.0%
Total	$1,191,203	$1,379,759	$1,300,000	($79,759)	-5.8%

FUND BALANCE

	FY12 Actuals	FY13 Adopted Budget	FY14 Adopted Budget	Changes '13 to '14	
Fund Balance, Beginning of Year	$725,690	$858,707	$758,707	($100,000)	-11.6%
Revenues	1,324,220	1,279,759	1,300,000	$20,241	1.6%
Expenditures	(1,191,203)	(1,379,759)	(1,300,000)	$79,759	-5.8%
Fund Balance, End of Year	$858,707	$758,707	$758,707	$0	0.0%
Fund Balance Allocation:	$858,707	$758,707	$758,707	$0	0.0%
Committed					
Wayfinding (Sign Program)	$750,000	$650,000	$650,000	$0	0.0%
Commitment/Encumbrances	60,904	108,707	108,707	$0	0.0%
Assigned	$47,803	$0	$0	$0	0.0%
Fund balance, end of year	$858,707	$758,707	$758,707	$0	0.0%

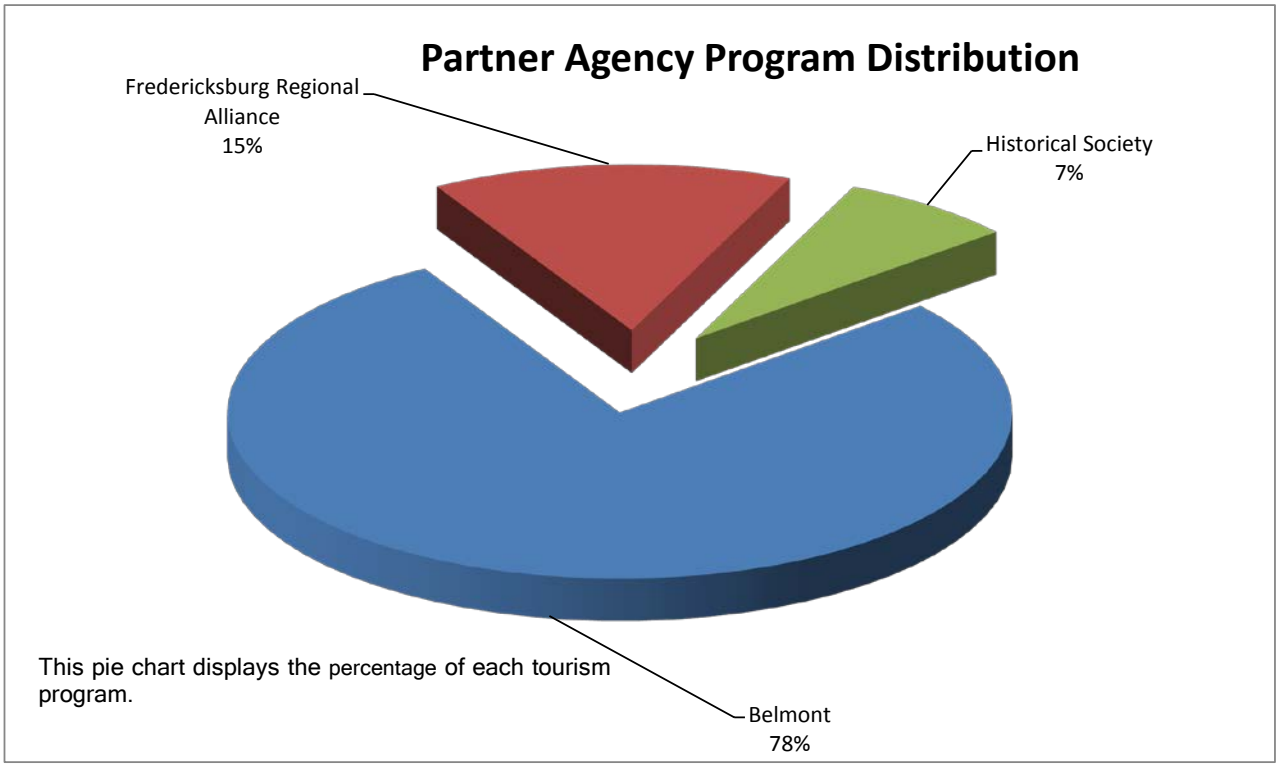
TOURISM PARTNER AGENCIES

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
Fredericksburg Regional Alliance	A public/private economic development organization, which represents the City of Fredericksburg and the Counties of Caroline, King George, Stafford and Spotsylvania. The Alliance is committed to maintaining and increasing the economic vitality of the entire Fredericksburg region
Stafford County Historical Society	To preserve and promote knowledge of Stafford County history

TOURISM PARTNER AGENCIES

This schedule presents a breakdown of tourism programs. The 3% Occupancy Tax, established in FY2001, that supports the Tourism Fund is now funding these programs. The Fredericksburg Regional Alliance is 10% supported by the Tourism Fund. The other 90% support comes from commercial business and is shown in the Partner Agencies section in the General Fund.

Program Name	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Belmont	$24,000	28,000	$32,000	$4,000	14%
Fredericksburg Regional Alliance	6,120	6,120	6,120	0	0%
Historical Society	3,000	3,000	3,000	0	0%
Bluemont Concert Series	10,000	10,000	0	(10,000)	-100%
Total	$43,120	$47,120	$41,120	($6,000)	-13%



This pie chart displays the percentage of each tourism program.

FIVE YEAR MODEL

The Five Year Model section presents long-range plans using assumptions about economic conditions, future spending scenarios, and other variables to help with the projection of revenues and expenditures. The long-term financial process is a collaboration of efforts between departments and government officials.

The plan is tied to the priorities of the Board of Supervisors, the Comprehensive Plan, and the Adopted Capital Improvements Plan. Debt Service and operating costs of new facilities are integrated in the County's long-range planning. The plan is a tool for proactive financial decision-making supporting the Board's goal of long-term fiscal responsibility.

Long-range financial plans are included in this section for the General Fund, Utilities Fund and Transportation Fund.

FIVE YEAR OPERATING BUDGET MODEL

The Five Year Model is a tool to help in long-range planning for the various County funds and agencies. Assumptions used in forecasting activity in future years rely heavily on past history, as well as current economic conditions. It is assumed that the County will continue to experience modest, steady growth in the planning period. This model does not anticipate a return to the level of rapid growth recently experienced in the County. The plan reflects the anticipated future needs of County agencies, contrasting those needs with a revenue forecast for the same period. Revenue forecasting, based on historical trends, is intended to be responsibly conservative. Expenditure forecasts are based on projected needs and requests by individual agencies. The gap between the projected revenues and expenditures provides an opportunity to identify needs and to begin planning and prioritizing for future years. The County is required to present a balanced budget each year.

This model shows a balanced plan for fiscal years 2014 and 2015. For fiscal years 2016-2018, County agencies were asked to forecast their future needs, and were not directed to consider limited financial constraints.

GENERAL FUND REVENUES

The projections for taxable real property assume a growth factor of 1.9% for the FY2014 budget year, and 3% thereafter. The model assumes:

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

Personal property revenues have proven to be sensitive to the economy. During the recession, new cars sales dropped dramatically. Over the last two years, there has been an increase to this revenue source as residents replace older vehicles. Because of the cyclical nature of this revenue source, it is conservatively projected to increase by 3% in FY2014 and FY2015, dropping to a 2% growth later in the planning period.

Development fees are projected to continue a gradual increase through the planning period. Fees will be evaluated regularly.

Most other fees are projected to grow by 2-3%.

GENERAL FUND EXPENDITURES

Operating expenditure projections are based on department's projected needs.

Personnel expenditures are projected to grow at a rate of 2-3% annually through the planning period. This category includes associated benefits, except for the Virginia Retirement System contributions which are expected to increase 1-2% during the period.

Operating and capital expenditures for FY2014-15 are projected to grow at an inflation rate of 2% annually, increasing to 3% in later years.

Included in operating cost projections are:

- Public Safety and many agencies project increased staffing needs with the expected growth of the community.
- The School operating transfer increases by one-half of new revenue less the increase to Schools debt service.
- Replacement of aging vehicles and equipment for non-public safety departments are included in the outer years. Replacement ambulances and sheriff's vehicles are funded in all years.
- Beginning in FY2014, Fire & Rescue's projections includes funding by the County for seven positions covered by a SAFER grant in FY2012 and FY2013.
- Debt service is estimated using the current debt schedules and the FY2014-2023 Capital Projects Program (CIP) assuming an interest rate of 5.5% and a term of 20 years, consistent with the CIP.
- The Five-Year model is driven by increased operating costs and future debt service associated with the CIP. The chart on the following page details the increased costs in the five year planning period. Project pages within the CIP section provide more detail on the operating costs.

Operating Impacts of the Adopted CIP:

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018
F&R Station 14					1,936,000
F&R Training Center					
E-911 Phone System					
Chichester Park	98,000	173,000	181,000	186,000	195,000
Curtis Park Pool		(10,000)	(10,000)	(11,000)	(11,000)
Park at Embrey Mill		510,000	163,000	171,000	179,000
Indoor Rec. Fac. at Embrey Mill		0	0	0	0
Infrastructure	4,000	8,000	21,000	24,000	25,000
Animal Shelter					251,000
Courthouse Addition					
Stormwater			38,000	75,000	113,000
Belmont Ferry Farm Trail - Ph 4		82,000	55,000	57,000	59,000
Belmont Ferry Farm Trail - Ph 6				87,000	59,000
Elementary School #18					
	$102,000	$763,000	$448,000	$589,000	$2,806,000

Bond Debt Service Impacts	FY2014	FY2015	FY2016	FY2017	FY2018
Land Acquisition		502,000	502,000	502,000	502,000
F&R Station 14				36,000	421,000
F&R Training Center					
F&R Station-Centreport					
Chichester Park	151,000	614,000	603,000	590,000	574,000
Curtis Park Pool	27,000	108,000	106,000	104,000	101,000
Park at Embrey Mill	209,000	851,000	836,000	818,000	795,000
Duff McDuff Green Park					71,000
St. Clair Brooks Park					
Mountain View					
Patawomeck phase II					50,000
Pratt Park					
Rocky Pen Run Reservoir					
Animal Shelter				28,000	346,000
Courthouse Addition					
Transportation Bonds	50,000	294,000	660,000	1,799,000	3,053,000
Stafford High School	1,480,000	3,251,000	4,730,000	5,068,000	5,068,000
Career & Tec Center					
Ferry Farm Elem Rebuild					
Moncure ES				84,000	963,000
Grafton Village	249,000	978,000	978,000	978,000	978,000
Elem School #18					
Brooke Point HS					
Colonial Forge					
Mt. View HS					
Fleet Services					
Infrastructure		631,000	1,095,000	1,371,000	1,831,000
New Debt Service	$2,166,000	7,229,000	$9,510,000	$11,378,000	$14,753,000
Existing Debt Service	$ 35,026,000	$ 33,995,000	$ 32,872,000	$ 32,102,000	$ 31,007,000
	$37,192,000	$41,224,000	$42,382,000	$43,480,000	$45,760,000

Master Lease Debt Service Impacts	FY2014	FY2015	FY2016	FY2017	FY2018
Replacement Apparatus		321,000	1,007,000	1,295,000	1,583,000
Fiber Optic		133,000	133,000	133,000	133,000
New Debt Service	$0	$454,000	$1,140,000	$1,428,000	$1,716,000
Existing Debt Service	1,709,516	2,067,155	2,067,115	2,067,115	2,067,115
	$1,709,516	$2,521,155	$3,207,115	$3,495,115	$3,783,115
Total Debt Service	$38,901,516	$43,745,155	$45,589,115	$46,975,115	$49,543,115

FUND BALANCE

As directed by the Board, budgets are crafted using conservative estimates. This model assumes that all fund balance requirements are met with positive results of operations from the previous year.

The model includes some modest optimism that economic conditions will improve in the next fiscal year, but maintains a conservative approach to revenue forecasting, based on recession-based historical trends.

Schools' staff did not provide information in the five-year planning process. Therefore we are not making projections on total increases to school funding from all other sources.

FY2015 PROJECTION

As directed by the Board, a balanced plan for FY2015 is included in the Five Year Projection section.

FY2015 CIP Debt Service and Operating Costs - Planning for FY2015 will be heavily influenced by debt service and operating costs associated with parks, roads, public safety, and schools capital projects. Estimated net change in debt service for FY2015: General Government: $1.2 million; Schools: $3.5 million. Estimated operating costs for new parks facilities: $770K.

FY2015 Corrections - The FY2014 budget for the Jail was balanced by using $1 million of the Jail Authority's fund balance. Had the budget not included the use of the one-time money, the County's share would have been $960k higher in FY2014. The Five-year model assumes an increase in that amount in FY2015.

FY2015 VRS Rate Increase - Every other year, the Virginia Retirement System (VRS) updates the actuarial assumptions and calculates a new rate for the County. The change for FY2015 will increase this expenditure by $500k.

Bond Strategy - The County's financial advisors have suggested that the County continue to reduce reliance on debt. One strategy to achieve this goal is to increase cash capital expenditures to 3% of the General Government budget by FY2018. Bringing cash capital to 2.25% in FY2015 adds $380k to the budget.

The model assumes a 2.8% increase in revenues, which would be sufficient to fund these required increases.

Not included in the FY2015 expenditure projection: funding to meet inflationary increases in FY2015, replacement of materials and equipment, agencies' requests for new personnel to meet expected challenges in public safety, courts, and development. The model assumes that these expenditures are postponed until FY2016.

The five year model does not include a contribution to OPEB above any health insurance savings which would go to the OPEB trust per the Board's financial policies.

The model assumes that one half of new revenues would go to fund operating and debt service for the Schools.

The plan will be revised throughout the year, with an update presented to the Board in the upcoming year.

FY2016-18

In the later years, the model shows the impact of debt service and operating costs related to the CIP as well as other projected increases needed to meet the needs of the community. Projections for the outer years reflect departments' requests without considering financial constraints. A line labeled "adjustments to be determined" has been included to show the gap between projected revenues and expenditures.

FIVE YEAR OPERATING BUDGET MODEL

This table summarizes the five year projection.

	FY2012 Actual	FY2013 Adopted	FY2014 Adopted	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
Property Taxes	$ 187,168,411	$ 187,159,504	$ 192,780,900	$ 198,500,000	$ 203,933,000	$ 209,518,000	$ 215,260,000
Other Taxes	32,901,513	32,692,192	33,482,300	34,340,000	35,219,000	36,121,000	37,047,000
Service Charges & Other	13,569,117	13,749,089	14,100,800	$14,048,000	14,339,700	14,635,700	14,938,700
Federal & State Revenues	15,919,017	13,691,157	14,651,445	15,169,000	15,584,000	16,012,000	16,463,000
	$ 249,558,058	$ 247,291,942	$ 255,015,445	$ 262,057,000	$ 269,075,700	$ 276,286,700	$ 283,708,700
Public Safety	$ 37,290,975	$ 38,367,068	$ 39,755,640	$ 39,656,000	$ 47,282,000	$ 48,530,000	$ 51,998,000
Non-Public Safety	45,262,495	45,438,845	47,189,940	48,157,000	50,608,000	52,392,000	53,762,000
Debt Service - County	14,065,413	9,979,518	11,119,790	12,397,000	13,075,000	14,395,000	16,585,000
Other	19,832,761	20,451,997	20,496,644	21,873,000	23,281,000	24,220,000	25,167,000
Schools - Local Transfer	98,599,339	106,850,774	108,626,921	108,625,000	110,969,000	114,509,000	117,842,000
one-time VPSA savings to operating			1,000,000	-			
Schools - Debt Service/Capital Projects	28,428,908	26,203,740	26,826,510	31,349,000	32,514,000	32,580,000	32,958,000
Adjustments to be determined	-	-	-	-	(8,653,300)	(10,339,300)	(14,603,300)
	$ 243,479,891	$ 247,291,942	$ 255,015,445	$ 262,057,000	$ 269,075,700	$ 276,286,700	$ 283,708,700

TRANPORTATION FUND

	FY2012 Actual	FY2013 Estimated	FY2014 Adopted	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Revenues							
Gasoline Sales Tax [1]	$ 5,345,841	$ 5,265,884	$ 5,173,000	$ 5,053,704	$ 5,046,657	$ 5,101,649	$ 5,130,674
State Recordation Tax	707,061	715,000	715,000	715,000	715,000	715,000	715,000
Federal Revenue (Bike Trails & Historic Falmouth)	1,031,384	669,478	-	-	-	-	-
State Revenues [2]	685,811	639,310		3,137,700	8,210,973	14,155,000	15,542,147
Interest Revenue	7,653	2,500	2,000	1,500	1,000	1,000	1,000
Miscellaneous/Other	17,038	403,552	-	-	-	-	-
Bonds	-	2,789,000	-	14,000,000	5,430,000	7,969,599	6,766,294
From General Fund	100,000	-	-	-	-	-	-
Impact Fees	-	-	-	60,000	60,000	600,000	1,500,000
Proffers	-	150,000	-	-	-	-	-
Total Sources	$ 7,894,788	$ 10,634,724	$ 5,890,000	$ 22,967,904	$ 19,463,630	$ 28,542,248	$ 29,655,115
Expenditures							
VRE Subsidy [3] [4]	$ 2,505,805	$ 1,892,640	$ 2,529,281	$ 2,615,390	$ 2,802,123	$ 2,948,520	$ 2,865,003
FRED Bus Service	511,239	526,337	542,127	558,391	575,143	592,397	610,169
Management Services	-	6,849	-	-	-	-	-
Architect/Engineering (Bus Shelters)	14,268	15,000	-	-	-	-	-
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Transportation Fee Analysis	38,525	8,000	-	-	-	-	-
Debt Service Transfer to General Fund	-	25,000	10,000	10,000	10,000	10,000	10,000
PRTC Subsidy [4]	-	82,000	93,400	87,800	63,300	67,000	62,500
Financial Management	93,111	12,599	13,333	12,565	12,565	12,565	12,565
Architect/Engineering	943,442	84,966	-	-	-	-	-
Transportation Plan Implementation	-	8,113	-	-	-	-	-
Street Signs	28,530	50,000	50,000	50,000	50,000	50,000	50,000
Social Services	25,523	40,000	40,000	40,000	40,000	40,000	40,000
Gateway	-	110,000	100,000	100,000	100,000	100,000	100,000
Local Road Projects	516,592	1,966,903	500,000	500,000	500,000	500,000	500,000
Roads Projects	-	3,659,000	1,926,145	9,196,644	27,198,265	21,610,000	26,742,294
Land	233,765	-	-	-	-	-	-
Route 610	100,000	-	-	-	-	-	-
Bike Trails	1,211,193	-	-	-	-	-	-
Total Uses	$ 6,307,707	$ 8,573,121	$ 5,890,000	$ 13,256,504	$ 31,437,110	$ 26,016,196	$ 31,078,245
Change in Fund Balance	$ 1,587,081	$ 2,061,603	$ (0)	$ 9,711,400	$ (11,973,480)	$ 2,526,052	$ (1,423,130)
Beginning of Year Fund Balance	$ 8,963,980	$ 10,551,061	$ 12,612,664	$ 12,612,664	$ 22,324,064	$ 10,350,584	$ 12,876,637
Committed Expenditures							
SRAA loan	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Mine Road proffer to VDOT	-	195,780	195,780	195,780	195,780	195,780	195,780
Bells Hill Road	79,256	250,000	250,000	250,000	250,000	250,000	250,000
TCSP Grants	288,000	288,000	288,000	288,000	288,000	288,000	288,000
Boswell's Corner Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Bike Trails	608,807	-	-	-	-	-	-
Transportation Streetscaping grant balance	1,121,135	-	-	-	-	-	-
Encumbrances	1,423,698	852,248	6,829,637	13,246,093	207,401	-	-
Total Committed	$ 5,220,896	$ 3,286,028	$ 9,263,417	$ 15,679,873	$ 2,641,181	$ 2,433,780	$ 2,433,780
Assigned:	$ 5,330,165	$ 9,326,636	$ 3,349,247	$ 6,644,191	$ 7,709,403	$ 10,442,856	$ 9,019,726
Fund Balance, end of year	$ 10,551,061	$ 12,612,664	$ 12,612,664	$ 22,324,064	$ 10,350,584	$ 12,876,637	$ 11,453,507

In November, 2008, Stafford County voters approved a $70 million road bond referendum. Projects are underway. The five year projection will be updated as the timing of the projects and the issuance of debt is determined.

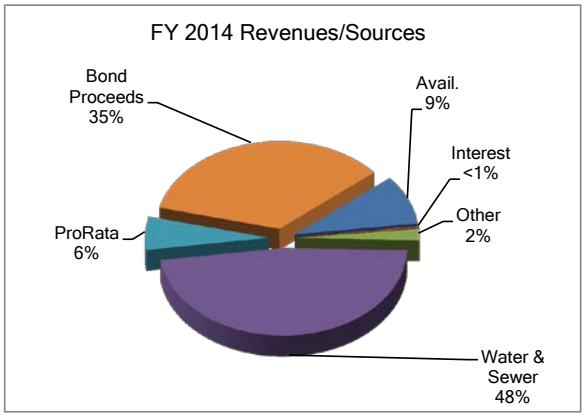
[1] Gasoline sales tax revenue projections provided by PRTC.

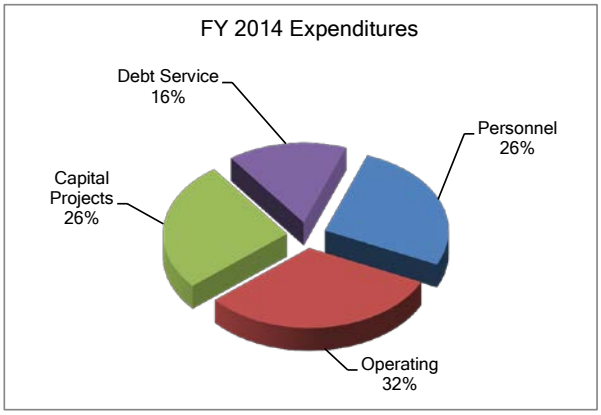
[2] State revenue sharing funding is a reimbursement based on road expenditures. Budget and appropriation will be considered as contracts are awarded, outside the normal budget process. These revenues are not included in the proposed budget, but are shown in the five-year model for cash flow purposes.

[3] VRE and PRTC subsidy projections provided by PRTC

[4] FY13 VRE subsidy is net of Spotsylvania deferred contribution.

Subsequent to the adoption of the FY2014 budget, VDOT requested funding of $3.5M for the County's share of right of way expenditures. This payment, to be reimbursed by future year's bond issuance is not reflected in the model. The transportation fund balance July, 2014 is sufficient to make the payment.





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 2012 data reflects actual amounts and the Fiscal Year 2013 data reflects year-end estimates based on revenues and expenses to-date. Projections for 2014 through 2018 include estimates for specific programs where adequate information is available and other assumptions are noted below:

Water and Sewer Charges

Assumes a 1.25% growth in billed customer accounts throughout the planning period. Projections assume rate increases to cover anticipated capital improvements to the existing system and increasing costs associated with treatment chemicals, electricity and fuels. Although customer accounts are increasing, actual usage is level or declining due to industry-wide declines in per capita consumption.

Availability Fees

Assumes an average of 500 additional equivalent dwelling units (EDUs) in 2014-FY18. Effective July 1, 2010, availability fees are $6,900 for water and $3,500 for sewer per EDU. Availability fees are used to pay for system expansions, changes in regulations, or changes in technology.

Pro Rata Fees

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

Revenue Bond Proceeds

Revenue Bonds of $20M are proposed in FY14 and $25M in FY15 for critical water and wastewater infrastructure. The $20M in FY14 will be used to fund the Austin Run Pump Station and essential water distribution projects serving the new treatment plant, including projects started in FY13. Proceeds of the FY15 bonds will finance rehabilitation and expansion of aged sewer infrastrucutre along Claiborne Run and Falls Run as well as water distribution improvement and expansion projects.

Personnel & Operating Expenditures

Most Utilities personnel costs are projected to increase 4% per year and operating costs are projected to increase 3% in FY13-18. Operating Costs are expected to increase an additional 1.1% in FY14-15 due to costs associated with the new reservoir. Additionally, $300,000 related to Other Post-Employment Benefits (OPEB) is included each year for FY13-15 and $460,000 for FY16-18.

Use of Money and Property

Interest earned on the Utilities Fund Balance is expected to decline over the five-year planning period as cash balances are spent down relative to the construction of large capital projects, particularly the construction of the Rocky Pen Reservoir and Water Treatment Plant.

Debt Service

Assumes future debt is issued at a 4% interest rate for the major CIP projects.

Capital Projects

Includes all capital projects included in the five-year capital improvement plans.

UTILITIES FIVE YEAR PLAN EXPENDITURE SUMMARY

	FY2012 Actual	FY2013 Estimated	FY2014 Adopted	FY2015 Forecast	FY2016 Forecast	FY2017 Forecast	FY2018 Forecast
Rate Change: User Fees							
(**Approved in bold**)	**7.0%**	**8.0%**	8.9%	9.10%	9.10%	9.10%	9.10%
Availability Fees	$10,400	$10,400	$10,400	$10,400	$10,400	$10,400	$10,400
Revenues/Sources							
Water/Sewer Fees	$22,664,873	24,610,000	$27,061,000	$29,594,000	$32,364,000	$35,393,000	$38,705,000
Availability Fees	5,256,188	5,545,000	5,200,000	5,300,000	5,300,000	5,300,000	5,300,000
Pro Rata Fees	1,732,671	2,400,000	3,400,000	2,000,000	1,317,000	1,317,000	1,317,000
Other Charges and Fees	1,530,178	1,360,000	1,212,000	1,196,000	1,211,000	1,226,000	1,241,000
Use of Money/Property	436,545	500,000	185,000	585,000	464,000	418,000	359,000
Grants	1,037,356	144,000	-	-	-	-	-
Revenue Bond Proceeds	52,348,794	-	20,000,000	25,000,000	-	-	-
	$85,006,605	$34,559,000	$57,058,000	$63,675,000	$40,656,000	$43,654,000	$46,922,000
Donated Assets	10,048,202						
Total Sources	$95,054,807	$34,559,000	$57,058,000	$63,675,000	$40,656,000	$43,654,000	$46,922,000
Uses							
Operations							
Personnel	$10,273,176	$11,000,000	$11,152,127	$11,525,000	$11,986,000	$12,465,000	$12,964,000
Operating	$10,308,914	12,000,000	13,528,152	14,647,000	15,343,000	15,995,000	16,675,000
Operating-Capital Projects	1,557,356	42,000,000	2,855,000	1,545,000	1,964,000	2,125,000	700,000
Expansion-Capital Projects							
Pro Rata Funded	640,720	4,000,000	8,213,000	35,763,000	5,000,000	7,602,000	7,836,000
Availability/Bond Funded	17,829,096	40,700,000	-	-	-	-	-
Debt Service							
Existing Debt Service	5,812,568	5,140,000	6,556,000	6,070,000	5,527,000	8,938,000	8,938,000
New Debt Service	-	-	-	1,910,000	3,411,000	-	-
Total Uses	$46,421,829	$114,840,000	$42,304,279	$71,460,000	$43,231,000	$47,125,000	$47,113,000
Total Sources Over Uses	$48,632,978	($80,281,000)	$14,753,721	($7,785,000)	($2,575,000)	($3,471,000)	($191,000)
Fund Balance							
Cash Balance, Beginning of Year	$48,321,000	$100,555,924	$20,274,924	$35,028,645	$27,243,645	$24,668,645	$21,197,645
Cash Balance, End of Year	$48,268,576	$20,274,924	$35,028,645	$27,243,645	$24,668,645	$21,197,645	$21,006,645
Restricted - Deposits	6,400,031	8,600,000	6,000,000	2,200,000	2,200,000	2,200,000	2,200,000
Restricted - Debt Service	446,846	2,100,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Restricted - Advance Payments	1,810,392	1,856,000	1,809,000	1,832,000	1,855,000	1,878,000	1,901,000
Committed - Operating Reserve	1,810,392	3,600,000	3,723,000	3,971,000	4,239,000	4,514,000	4,802,000
Designated - Repair/Replacement	3,627,000	3,718,000	3,811,000	3,925,000	4,062,000	4,184,000	4,310,000
Committed for Projects	-						
Uncomitted Balance		400,924	17,185,645	12,815,645	9,812,645	5,921,645	5,293,645
Debt Ratio 1	2.63	1.81	2.41	2.31	1.89	2.29	2.55
Debt Ratio 2	1.88	1.24	1.60	1.58	1.40	1.75	2.00
Debt Ratio 3	8.45	5.13	3.88	3.58	2.57	2.85	3.28
Debt Ratio 4 (Min=1.0)***	0.97	0.63	0.74	0.79	0.84	1.14	1.39

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

Debt Ratio 4 is required to be met in FY18 and thereafter.

PERSONNEL SECTION

The personnel section contains the staffing plan, and position summary information. A listing of internal committees and a listing of the Boards, Authorities and Commission and Committees

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

STAFFING PLAN

A Workforce that is Responsible and Accountable to the Citizens

Background

Providing a responsible and accountable government to our citizens, in new and innovative ways, is paramount as we work to maintain service levels in the new economy. Over the past several years, staff has:

- Realigned services and functions
- Reduced costs
- Encouraged innovation and creativity
- Used all resources to the fullest
- Utilized talent across agencies and departments
- Created a cost effective educational program to enhance efficiencies and productivity

Initiatives to Better Serve the Community

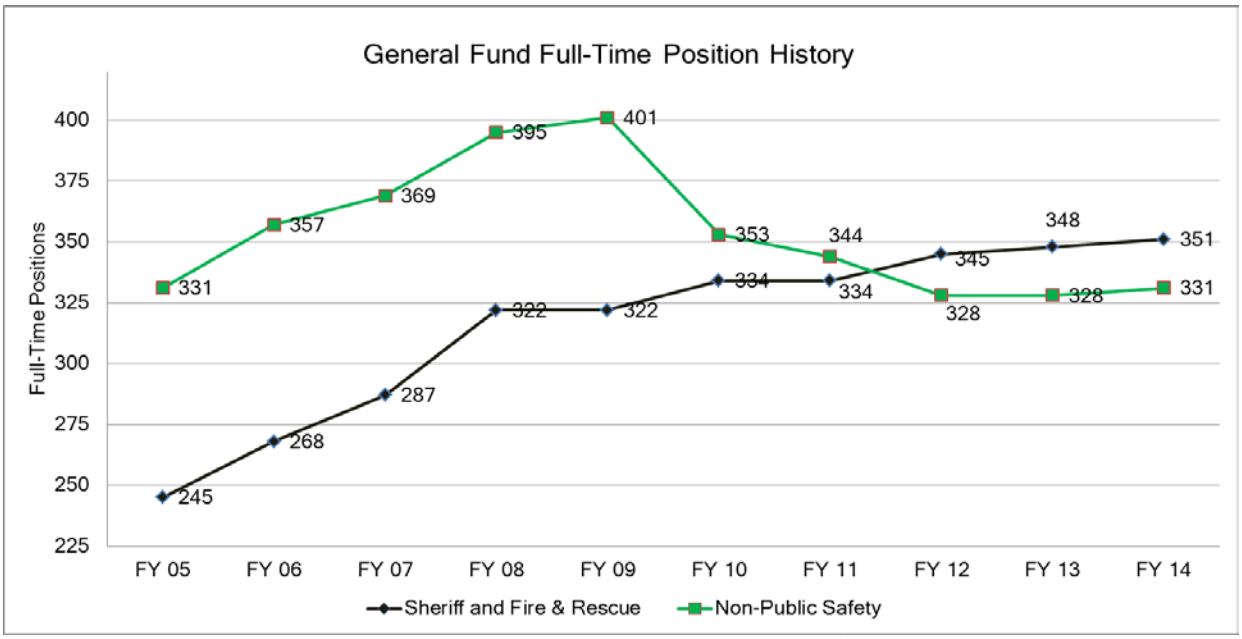
In 2012, in an effort to assist the Board of Supervisors in the execution of their priorities for the community, County Administration re-organized and placed the Department of Human Resources under the leadership of the Director of Communications. This "front office" emphasis on Human Resources continues to raise the profile of the great work that department staff is doing and will enhance staff's engagement efforts with the community and employees. In addition, an integrated focus on customer service, internal and external communications, and human resources under the Director of Communications will help leverage the Board's Service Excellence priority, the goal of which is to ensure that Stafford County is viewed as the best local government by citizens, employees, customers and other localities.

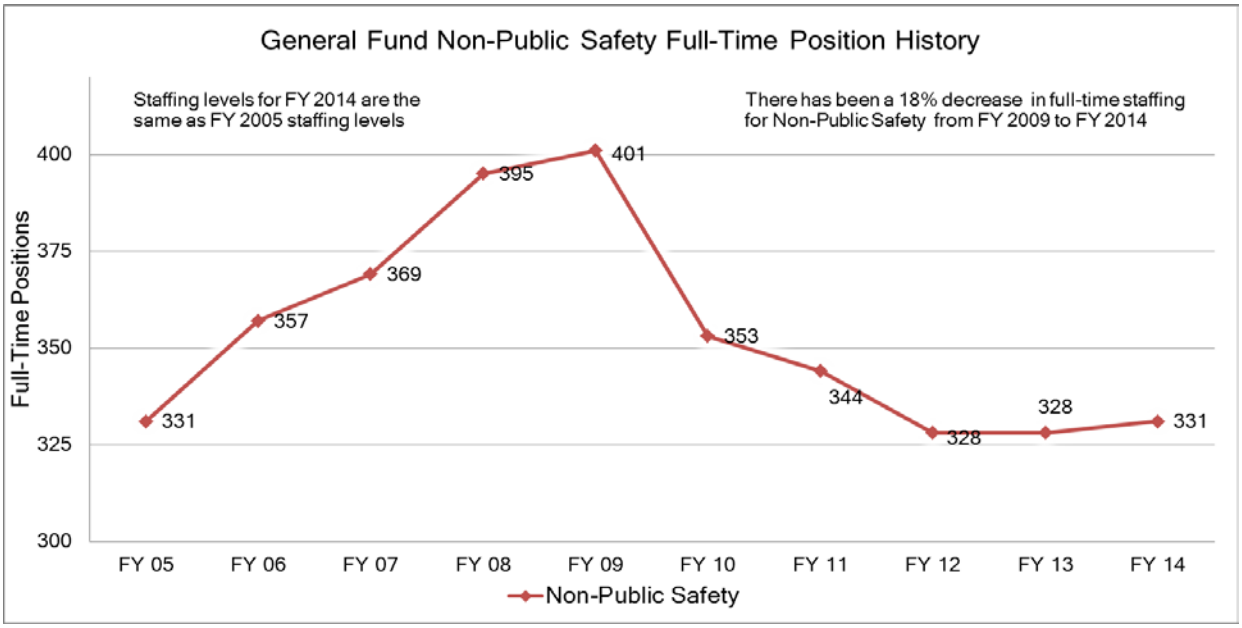
In October 2012, staff opened the new Community Development Services Center (CDSC), which highlights Stafford's continuing commitment to streamlining permit and planning processes for residents and businesses, making Stafford a premier place to do business in Virginia. The center was opened using existing resources and without adding staff. This effort created an organization with fewer "boundaries" to allow for better customer/citizen service and more efficient and cost effective use of equipment and manpower. Permit center staff have been continually cross-training and learning new processes without a disruption to service.

The County's 311 information center is now running in full force after significant planning and training by staff. This service will provide citizens and customers with a streamlined avenue to get answers to a multitude of different questions or concerns related to County government and services.

Workforce Changes

Seventy (70) positions have been reduced over the past six fiscal years in the General Fund; twenty (20) of the positions have been on the supervisory/managerial level. Staffing levels in Public Safety have increased by twenty (20) positions as more resources have been allocated to this priority of the Board.





Compensation and Health Care

As the economy recovers, we continue to focus on the most efficient and cost-effective ways to do business and to be responsible and accountable to the community. In order to maintain an engaged workforce, attention needs to be paid to our compensation and benefit challenges.

- Over the past 7 fiscal years, employee health care contributions have increased.
- The Adopted FY2014 Budget includes a 1% market adjustment effective July 1, 2013 and an average salary increase of 2% for County employees in April based on performance. The 2% performance increase is being funded by shifting a portion the cost of health insurance to employees.
- Employees will begin paying 20% of health care premiums in April 2014.

The chart below depicts the inflation adjusted median salary over the past several years. With the increase in health care costs, the inflation adjusted salary has decreased and is below FY2008 median salary levels.

	Average Employee	Health Care Contributions*	Salary After Health Care	Inflation Adjusted Salary after Health Care (1)
FY2008	$ 44,720	$ 511	$ 44,209	$ 44,209
FY2009	$ 45,257	$ 1,177	$ 44,079	41,997
FY2010	$ 45,257	$ 1,344	$ 43,913	42,495
FY2011	$ 45,257	$ 1,488	$ 43,769	42,517
FY2012	$ 46,388	$ 1,560	$ 44,828	42,588
FY2013	$ 47,548	$ 2,352	$ 45,196	41,867
FY2014	$ 48,499	$ 3,912	$ 44,587	41,098

*Family Coverage

(1) From Social Security inflation adjustment. Assumes inflation for 2013 is the same as 2012.

Efforts will continue to find savings and mitigate future health insurance increases. Tools that can be used to reduce the cost of health care include:

- Reenergize the County's wellness program so that employees can obtain information and support that will help lead us toward a healthier workforce.
- Continue to educate employees on their role as a health care consumer
- Continue to promote the Employee Assistance Program (EAP)

The County continues to monitor Federal legislation surrounding the Affordable Care Act in an effort to manage the impact on the cost of health insurance. Some notable provisions of the ACA include:

- Mental health parity
- Adding dependents to age 26
- Removal of pre-existing conditions for children
- Removal of annual/lifetime dollar limits or limits on specific essential health benefits
- Preventative benefits for women
- Requiring health insurance coverage for employees working beyond 30 hours a week

Future Challenges

Compensation and benefits will continue to be a challenge. Benefit costs (VRS, Health Insurance, and Life Insurance) are expected to increase and as the economy recovers, the County will have to work to maintain competitiveness in total compensation to remain in line with our peers. This competitiveness is essential in order for the County to attract and retain the top level of qualified and competent employees the citizens of this County deserve to have serving them.

Moving Forward

Stafford County employees are committed to cultivating a great community. What does that mean?

- Relentless Advancement
- Purpose-driven work
- Innovating and Saving
- Engaging Citizens, Employees and Businesses

To paraphrase Jim Collins; we now have the right people “on the bus” (the organization) and continuously work to be sure they are in the “right seat”. With the reduced workforce, employees are counted on to be more generalist than specialist in order to cover more than one area of responsibility. This has been accomplished by the hard work, efforts, and team minded sprit of County employees. Through proactive educational programs County employees are learning and demonstrating many new processes that provide efficient and cost effective service.

This effort will continue due to the dedication of County employees to serve the citizens of Stafford.

POSITION SUMMARY GENERAL FUND

	FY 2012		FY 2013		FY 2014	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Board of Supervisors	0	7	0	7	0	7
Commissioner of the Revenue	29	1	29	1	29	1
Commonwealth's Attorney	25	1	25	1	25	1
Cooperative Extension	0	4	0	4	0	4
County Administration	9	0	9	0	9	0
County Attorney	7	0	7	0	7	0
Clerk of the Circuit Court	18	0	18	0	18	0
Circuit Court	3	0	3	0	3	0
15th District Court	2	0	2	0	2	0
Economic Development	6	0	6	0	6	0
Finance and Budget	15	0	15	0	15	0
Human Resources	3	1	3	1	3	1
Human Services, Office of	2	0	2	0	2	0
Information Technology [1]	17	3	17	3	17	2
Parks, Recreation & Community Facilities [2]	54	119	54	119	56	119
Planning and Zoning [3]	23	1	20	1	20	1
Public Works [3]	40	0	43	0	43	0
Registrar & Electoral Board	3	1	3	1	3	1
Social Services [4]	55	6	55	6	56	6
Treasurer	17	3	17	3	17	3
Sub-Total Non-Public Safety Departments	328	147	328	147	331	146
Fire and Rescue	116	0	116	0	116	0
Sheriff [1] [5]	232	19	234	19	235	19
Sub-Total Public Safety Departments	348	19	350	19	351	19
Fund Total Positions	676	166	678	166	682	165

[1] Transfer and convert one part-time position to full-time from Information Technology to the Sheriff's Office
[2] Add two full-time positions to support Chichester Park
[3] Transferred three full-time positions from Planning to Public Works to support the Permits Center
[4] Add one full-time DSS position
[5] Added two full-time Telecommunicator positions on January 22, 2013, R13-32

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

POSITION SUMMARY OTHER FUNDS

	FY 2012		FY 2013		FY 2014	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Fund Total Positions - Capital Projects Fund	2	0	3	0	3	0
Fund Total Positions Utilities	139	1	139	1	139	1
Total Authorized Strength	817	167	820	167	824	166

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

POSITION SUMMARY SCHOOL FUNDS

	FY 2012 Full-Time Equivalent	FY 2013 Full-Time Equivalent	FY 2014 Full-Time Equivalent	Change '13 to '14 Full-Time Equivalent
Instruction	2,696.32	2,679.87	2,700.70	0.8%
Administration, Attendance and Health	132.25	132.25	132.65	0.3%
Transportation	298.05	298.05	298.05	0.0%
Operation and Maintenance	149.60	149.60	139.10	(7.0)%
Instructional Technology and Information Services	125.00	120.00	119.00	(0.8)%
Fund Total - School Operating	3,401.22	3,379.77	3,389.50	0.3%
Fund Total - Grants	60.00	66.80	64.80	(3.0)%
Fund Total - School Construction	3.85	3.85	3.85	0.0%
Fund Total - School Nutrition Services	247.00	247.00	247.00	0.0%
Fund Total - School Health Insurance	2.50	2.50	2.50	0.0%
Fund Total - School Workers Compensation	1.00	1.00	1.00	0.0%
Fund Total - Fleet Services	28.50	28.50	28.50	0.0%
Grand Total All Funds	3,744.07	3,729.42	3,737.15	0.2%

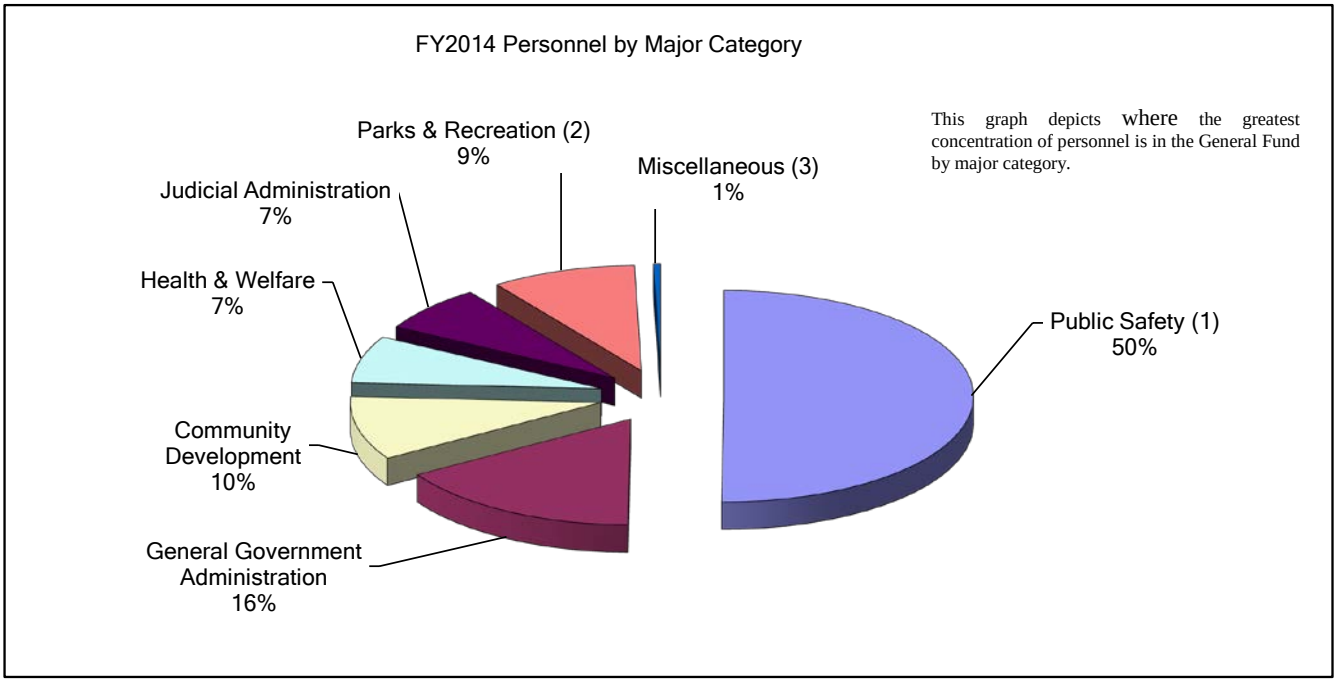
GENERAL FUND PERSONNEL BY MAJOR CATEGORY

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	FY2014 Changes '13 to '14	
Public Safety [1]	$28,857,237	$29,773,395	$31,027,280	$1,253,885	4.21%
General Government Administration	9,259,099	9,553,563	9,911,690	358,127	3.75%
Community Development	5,374,872	5,863,041	6,010,940	147,899	2.52%
Health & Welfare	3,721,075	4,303,546	4,457,230	153,684	3.57%
Judicial Administration	4,014,153	4,273,747	4,379,620	105,873	2.48%
Parks & Recreation [2]	5,138,644	5,573,954	5,789,270	215,316	3.86%
Miscellaneous [3]	55,804	439,210	282,000	(157,210)	-35.79%
Total	$56,420,884	$59,780,456	$61,858,030	$2,077,574	3.48%

[1] Added two full-time Telecommunicator positions on January 22, 2013, R13-32, transfer and convert one part-time position to full-time from Information Technology to the Sheriff's Office, increase in Line of Duty premium and funding for increase in

[2] Add two full-time positions to support Chichester Park

[3] Funding for employee pay-for-performance in FY2014 average increase of 2% starting in April 2014. This is .5% lower then FY2013 and 3 months later.

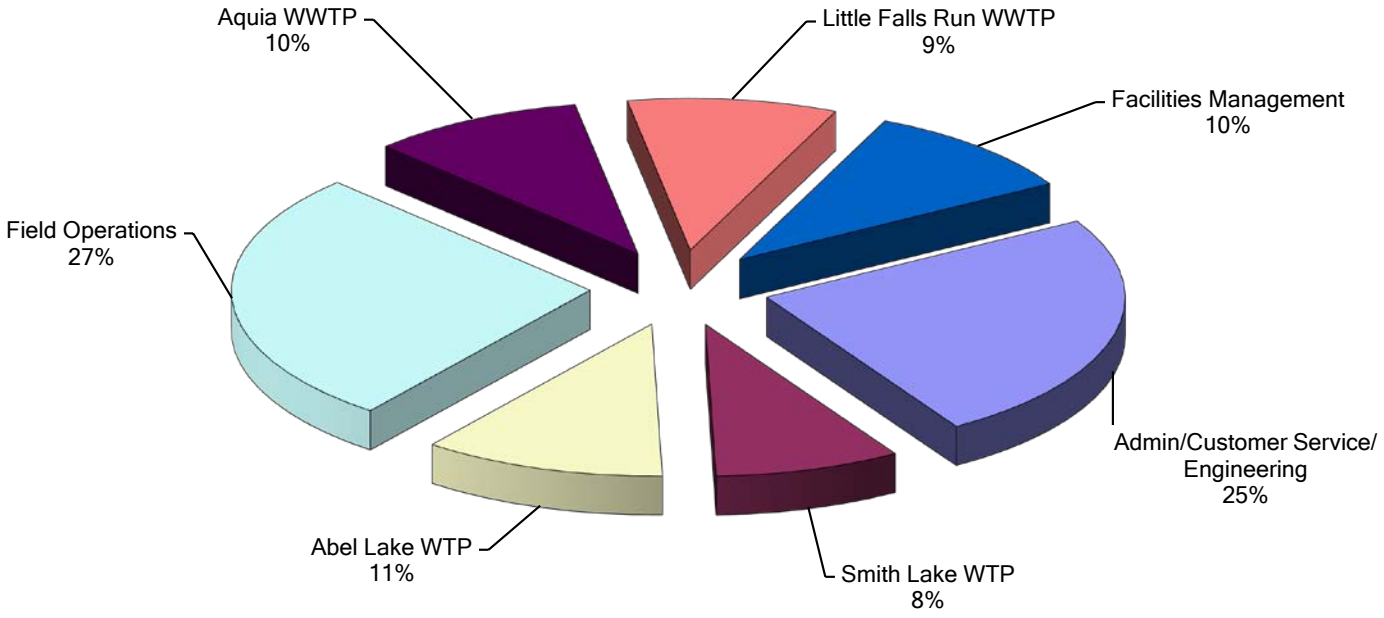


UTILITIES FUND PERSONNEL BY MAJOR CATEGORY

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
Admin/Customer Service/ Engineering	$2,367,526	$2,641,382	$2,729,300	$87,918	3.33%
Smith Lake WTP	875,209	917,227	935,036	17,809	1.94%
Abel Lake WTP	1,105,776	1,122,222	1,221,178	98,956	8.82%
Field Operations	2,882,460	3,009,683	3,018,730	9,047	0.30%
Aquia WWTP	992,332	1,070,370	1,074,980	4,610	0.43%
Little Falls Run WWTP	969,710	1,021,341	1,056,388	35,047	3.43%
Facilities Management	1,080,163	1,050,626	1,116,515	65,889	6.27%
Total Expenditures	$10,273,176	$10,832,851	$11,152,127	$319,276	2.95%

FY2014 Personnel by Major Category

This graph depicts where the greatest concentration of personnel is in the Utilities Fund by major category.

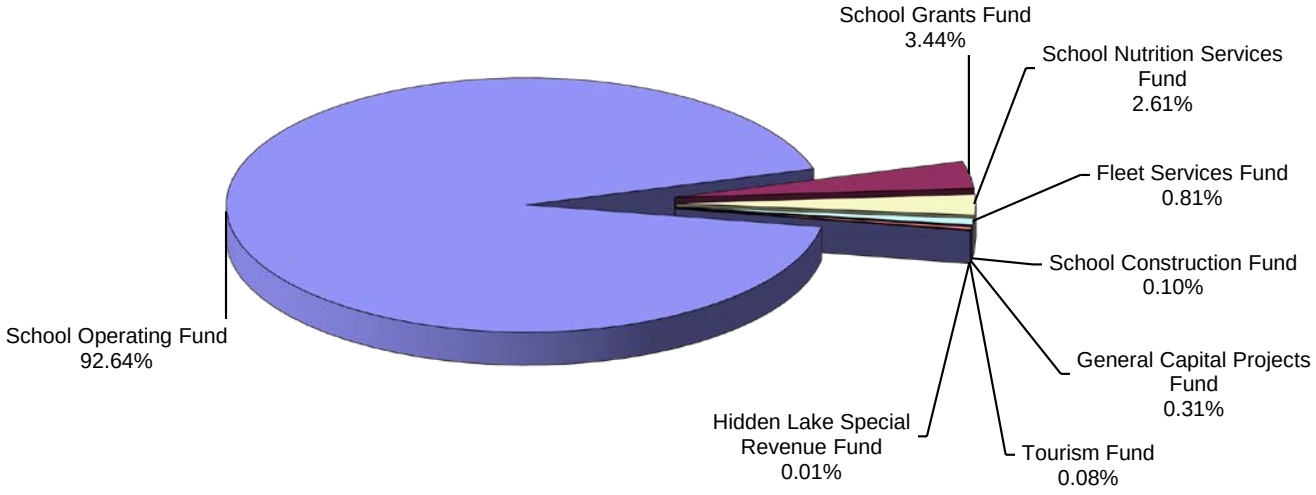


OTHER FUNDS PERSONNEL EXPENDITURE DISTRIBUTION

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
School Operating Fund	$198,444,169	$211,804,128	$216,006,181	4,202,053	1.98%
School Grants Fund	8,413,009	7,882,237	8,020,384	138,147	1.75%
School Nutrition Services Fund	5,486,715	5,811,760	6,087,818	276,058	4.75%
Fleet Services Fund	1,759,726	1,950,594	1,899,812	(50,782)	-2.60%
School Construction Fund	0	242,573	235,000	(7,573)	-3.12%
General Capital Projects Fund	111,158	517,790	719,230	201,440	38.90%
Tourism Fund	160,635	188,445	192,250	3,805	2.02%
Hidden Lake Special Revenue Fund	8,865	7,387	7,060	(327)	-4.43%
School Health Insurance Fund	137,943	0	0	0	0.00%
School Workers Compensation Fund	74,888	0	0	0	0.00%
Total Expenditures	$214,597,108	$228,404,914	$233,167,735	$4,762,821	2.09%

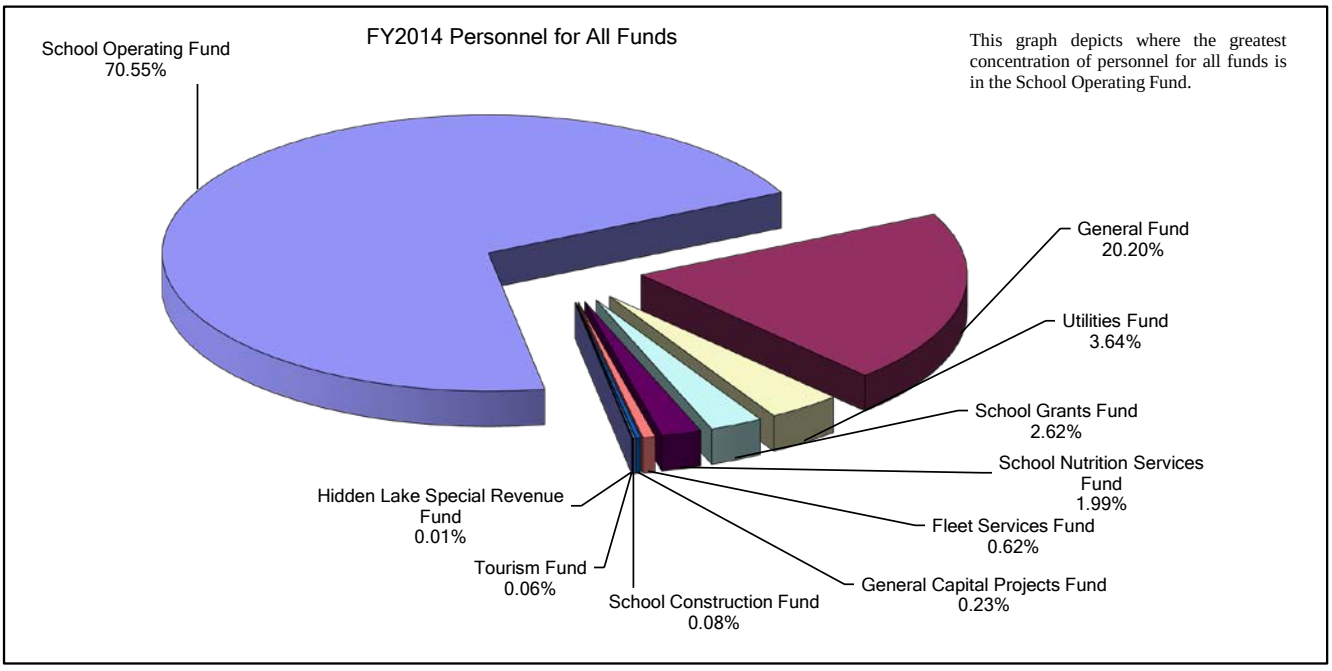
This graph depicts where the greatest concentration of personnel is in all the other funds.

FY2014 Personnel by Fund



PERSONNEL FOR ALL FUNDS

	FY2012 Actual	FY2013 Adopted Budget	FY2014 Adopted Budget	Changes '13 to '14	
School Operating Fund	$198,444,169	$211,804,128	$216,006,181	$4,202,053	1.98%
General Fund	56,420,884	59,780,456	61,858,030	2,077,574	3.48%
Utilities Fund	10,273,176	10,832,851	11,152,127	319,276	2.95%
School Grants Fund	8,413,009	7,882,237	8,020,384	138,147	1.75%
School Nutrition Services Fund	5,486,715	5,811,760	6,087,818	276,058	4.75%
Fleet Services Fund	1,759,726	1,950,594	1,899,812	(50,782)	-2.60%
General Capital Projects Fund	111,158	517,790	719,230	201,440	100.00%
School Construction Fund	0	242,573	235,000	(7,573)	-3.12%
Tourism Fund	160,635	188,445	192,250	3,805	2.02%
Hidden Lake Special Revenue Fund	8,865	7,387	7,060	(327)	-4.43%
School Health Insurance Fund	137,943	0	0	0	0.00%
School Workers Compensation Fund	74,888	0	0	0	0.00%
Total	$281,291,168	$299,018,221	$306,177,892	$7,159,671	2.39%



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
Co-Leadership Team	Comprised of Assistant Directors of Departments with other managers and supervisors. Responsible for strategic thinking and problem solving
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service to County citizens.
Employee Advisory Committee	Established to offer guidance to the Board, County Administrator and HR Dept. on employee related issues.
Innovation Team	The team will review employee productivity and processes and develop ideas that will continually enhance services to our citizens in the most efficient and cost-effective manner.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
Safety Committee	Responsible for input and action concerning County employees' safety
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees
Wellness Committee	Responsible for planning and implementing the County's wellness program

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

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

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

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce
Embrey Mill Community Development Authority	5	Construction, services and facilities upon identified funding
Fredericksburg Area Metropolitian Planning Organization (FAMPO)	6	Coordinate regional planning development activities in Planning District 16
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs
OPEB - Other Post Employment Benefits Local Finance Board	3	Responsible for oversight of other post employment benefits (other than pensions) as defined in § 15.2-1545, and all fund accured from the investment of any such funds on had at any time and not necessary for immediate payment of benefits invested by the Board.
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation

BOARDS, AUTHORITIES, COMMISSIONS

Committee Name	Number of Members	Function
Potomac Watershed Roundtable	2	Promotes a regional approach to the management and improvement of the Virginia portion of the Potomac watershed and to foster collaboration among watershed stakeholders. Acts as an advisory body to governmental and non-governmental decision-makers and makes recommendations on watershed management policy and program options
Purchase of Development Rights Program Committee (Combined with Ag Commission)	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications
Rappahannock Area Agency on Aging (Advisory Council)	2	Acts as advisory council to the RAAA Board of Directors concerning the needs of the elderly in Planning District 16
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board)
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies
Rappahannock Area Youth Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.
Rappahannock Juvenile Detention Commission	3	Establish rules, regulations and training program for the detention home and oversees administration of facilities, management, and budget
Rappahannock Regional Criminal Justice Academy Board of Directors	2	Oversee operation of a multi-jurisdictional police training academy
Rappahannock Regional Jail Authority	4	Oversee operation of the Regional Jail facility
Rappahannock Regional Solid Waste Management Board	4	Oversee and coordinate the management of the Landfill between Stafford and the City of Fredericksburg
Rappahannock River Basin Commission	2	Provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin

BOARDS, AUTHORITIES, COMMISSIONS AND COMMITTEES

Committee Name	Number of Members	Function
Regional Airport Authority	4	Establish a regional organization for airport purposes with the City of Fredericksburg and the County of Prince William
Thurman Brisben Center Executive Board	1	Provides emergency shelter, food, self-help programs and referral services to homeless families & individuals in the greater Fredericksburg area.
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund
Wetlands Board	5	Review permit applications for use or development of wetlands in the county
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding

CAPITAL IMPROVEMENT PROGRAM AND DEBT MANAGEMENT

This section provides information related to the Capital Improvement Program (CIP) and the County's debt management practices and projected capital financing needs.

The approved CIP was formulated using the more stringent debt limitations (3.0% debt to assessed value and 10.0% debt service to expenditures) as the Board works toward its goal of achieving a higher bond rating. This section includes an overview of the CIP program, a summary of all projects, and detailed sheets for all projects.

The Analysis of Outstanding Debt for Fiscal Years 2014-2023 displays the principal amounts owed at the current time. Also included in this section are tables that describe the purpose and payment schedules for each existing General Government bond and lease debt obligations, and for the Utilities Fund bond obligations.

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

CAPITAL IMPROVEMENTS PROGRAM

County government provides needed and desired services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as roads, parks and schools. The Capital Improvement Program (CIP) is a proposed schedule for the expenditure of funds to acquire or construct needed improvements over the next ten-year period.

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, but unfunded, cost of the proposed projects and their anticipated funding sources. The CIP is reviewed annually and the priorities re-evaluated based on conditions and requirements of the community.

Capital Improvement projects are items for which the purchase, construction, renovation, expansion, or the acquisition represents a public betterment and adds to the total physical worth of Stafford. Projects include, but are not limited to, expenditures for land, new structures, major repairs and renovations; maintenance of existing real property; and expenditures for machinery, equipment and vehicles. Each project should have a total cost of $500,000 or more and a useful life of one year or more. Scope of project includes all professional services (land acquisition, legal, planning, design, project management) and construction costs.

Purpose and Benefits of Capital Programming are:

- Provides a budgeting tool which anticipates expenditure levels several years in advance to determine revenue needs and appropriate financing strategies;
- Provides a concise central source of information for citizens and land developers to accurately anticipate facilities in Stafford and to make their investment decisions accordingly;
- Assists in the implementation of the Comprehensive Plan; and
- Provides a sound and stable financial program.

Overall, the CIP provides a foundation for coordinating and managing programs and expenditures, and assisting the local government in maintaining an excellent level of service to the citizens of Stafford, now and in the future.

CAPITAL IMPROVEMENTS PROGRAM

Development of the Capital Improvement Program

The office of Finance and Budget provides information concerning the County's past, present and future financial resources. The department prepares and distributes the package utilized by departments and agencies to submit project requests. As the program develops, Finance and Budget also assists in the review and evaluation of project submissions.

Project Request

Each year, representatives of County departments, offices and agencies are asked to submit a Capital Improvements Project (CIP) request form. Projects are submitted to the Department of Finance and Budget to establish priorities and to suggest a schedule for implementation. The completed forms provide a detailed project description, justification, cost projections, and a statement of impact on the County's operating budget. The project request form also presents a connection to the County's policies and goals.

Projected costs are determined using historical or current costs for similar projects based on engineering or architectural estimates when available. A 3% average annual escalation assumption is included for general government. Schools projects incorporate 5% for all years up to FY 2017, then 3% each year after.

CIP Recommendation

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

Adoption of CIP

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

Project Approval

The CIP is adopted for planning purposes only. Approval of the CIP does not authorize issuance of debt or expenditure of funds.

Authority to proceed is granted by the Board on a project-by-project basis. For each individual project, the Board will be asked to take action which will:

1. approve the project,
2. approve the funding source, and
3. appropriate the project budget.

Impact of Capital Projects on the Operating Budget

The future fiscal impact on the operating budget is outlined in each capital project proposal. Each proposal includes an estimated impact on the operating budget.

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 for projects requiring initial capital outlays which exceed current revenue 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. Future referenda are for additional transportation and parks projects in the later years of the planning period.

Virginia Public School Authority (VPSA) funds can only be used to support the construction of school facilities. Similarly, Literary Fund allocations, when available, can be designated to projects for new school construction.

Master Lease

Master Lease financing represents another source of capital financing to acquire equipment, vehicles, and technology purchases that have useful lives ranging from three to ten years. Master lease financing is very flexible, allowing the County to finance projects with minimal transaction costs and on an "as needed" basis over the term of the master lease. Because of the short-term maturities of master lease financing, interest rates are typically lower than rates on long-term bonds.

Debt Limitations

The financial policies define the County's maximum debt. As part of the efforts to improve the County's bond rating, the Board amended its financial policies in June 2012. Debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015.
- Debt ratios do not include debt to be repaid from identified revenue sources outside the General Fund. In the case of special service districts, the Board of Supervisors intends to set tax rates to cover any debt to be funded with the revenue.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if all the following four criteria are met:

    1. Capital lease purchase is eligible under state law for such financing;
    2. Useful life of the purchase equals or exceeds the term of the debt;
    3. Total purchase exceeds $100,000; and
    4. Sufficient funds are available to service the capital lease debt.

CAPITAL IMPROVEMENTS PROGRAM FUNDING

The CIP was formulated to comply with the policy. New debt requires the County operating budget to absorb the increased debt service and any operating costs associated with the capital project. Prior to the issuance of any new debt, consideration will be given to current economic and budgetary conditions. The County is working to reduce reliance on debt by increase other types of funding for capital projects.

Current Revenues

The Board's Principles of High Performance Financial Management state "An amount equivalent to 1% of general fund expenditures will be set aside for pay-as-you-go capital projects." In keeping with the Board's intention to strengthen the County's financial position and enhance its bond rating, the FY2014-23 CIP increases General Fund cash capital to 3% by FY2018.

The CIP includes cash funded capital projects for all divisions. The School Board's Adopted CIP includes some cash funding for infrastructure projects. County staff recommends that the Schools follow the same good financial practice, increasing cash funding to 1% of operating fund budget (including grant funds). This would amount to approximately $2.5 million annually. Schools have made some progress toward achieving this goal.

Other Revenue Sources

Other sources of revenue include State and Federal grants, private funds, transient occupancy taxes for tourism purposes, transportation service districts revenues, traffic impact fees and others. These funds are utilized to support a variety of projects. Transportation project timing has been planned to take maximum advantage of available state revenue sharing.

State and federal government funding can support any project depending on its availability. Resources from the Potomac Rappahannock Transportation Commission (PRTC), motor fuels taxes, are limited to transportation-related projects, while water and sewer availability fees and pro rata fees can only be utilized for water and sewer projects.

WHAT'S NEW?

The FY2014 – FY2023 CIP builds on the previously approved Capital Improvement Program. Many of the projects in this CIP were included in earlier plans. This year's plan includes some new projects, as well as some changes and updates to projects that were previously approved by the Board.

Funding

Future referenda are envisioned for additional transportation and parks projects in the later years of the planning period.

The Board's bond enhancement strategy includes reducing reliance on debt. To that end, the Board has reduced debt ratios. To further address this goal, the CIP increases the County's cash capital minimum from 1% to 3% of General Fund budget by FY2018.

New or Updated Projects

County Government

Economic Development

- Land acquisition
  - Funding is included for potential land purchase in redevelopment areas to be identified. The County would be in a position to take advantage of potential investment opportunities.

Public Safety

- Enhancement of E-9-1-1 phone system.

Parks and Recreation

- Reflects Board's plan for:
  - Chichester
  - Curtis Park pool improvements
  - Park at Embrey Mill to include fields and indoor recreation facility/pool

- Future projects:
  - St Clair Brooks
  - Duff McDuff Green
  - Mountain View
  - Patawomeck Phase 2
  - Pratt
  - Rocky Pen Run Reservoir

The CIP introduces a 60/20/20 recommended guideline for future parks funding: 60% for new fields; 20% for trails, playgrounds, dog parks, skate ramps, and other amenities; and 20% for maintenance.

WHAT'S NEW?

Transportation

- 2008 Transportation Referendum projects

  Ten of the twenty projects are currently underway. Five additional projects are included in the CIP. All bond projects will be addressed, either by major re-construction or through selected safety improvements.

- Future projects:
  - Butler Road: improvements from the Falmouth intersection to Castle Rock Drive
  - Enon Road and Route 1 improvements
  - Eskimo Hill Road: two lane reconstruction between Route 1 and Potomac Run Road
  - Garrisonville Road & Route 1 Intersection improvements
  - Garrisonville Road: widening to six lanes from Eustace Road to Shelton Shop Road
  - Leeland Road: widening to three lanes from Deacon Road to Leeland Station
  - Mountain View Road: two lane upgrade between Shelton Shop Road and Choptank Road
  - Shelton Shop Road: reconstruction between Garrisonville Road and Mountain View Road
  - Stafford Parkway: a four lane limited highway from Centreport Parkway to Warrenton Road

Schools

- Renovation to Hartwood Elementary
- Bus parking at satellite locations

Proposal includes the CIP adopted by the School Board with some minor modifications:

- Timing of funding for Ferry Farm and Moncure Elementary Schools has been shifted to meet annual affordability limits. The total amount is unchanged and the project completion dates are unaffected.
- $2M cash is allocated to the Stafford High School rebuild; these are funds from the VPSA refinancing proceeds due in FY2014.
- $1M for fiber optics will be financed through the master lease instead of VPSA bonds.

Operating Costs

Additional pages have been added to highlight operating and debt service associated with the projects. Parks, Transportation and School project sheets reflect debt service for bonds that have been issued in prior periods for some multi-year projects.

Four new positions, two full-time and 2 part-time, will be needed to support the opening of new parks. The positions have been funded for half a year at a cost of $79,000. Operating and maintenance costs are estimated at $19,000 for half a year. One time start-up costs will be funded from our FY2013 PRO (positive results of operations). A slight increase to operating costs is expected as equipment storage facilities (infrastructure) come on line. These costs include maintenance, energy, and water. Total costs to the FY2014 operating budget is $102,000.

SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period	Later Years Funding	Total Project Cost
Economic Development Redevelopment	0	7,000,000	0	0	0	0	0	0	0	0	0	7,000,000	0	7,000,000
Public Safety	1,000,000	3,103,000	4,879,000	3,447,000	7,642,500	2,194,000	2,725,000	7,915,000	2,967,000	4,092,000	5,163,000	44,127,500	5,157,000	50,284,500
Information Technology	0	200,000	100,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	200,000	1,300,000	0	1,300,000
Parks, Recreation and Community Facilities	4,711,000	20,725,000	6,339,000	1,055,000	2,474,000	11,540,000	2,743,000	1,456,000	5,497,000	11,389,000	1,819,000	65,037,000	0	69,748,000
Public Works	160,000	660,000	1,347,000	2,053,000	6,658,100	1,000,000	3,676,000	11,639,000	14,467,000	1,000,000	2,000,000	44,500,100	15,977,000	60,637,100
Transportation	35,829,500	44,723,767	34,544,400	30,114,867	32,310,000	26,912,294	19,574,294	28,137,000	24,900,000	11,270,000	31,400,000	283,886,622	73,900,000	393,616,122
Schools [1]	33,892,000	37,449,000	26,376,000	10,960,000	18,886,000	25,576,000	40,857,000	21,945,000	10,998,000	33,850,000	27,390,000	254,287,000	25,690,000	313,869,000
Project Total	$75,592,500	$113,860,767	$73,585,400	$47,729,867	$68,070,600	$67,322,294	$69,675,294	$71,292,000	$58,929,000	$61,701,000	$67,972,000	$700,138,222	$120,724,000	$896,454,722

Funding Summary	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total
County	$19,580,000	$9,745,000	$12,081,869	$17,820,699	$17,166,294	$11,473,695	$22,487,000	$24,717,000	$17,884,000	$10,016,000	$162,971,557
Schools [1]	30,964,000	23,231,000	8,300,000	16,001,000	22,861,000	37,627,000	19,905,000	9,188,000	30,529,000	26,250,000	$224,856,000
Bond	$50,544,000	$32,976,000	$20,381,869	$33,821,699	$40,027,294	$49,100,695	$42,392,000	$33,905,000	$48,413,000	$36,266,000	$387,827,557
Service District Supported GO Bonds	2,280,000	3,590,478	0	0	0	0	16,800,000	0	0	0	22,670,478
Master Lease	3,303,000	3,905,000	2,173,000	2,171,500	1,294,000	1,332,000	2,162,000	1,983,000	2,294,000	2,103,000	22,720,500
Other Funding Sources	7,066,000	777,000	648,000	0	0	0	0	0	0	0	8,491,000
State/Federal	29,953,000	40,675,000	12,419,000	18,005,000	15,022,000	13,638,000	10,000,000	10,000,000	10,000,000	10,000,000	169,712,000
Cash Funded (County)	3,619,000	2,442,000	3,004,000	3,927,000	3,140,000	3,270,000	3,361,000	3,331,000	3,403,000	4,063,000	33,560,000
Cash Transportation Fund	4,412,556	2,338,000	2,591,631	0	470,000	2,000,000	4,437,000	1,200,000	1,270,000	0	18,719,187
Cash Funded (Schools)	6,485,000	3,145,000	2,660,000	2,885,000	2,715,000	3,230,000	2,040,000	1,810,000	3,321,000	1,140,000	29,431,000
	$107,662,556	$89,848,478	$43,877,500	$60,810,199	$62,668,294	$72,570,695	$81,192,000	$52,229,000	$68,701,000	$53,572,000	$693,131,722

[1] $2 million in VPSA savings has been applied to Stafford High School funding.

Operating Impacts Summary	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	79,000	448,000	466,000	539,000	2,394,000	2,492,000	2,600,000	2,703,000	4,155,000	4,150,000
Operating	23,000	499,000	168,000	241,000	606,000	502,000	550,000	1,943,000	1,876,000	2,715,000
Debt Service Bond (cumulative)	2,166,000	7,229,222	9,510,000	11,378,000	14,753,000	18,477,000	22,841,000	25,772,000	28,560,000	32,570,000
Debt Service Master Lease (cumulative)	0	454,000	1,140,000	1,428,000	1,716,000	1,888,000	2,065,000	1,930,000	2,193,000	2,497,000
Revenue/Savings	0	(184,000)	(186,000)	(191,000)	(194,000)	(197,000)	(201,000)	(255,000)	(259,000)	(263,000)
Total	$2,268,000	$8,446,222	$11,098,000	$13,395,000	$19,275,000	$23,162,000	$27,855,000	$32,093,000	$36,525,000	$41,669,000

SUMMARY OF BOND FUNDED PROJECTS

(Funding for these projects is subject to Board's Principles of High Performance Financial Management Debt Limitations)

Agency	Projects	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period
Economic Development	Land Acquisition	6,000,000	0	0	0	0	0	0	0	0	0	6,000,000
Public Safety	F&R Station 14	0	0	425,000	4,597,000	0	0	0	0	0	0	5,022,000
	F&R Training Center	0	0	0	0	0	466,000	4,798,000	0	0	0	5,264,000
	F&R Station-Centreport	0	0	0	0	0	0	0	0	784,000	2,016,000	2,800,000
Parks, Recreation & Community Facilities	Chichester Park	5,500,000	0	0	0	0	0	0	0	0	0	5,500,000
	Curtis Park Pool	1,380,000	0	0	0	0	0	0	0	0	0	1,380,000
	Park at Embrey Mill	5,600,000	5,321,000	0	0	0	0	0	0	0	0	10,921,000
	Duff McDuff Green Park	0	0	0	850,000	5,500,000	0	0	0	0	0	6,350,000
	St. Clair Brooks Park	0	0	0	0	0	0	0	250,000	3,150,000	0	3,400,000
	Mountain View site	0	0	0	0	900,000	1,500,000	0	3,500,000	4,850,000	0	10,750,000
	Patawomeck phase II	0	0	0	600,000	4,000,000	0	0	0	0	0	4,600,000
	Pratt Park	0	0	0	0	0	0	0	500,000	2,100,000	0	2,600,000
	Rocky Pen Run Reservoir Park	0	0	0	0	0	0	250,000	0	0	0	250,000
Public Works	Animal Shelter	0	0	330,000	3,804,100	0	0	0	0	0	0	4,134,100
	Courthouse Addition	0	0	0	0	0	2,676,000	10,639,000	13,467,000	0	0	26,782,000
	Library #3	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Transportation	Transportation Bonds	1,100,000	4,424,000	11,326,869	7,969,599	6,766,294	6,831,695	6,800,000	7,000,000	7,000,000	7,000,000	66,218,457
	Subtotal County Projects	$19,580,000	$9,745,000	$12,081,869	$17,820,699	$17,166,294	$11,473,695	$22,487,000	$24,717,000	$17,884,000	$10,016,000	$162,971,557
School Projects	Stafford HS	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0	0	39,367,000
	Moncure ES	0	0	1,000,000	10,500,000	11,500,000	888,000	0	0	0	0	23,888,000
	Ferry Farm ES	0	0	0	0	1,000,000	11,000,000	12,500,000	588,000	0	0	25,088,000
	Career & Technical Ctr.	0	0	0	0	0	0	0	0	8,750,000	6,250,000	15,000,000
	Grafton Village ES	5,741,000	0	0	0	0	0	0	0	0	0	5,741,000
	Elem School #18	0	0	0	0	0	0	0	1,000,000	10,728,000	12,500,000	24,228,000
	Brooke Point HS	0	0	0	0	1,000,000	4,843,000	0	0	0	0	5,843,000
	Colonial Forge HS	0	0	0	0	1,000,000	6,947,000	0	0	0	0	7,947,000
	Mt. View HS	0	0	0	0	1,000,000	6,947,000	0	0	0	0	7,947,000
	Hartwood ES	0	0	0	0	0	0	0	0	0	500,000	500,000
	Fleet Services	0	0	0	0	0	0	0	750,000	4,051,000	0	4,801,000
	Infrastructure	7,540,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	7,000,000	64,506,000
	Subtotal School Projects	$30,964,000	$23,231,000	$8,300,000	$16,001,000	$22,861,000	$37,627,000	$19,905,000	$9,188,000	$30,529,000	$26,250,000	$224,856,000
	Total All Projects	$50,544,000	$32,976,000	$20,381,869	$33,821,699	$40,027,294	$49,100,695	$42,392,000	$33,905,000	$48,413,000	$36,266,000	$387,827,557

Bond Funded Summary (master lease not included)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total
County	$19,580,000	$9,745,000	$12,081,869	$17,820,699	$17,166,294	$11,473,695	$22,487,000	$24,717,000	$17,884,000	$10,016,000	$162,971,557
Schools	30,964,000	23,231,000	8,300,000	16,001,000	22,861,000	37,627,000	19,905,000	9,188,000	30,529,000	26,250,000	224,856,000
Total Borrows	$50,544,000	$32,976,000	$20,381,869	$33,821,699	$40,027,294	$49,100,695	$42,392,000	$33,905,000	$48,413,000	$36,266,000	$387,827,557
Availability Limit	84,299,000	7,163,000	12,613,000	40,760,000	42,329,000	41,730,000	42,907,000	33,281,000	46,974,000	35,771,557	387,827,557
Cumulative (Deficit)/Surplus	33,755,000	7,942,000	173,131	7,111,432	9,413,138	2,042,443	2,557,443	1,933,443	494,443	-	

OPERATING IMPACTS

Relationship between the Operating and Capital Budgets

There are many elements that distinguish Stafford County's operating budget from its capital budget. The operating budget includes expenses that are generally recurring in nature and are appropriated for one year and provides for the provision of all County services.

The development and implementation of the County's capital budget are usually accompanied with on-going operating costs. A project could require additional expenses beyond those used to construct the facility such as additional personnel, start-up costs, equipment, operating expenses, and in some cases there can be cost savings. Resources for the operating budget are generally provided by taxes and/or user fees.

The County recognizes the need to link the capital and operating budgets together therefore, each project includes a section that identifies knowable operating budget impacts that will be incurred as a result of project implementation. These costs which include one-time start-up costs are incorporated into the County's operating budget and five year financial plan. The purpose of assessing and displaying these operating budget impacts is to:

- Present effect of approving projects in the ten-year span of the CIP
- Provide a basis for prioritization of projects in the CIP based on operating budget impacts
- Identify anticipated demands for operating increases or service delivery
- Display the relationship between CIP project cost and the timing of new or additional operating budget requirements as a result of the project completion

It is important to note that while transportation projects generally have operating costs such as maintenance, these costs are the responsibility of the Virginia Department of Transportation (VDOT) after the improvements are completed by the County in compliance with VDOT standards.

As presented in the following table the FY14-23 operating impact of the CIP is $27.2 million.

OPERATING IMPACTS

Due to the impact of capital projects the FY14 operating budget will increase by $102,000 and add two full-time positions. The additions are in the following departments:

Parks, Recreation and Facility Maintenance:

- Two new full-time positions will be needed for the new Chichester Park for half a year at a cost of $79,000.
- Operating and maintenance costs are estimated at $19,000 for half a year for Chichester Park.
- One time start-up costs will for chichester Park will be funded from our FY2013 PRO (positive results of operations).
- A slight increase of $4,000 to operating is expected as equipment storage facilities (infrastructure) come on line. These fund the cost of maintenance, energy and water.
- Total costs to the FY2014 operating budget is $102,000.

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period
F&R Station 14	0	0	0	0	1,936,000	1,843,000	1,916,000	1,991,000	2,069,000	2,151,000	11,906,000
F&R Training Center	0	0	0	0	0	0	0	1,298,000	23,000	30,000	1,351,000
E-911 Phone System	0	0	0	0	0	99,000	101,000	103,000	105,000	108,000	516,000
Chichester Park	98,000	173,000	181,000	186,000	195,000	203,000	212,000	221,000	230,000	238,000	1,937,000
Curtis Park Pool	0	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(97,000)
Park at Embrey Mill	0	510,000	163,000	171,000	179,000	189,000	197,000	206,000	217,000	227,000	2,059,000
Indoor Rec. Fac. at Embrey Mill	0	0	0	0	0	0	0	0	0	0	0
Infrastructure	4,000	8,000	21,000	24,000	25,000	25,000	29,000	30,000	33,000	34,000	233,000
Animal Shelter	0	0	0	0	251,000	175,000	186,000	192,000	199,000	206,000	1,209,000
Courthouse Addition	0	0	0	0	0	0	0	0	1,602,000	1,490,000	3,092,000
Stormwater	0	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000	1,352,000
Belmont Ferry Farm Trail - Ph 4	0	82,000	55,000	57,000	59,000	62,000	67,000	69,000	72,000	75,000	598,000
Belmont Ferry Farm Trail - Ph 6	0	0	0	87,000	59,000	62,000	64,000	67,000	69,000	72,000	480,000
Elementary School #18									901,000	1,682,000	2,583,000
	$102,000	$763,000	$448,000	$589,000	$2,806,000	$2,797,000	$2,949,000	$4,391,000	$5,772,000	$6,602,000	$27,219,000

DEBT SERVICE IMPACTS

The County's Capital Improvement Program was developed to comply with the Board of Supervisors' financial policies. The total FY14 General Fund Operating Budget for Debt Service for both County and Schools is $38,901,516.

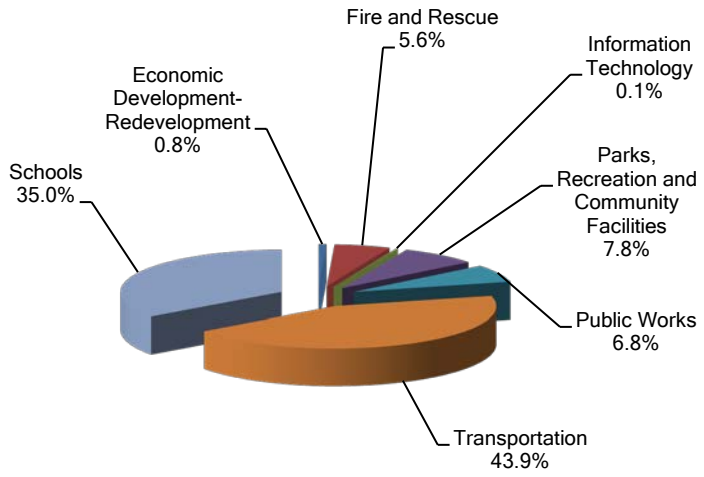
Bond Debt Service Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period
Land Acquisition	0	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000	4,518,000
F&R Station 14	0	0	0	36,000	421,000	421,000	421,000	421,000	421,000	421,000	2,562,000
F&R Training Center	0	0	0	0	0	0	39,000	440,000	440,000	440,000	1,359,000
F&R Station-Centreport	0	0	0	0	0	0	0	0	0	66,000	66,000
Chichester Park	151,000	614,222	603,000	590,000	574,000	558,000	541,000	525,000	506,000	493,000	5,155,222
Curtis Park Pool	27,000	108,000	106,000	104,000	101,000	98,000	96,000	93,000	90,000	87,000	910,000
Park at Embrey Mill	209,000	851,000	836,000	818,000	795,000	773,000	750,000	728,000	705,000	683,000	7,148,000
Duff McDuff Green Park	0	0	0	0	71,000	531,000	531,000	531,000	531,000	531,000	2,726,000
St. Clair Brooks Park	0	0	0	0	0	0	0	0	21,000	285,000	306,000
Mountain View	0	0	0	0	0	75,000	201,000	201,000	494,000	900,000	1,871,000
Patawomeck phase II	0	0	0	0	50,000	385,000	385,000	385,000	385,000	385,000	1,975,000
Pratt Park	0	0	0	0	0	0	0	0	42,000	218,000	260,000
Rocky Pen Run Reservoir	0	0	0	0	0	0	0	21,000	21,000	21,000	63,000
Animal Shelter	0	0	0	28,000	346,000	346,000	346,000	346,000	346,000	346,000	2,104,000
Courthouse Addition	0	0	0	0	0	0	224,000	1,114,000	2,241,000	2,241,000	5,820,000
Transportation Bonds	50,000	294,000	660,000	1,799,000	3,053,000	4,034,000	4,904,000	4,898,000	5,479,000	6,060,000	31,231,000
Stafford High School	1,480,000	3,251,000	4,730,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000	44,937,000
Career & Tec Center	0	0	0	0	0	0	0	0	0	732,000	732,000
Ferry Farm Elem Rebuild	0	0	0	0	0	84,000	1,004,000	2,050,000	2,099,000	2,099,000	7,336,000
Moncure ES	0	0	0	84,000	963,000	1,925,000	1,999,000	1,999,000	1,999,000	1,999,000	10,968,000
Grafton Village ES	249,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	9,051,000
Elem School #18	0	0	0	0	0	0	0	0	84,000	982,000	1,066,000
Brooke Point HS	0	0	0	0	0	84,000	489,000	489,000	489,000	489,000	2,040,000
Colonial Forge HS	0	0	0	0	0	84,000	665,000	665,000	665,000	665,000	2,744,000
Mt. View HS	0	0	0	0	0	84,000	665,000	665,000	665,000	665,000	2,744,000
Fleet Services	0	0	0	0	0	0	0	0	63,000	402,000	465,000
Infrastructure	0	631,000	1,095,000	1,371,000	1,831,000	2,447,000	3,033,000	3,653,000	4,226,000	4,812,000	23,099,000
New Debt Service	$2,166,000	$7,229,222	$9,510,000	$11,378,000	$14,753,000	$18,477,000	$22,841,000	$25,772,000	$28,560,000	$32,570,000	
Existing Debt Service	$ 35,026,000	$ 33,995,000	$ 32,872,000	$ 32,102,000	$ 31,007,000	$ 29,674,000	$ 27,975,000	$ 26,215,000	$ 25,304,000	$ 23,398,000	
	$37,192,000	$41,224,222	$42,382,000	$43,480,000	$45,760,000	$48,151,000	$50,816,000	$51,987,000	$53,864,000	$55,968,000	

Master Lease Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period
Replacement Apparatus	0	321,000	1,007,000	1,295,000	1,583,000	1,755,000	1,932,000	1,797,000	2,060,000	2,364,000	14,114,000
Fiber Optic	0	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	1,197,000
New Master Lease	$0	$454,000	$1,140,000	$1,428,000	$1,716,000	$1,888,000	$2,065,000	$1,930,000	$2,193,000	$2,497,000	
Existing Master Lease	1,709,516	2,067,155	2,067,115	2,067,115	2,067,115	1,179,145	1,179,145	1,179,145	428,000	428,000	
	$1,709,516	$2,521,155	$3,207,115	$3,495,115	$3,783,115	$3,067,145	$3,244,145	$3,109,145	$2,621,000	$2,925,000	
Total Debt	$38,901,516	$43,745,377	$45,589,115	$46,975,115	$49,543,115	$51,218,145	$54,060,145	$55,096,145	$56,485,000	$58,893,000	

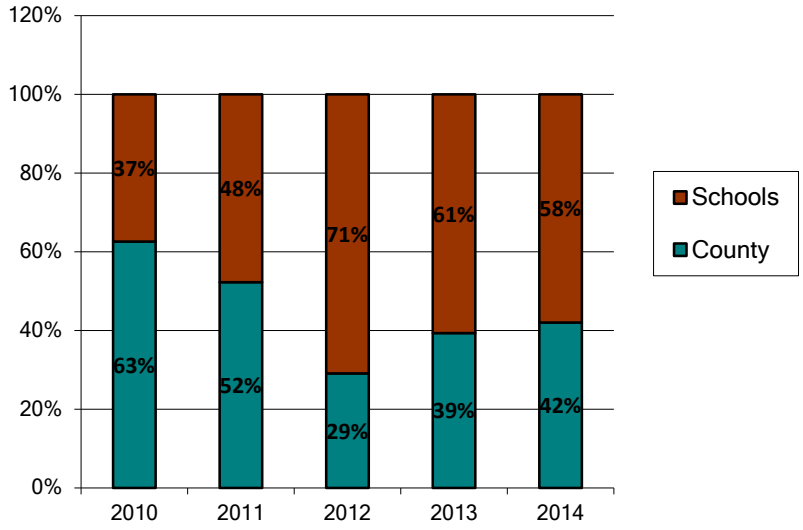
CAPITAL IMPROVEMENT PROGRAM PROJECT ALLOCATION CHARTS

The FY2014 - FY2023 Capital Improvement Program totals $700,138,222 million, and includes projects for General Government, Schools, and Transportation. Transportation projects are those included in the Bond Referendum approved by County residents on November 4, 2008, as well as with other funding sources. Parks, Recreation and Community Facilities projects include those approved in the Bond Referendum approved on November 3, 2009.

This graph represents the allocation of funds for projects in the General Fund



This graph illustrates the percentage of bond funding allocated to County and Schools projects for fiscal years 2010 through 2014. The split between County and Schools vary with each CIP depending on the needs in that fiscal year



1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

ECONOMIC DEVELOPMENT - REDEVELOPMENT

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Land Acquisition	0	7,000,000	0	0	0	0	0	0	0	0	0	0	7,000,000
Total	$0	$7,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$7,000,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000
Revenue	0	0	0	0	0	0	0	0	0	0
Total	$0	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000

LAND ACQUISITION

Total Project Cost: $7,000,000 **Est. Opening Date:** FY2014

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Transportation Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Potential land acquisition in the redevelopment areas yet to be identified.

OPERATING IMPACT SUMMARY

No operating impacts are associated with this project

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	7,000,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$7,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	1,000,000	0	0	0	0	0	0	0	0	0
Bonds	0	6,000,000	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Grants	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$7,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000

PUBLIC SAFETY

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Fire & Rescue Replacement Apparatus	0	2,953,000	3,077,000	3,022,000	3,045,500	2,194,000	2,259,000	3,117,000	2,967,000	3,308,000	3,147,000	0	29,089,500
Fire & RescueTraining Center	0	0	0	0	0	0	466,000	4,798,000	0	0	0	0	5,264,000
Fire & Rescue Station 14	1,000,000	0	0	425,000	4,597,000	0	0	0	0	0	0	0	6,022,000
Fire & Rescue Station - Centerport	0	0	0	0	0	0	0	0	0	784,000	2,016,000	5,157,000	7,957,000
E-911 System	0	150,000	1,802,000	0	0	0	0	0	0	0	0	0	1,952,000
Total	$1,000,000	$3,103,000	$4,879,000	$3,447,000	$7,642,500	$2,194,000	$2,725,000	$7,915,000	$2,967,000	$4,092,000	$5,163,000	$5,157,000	$50,284,500

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	1,709,000	1,778,000	1,849,000	1,923,000	2,000,000	2,080,000
Operating	0	0	0	0	227,000	164,000	168,000	1,520,000	249,000	262,000
Debt Service	0	0	0	36,000	421,000	421,000	460,000	861,000	861,000	927,000
Debt Service Master Lease	0	321,000	1,007,000	1,295,000	1,583,000	1,755,000	1,932,000	1,797,000	2,060,000	2,364,000
Revenue	0	0	0	0	0	0	0	(51,000)	(52,000)	(53,000)
Total	$0	$321,000	$1,007,000	$1,331,000	$3,940,000	$4,118,000	$4,409,000	$6,050,000	$5,118,000	$5,580,000

REPLACEMENT APPARATUS

Total Project Cost: $29,089,500 **Est. Opening Date:** On-going

Links to Board's Strategic Initiatives

- Supports the Principles of High Performance Financial Management
- Response time

PROGRAM DESCRIPTION

Scheduled replacement due to age, mileage and/or engine hour indication will ensure the viability of the fire and rescue fleet. This program provides for the regular replacement of department apparatus based on service life estimates for each vehicle. This includes replacement of ambulances, engines, and specialty apparatus (ladders, heavy rescue apparatus, tankers, and/or boats). Typical service life is 15 years for boats and tankers; 10 years for engines, ladders, heavy rescues, and pumper/tankers; and five years for ambulances. This plan replaces only primary apparatus and supports fleet reduction by not replacing duplicate apparatus.

OPERATING IMPACT SUMMARY

There will be additional debt service for equipment purchased using the Master Lease. There will be no additional costs for the operating of the replacement equipment. A review of the department's fleet was conducted in FY13. The results of that review have been used to re-configure the apparatus replacement plan and continue efforts to downsize the fleet.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
		4 ambulances 2 engine 1 ladder	4 ambulances 2 engines 1 ladder	1 engine 1 ladder 1 heavy recue squad	3 ambulances 2 engines 1 ladder	4 ambulances 2 engines	4 ambulances 2 engines	4 ambulances 1 engine 1 specialty	4 ambulances 1 engine 1 specialty	4 ambulances 1 engine 1 specialty	4 ambulances 1 engine 1 specialty
Ambulance	0	800,000	824,000	0	655,500	900,000	927,000	955,000	984,000	1,014,000	1,044,000
Engines	0	1,115,000	1,184,000	610,000	1,256,000	1,294,000	1,332,000	686,000	707,000	728,000	750,000
Specialty Apparatus	0	1,038,000	1,069,000	2,412,000	1,134,000	0	0	1,476,000	1,276,000	1,566,000	1,353,000
Total	$0	$2,953,000	$3,077,000	$3,022,000	$3,045,500	$2,194,000	$2,259,000	$3,117,000	$2,967,000	$3,308,000	$3,147,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	800,000	824,000	849,000	874,000	900,000	927,000	955,000	984,000	1,014,000	1,044,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	2,153,000	2,253,000	2,173,000	2,171,500	1,294,000	1,332,000	2,162,000	1,983,000	2,294,000	2,103,000
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$2,953,000	$3,077,000	$3,022,000	$3,045,500	$2,194,000	$2,259,000	$3,117,000	$2,967,000	$3,308,000	$3,147,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	286,000	585,000	873,000	1,161,000	1,333,000	1,510,000	1,797,000	2,060,000	2,364,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$286,000	$585,000	$873,000	$1,161,000	$1,333,000	$1,510,000	$1,797,000	$2,060,000	$2,364,000

TRAINING CENTER

Total Project Cost: $5,264,000 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives

- Response time improvement

PROGRAM DESCRIPTION

A training facility for the Fire and Rescue Department is needed to meet mandated live fire and multi-company training and to house the training props, equipment storage and repair functions of the department. This would replace the boat facility currently used by the Department and add the ability to conduct live fire and multi-company training. The proposed facility would be approximately 16,000 square feet. Project includes site development, classroom building, two vehicle maintenance bays, logistics support warehouse, construction of a drill tower with burn room and training props for technical rescue and water drafting and drivers training. The facility would provide the means to accomplish mandatory training for new and existing career and volunteer personnel. Operating our own facility would allow a convenient location that could be used on nights and weekends to meet the training demands of our volunteers.

OPERATING IMPACT SUMMARY

There would be one time start up costs for the facility to include instructional supplies such as smart boards, copy machine, fax machine, projectors, and computers. Other start up costs for the facility include kitchen and janitorial supplies. There will also be a need for a one time start up cost for the construction of a burn building. The burn building will be used for live fire training.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	466,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	4,798,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$466,000	$4,798,000	$0	$0	$0

We anticipate working with Quantico as a shared resource which could reduce County costs on the project.

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	466,000	4,798,000	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$466,000	$4,798,000	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	1,349,000	75,000	83,000
Debt Service	0	0	0	0	0	0	39,000	440,000	440,000	440,000
Master Lease		0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	(51,000)	(52,000)	(53,000)
Total	$0	$0	$0	$0	$0	$0	$39,000	$1,738,000	$463,000	$470,000

FIRE AND RESCUE STATION 14

Total Project Cost: $6,022,000 **Est. Opening Date:** 2018

Links to Board's Strategic Initiatives

- Response time improvement

PROGRAM DESCRIPTION

The North County Fire and Rescue station will be located at 53 Shelton Shop Road in Stafford, Virginia. It is anticipated that this station would serve as a career staffed "hub" station.

OPERATING IMPACT SUMMARY

Funding for 18 new employees would be needed when operations begin. The 18 new employees are in addition to the 12 employees already stationed at the North County Fire and Rescue station. Current staffing is for an engine crew only. The additional employees would allow for the station to be fully staffed 24/7 with an engine, ladder, and medic unit. Required apparatus is currently in use throughout the County. No new apparatus would be needed. Prior funding includes $1,000,000 for property acquisition. Property was purchased in FY11. There would also be a need for one time start up costs for the facility.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	425,000	0	0	0	0	0	0	0
Property Acquisition	1,000,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	4,378,000	0	0	0	0	0	0
Contingency	0	0	0	0	219,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,000,000	$0	$0	$425,000	$4,597,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	1,000,000	0	0	425,000	4,597,000	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,000,000	$0	$0	$425,000	$4,597,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	1,709,000	1,778,000	1,849,000	1,923,000	2,000,000	2,080,000
Operating	0	0	0	0	227,000	65,000	67,000	68,000	69,000	71,000
Debt Service	0	0	0	36,000	421,000	421,000	421,000	421,000	421,000	421,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$36,000	$2,357,000	$2,264,000	$2,337,000	$2,412,000	$2,490,000	$2,572,000

FIRE AND RESCUE STATION - CENTERPORT

Total Project Cost: $7,957,000 **Est. Opening Date:** 2025

Links to Board's Strategic Initiatives

- Response time improvement
- Comprehensive Plan

PROGRAM DESCRIPTION

This facility would be constructed in order to meet fire and rescue service needs as suggested in the Comprehensive Plan. It would assist in reaching response time standards and Board identified service levels. As infill development occurs and density increases, the demand load on existing fire and rescue stations is expected to increase to a point where current fire and rescue stations can no longer serve developing areas of the County. This station would be needed to offset the impact of new development on the existing residents and businesses.

OPERATING IMPACT SUMMARY

Operating impacts associated with this project would begin beyond this planning period and include personnel, operating and one time start up costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	784,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	2,016,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$784,000	$2,016,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	784,000	2,016,000
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$784,000	$2,016,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	66,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$66,000

9-1-1 Phone System (Customer Premises Equipment / CPE)

Total Project Cost: $1,952,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

• Board of Supervisor's Priorities

PROGRAM DESCRIPTION

This project would replace the current outdated E9-1-1 system with a geo-diverse Enhanced 9-1-1 (E9-1-1) Public Safety Answering Point (PSAP) system. The project includes equipment and installation for a geo-diverse ethernet system. The existing system was originally installed in 2002, with an upgrade with the transition to the new Public Safety Center in 2009. The current hardware and software platform is quickly approaching the generally accepted life expectancy of commercially available technology. Because of the age of the current hardware and to minimize the risk of hardware failures on a critical public safety system that operates 24 hours a day, 365 days a year, it is recommended this project be placed within the County's Capital Improvement Program. The work to be performed includes designing the components necessary for a properly functioning system, and the furnishing of all labor, materials, equipment, drawings, engineering, testing and training services necessary for the installation and deployment of the system and the network. It is anticipated that the selected vendor would provide warranty and two year maintenance and support services to maintain the ongoing functionality of the system after acceptance.

OPERATING IMPACT SUMMARY

The first two years of maintenance are included in the cost of the system. Operating expenditures for this project would begin in FY19 and consist of maintenance and service costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	150,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,716,000	0	0	0	0	0	0	0	0
Contingency	0	0	86,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$150,000	$1,802,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	150,000	1,652,000	0	0	0	0	0	0	0	0
Grants	0	0	150,000	0	0	0	0	0	0	0	0
Total	$0	$150,000	$1,802,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	99,000	101,000	103,000	105,000	108,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease		35,000	422,000	422,000	422,000	422,000	422,000	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$35,000	$422,000	$422,000	$422,000	$521,000	$523,000	$103,000	$105,000	$108,000

Grant funds may be applied for through the Virginia E9-1-1 Services Board. Although 9-1-1 and/or customer premise equipment and telephony logging recorders are a high priority for funding through the grant program of the Board, the availability of funds fluctuates and there are no guarantees that a grant will be awarded. If a grant is awarded, the monies and project must be completed within twenty-four (24) months.

INFORMATION TECHNOLOGY SUMMARY

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Information Technology Infrastructure	$0	$200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$200,000	$100,000	$100,000	$200,000	$0	$1,300,000
Total	$0	$200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$200,000	$100,000	$100,000	$200,000	$0	$1,300,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Debt Service Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

Total Project Cost: $1,400,000 **Est. Opening Date:** On-going

Links to Board's Strategic

- Information Technology Strategic Plan
- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Information Technology infrastructure should be upgraded as appropriate to maintain consistent service levels. The Stafford County IT Equipment and Risk Reduction Plan will assist with standardizing the operating environment with current versions of systems software and hardware. The implementation of new technology will reduce cost, improve efficiency, make maintenance and support considerably more efficient and minimize the number of problems with the operational environment.

The Server (Vitural Cluster) and SAN (Storage Area Network) replacement plan supports the replacement and maintenance of the County's central computing infrastructure. The systems are purchased with a four to five year warranty after which replacement would be recommended due to new technology and the demands of the application exceeding the capability of the existing hardware.

The County's risk reduction plan (which provides business continuity in the event of a computer room and or a network operation center disaster) involves hardware redundancy and geographical separation of critical systems and equipment. Redundancy of critical systems in the plan will be co-located in the County Administration and Public Safety buildings.

OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Servers	0	0	60,000	50,000	40,000	0	0	0	60,000	100,000	0
Virtual Server Cluster	0	0	0	0	0	100,000	100,000	0	0	0	0
Network Backbone Equipment	0	200,000	0	0	0	0	0	200,000	0	0	200,000
WAN Remote Site Network	0	0	40,000	0	0	0	0	0	40,000	0	0
VoIP	0	0	0	50,000	0	0	0	0	0	0	0
San Storage	0	0	0	0	60,000	0	0	0	0	0	0
Total	$0	$200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$200,000	$100,000	$100,000	$200,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	200,000	100,000	100,000	100,000	100,000	100,000	200,000	100,000	100,000	200,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$200,000	$100,000	$100,000	$100,000	$100,000	$100,000	$200,000	$100,000	$100,000	$200,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

INFORMATION TECHNOLOGY INFRASTRUCTURE

		Project Amount
FY2014 Projects		
Network Backbone Equipment Replacement for Public Safety Building		200,000
	FY2014 Total	$200,000
FY2015 Projects		
Server Replacement		60,000
WAN Remote Site Network Equipment Replacement		40,000
	FY2015 Total	$100,000
FY2016 Projects		
VoIP Phones		50,000
Server Replacement		50,000
	FY2016 Total	$100,000
FY2017 Projects		
SAN Storage Area		60,000
Server Replacement		40,000
	FY2017 Total	$100,000
FY2018 Projects		
Virtual Server Cluster Replacement Public Safety Bldg		100,000
	FY2018 Total	100,000
FY2019 Projects		
Virtual Server Cluster Replacement Admin Bldg		200,000
	FY2019 Total	200,000
FY2020 Projects		
Network Backbone Equipment Replacement Admin Bldg		200,000
	FY2020 Total	200,000
FY2021 Projects		
WAN Remote Site Network Equipment Replacement		40,000
Server Replacement		60,000
	FY2021 Total	$100,000
FY2022 Projects		
Server Replacement		100,000
	FY2022 Total	$100,000
FY2023 Projects		
Network Backbone Equipment Replacement for Public Safety Building		200,000
	FY2023 Total	$200,000
	Grand Total	$1,400,000

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PARKS, RECREATION AND COMMUNITY FACILITIES SUMMARY

2009 Bond Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Chichester Park	3,632,000	5,500,000	0	0	0	0	0	0	0	0	0	0	9,132,000
Curtis Park Pool	140,000	1,380,000	0	0	0	0	0	0	0	0	0	0	1,520,000
Park at Embrey Mill	859,000	5,600,000	5,321,000	0	0	0	0	0	0	0	0	0	11,780,000
Total	$4,631,000	$12,480,000	$5,321,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$22,432,000

Future Bond Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Duff McDuff Green Park	80,000	140,000	0	0	850,000	5,500,000	0	0	0	0	0	0	6,570,000
St. Clair Brooks Park	0	0	0	0	0	0	0	0	250,000	3,150,000	0	0	3,400,000
Mountain View Site	0	0	0	0	0	900,000	1,500,000	0	3,500,000	4,850,000	0	0	10,750,000
Patawomeck Park	0	0	0	0	600,000	4,000,000	0	0	0	0	0	0	4,600,000
John Lee Pratt Park	0	0	0	0	0	0	0	0	500,000	2,100,000	0	0	2,600,000
Park at Rocky Pen Run Reservoir	0	0	0	0	0	0	0	250,000	0	0	0	0	250,000
	$80,000	$140,000	$0	$0	$1,450,000	$10,400,000	$1,500,000	$250,000	$4,250,000	$10,100,000	$0	$0	$28,170,000

Other	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Indoor Recreation Facility at Embrey Mill	0	6,926,000	0	0	0	0	0	0	0	0	0	0	6,926,000
Infrastructure	0	1,179,000	1,018,000	1,055,000	1,024,000	1,140,000	1,243,000	1,206,000	1,247,000	1,289,000	1,819,000	0	12,220,000
Total	0	8,105,000	1,018,000	1,055,000	1,024,000	1,140,000	1,243,000	1,206,000	1,247,000	1,289,000	1,819,000	0	19,146,000
Total all Projects	4,711,000	20,725,000	6,339,000	1,055,000	2,474,000	11,540,000	2,743,000	1,456,000	5,497,000	11,389,000	1,819,000	0	69,748,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	79,000	397,000	413,000	429,000	447,000	465,000	484,000	503,000	523,000	543,000
Operating	23,000	468,000	128,000	132,000	135,000	138,000	144,000	147,000	153,000	155,000
Debt Service	613,000	1,226,000	1,671,000	1,671,000	1,792,000	2,662,000	2,788,000	2,809,000	3,165,000	4,011,000
Revenue	0	(184,000)	(186,000)	(191,000)	(194,000)	(197,000)	(201,000)	(204,000)	(207,000)	(210,000)
Total	$715,000	$1,907,000	$2,026,000	$2,041,000	$2,180,000	$3,068,000	$3,215,000	$3,255,000	$3,634,000	$4,499,000

CHICHESTER PARK

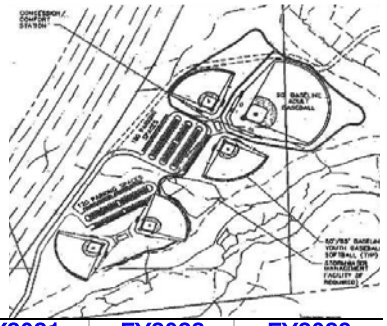
Total Project Cost: $9,132,000 **Est. Opening Date:** FY2014

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission

PROGRAM DESCRIPTION

The Chichester Park project involves development of 37 acres of property adjacent to Stafford High School to include a 5 field cluster of lighted, irrigated baseball/softball fields. The recommended phase 1 would include the planning phase, 3-4 lighted baseball fields, scorers' facilities, parking adequate to hold tournaments, a maintenance facility with a large equipment storage area and meeting space and playground and picnic shelter(s). Due to the growth of the County and the needs of the community, additional park space for active recreation is necessary.



OPERATING IMPACT SUMMARY

Annual operating impact would include two additional full time and two part time maintenance workers to support the park's activities, for daily grooming of the infields, and to ensure that fields are ready as soon as possible after rain events. The level of care and maintenance of this new multi-field facility and the heavy use that is expected warrants the need for higher level of care than current park fields receive. One time start up costs would include field maintenance equipment and two vehicles. Operating costs for field maintenance and utilities would be partially offset by anticipated indirect revenues.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	632,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	310,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	2,690,000	5,000,000	0	0	0	0	0	0	0	0	0
Contingency	0	500,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$3,632,000	$5,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	632,000	0	0	0	0	0	0	0	0	0	0
Bonds	3,000,000	5,500,000	0	0	0	0	0	0	0	0	0
Master Lease											
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$3,632,000	$5,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	79,000	164,000	171,000	177,000	185,000	192,000	200,000	208,000	216,000	224,000
Operating	19,000	39,000	40,000	40,000	41,000	42,000	43,000	44,000	45,000	45,000
Debt Service	312,500	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000	625,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	(30,000)	(30,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
Total	$410,500	$798,000	$806,000	$811,000	$820,000	$828,000	$837,000	$846,000	$855,000	$863,000

CURTIS PARK POOL

Total Project Cost: $1,520,000 **Est. Opening Date:** FY2014

Links to Board's Strategic Initiatives

- Approved by the voters in
- Parks & Rec Commission

PROGRAM DESCRIPTION

The pool facilities at Curtis Memorial Park were constructed in 1976 and have been deteriorating rapidly over the recent years. Issues include water leaks in the piping system, spalling of concrete at the main pool, and outdated restroom facilities. The purpose of this project is to extend the pool's useful life another 10 years. At the end of the 10 years, a complete replacement is envisioned. This project removes the diving platform, repairs the pool shell, replaces leaking piping, the gutter, pool plaster, and fencing.

OPERATING IMPACT SUMMARY

No increase in operating cost is expected as a result of this project. It is conceivable that operating and maintenance savings may be realized as a result of upgrading the facilities.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	140,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,254,000	0	0	0	0	0	0	0	0	0
Contingency	0	126,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$140,000	$1,380,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	20,000	0	0	0	0	0	0	0	0	0	0
Bonds	120,000	1,380,000	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$140,000	$1,380,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	63,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000	126,000
Master Lease	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
Total	$63,000	$116,000	$116,000	$115,000	$115,000	$115,000	$115,000	$115,000	$115,000	$115,000

PARK AT EMBREY MILL

Total Project Cost: $11,780,000 **Est. Opening Date:** FY2015

Links to Board's Strategic Initiatives

- Approved by the voters in
- Parks & Rec Commission

PROGRAM DESCRIPTION

This project consists of a 12 field rectangular field complex constructed on proffered land in the central part of the County. The fields would be lighted and irrigated. Some may be synthetic turf. A maintenance facility, playground(s), restrooms, picnic shelter(s), and concession are also envisioned. Parking adequate for tournaments would be included. Due to the growth of the County and the needs of the community, additional park space for active recreation and rectangular fields is necessary.

OPERATING IMPACT SUMMARY

The annual operating impact includes three additional full time and two part time park maintenance workers required to maintain this large facility. The level of care and maintenance of this new multi-field facility and the heavy use that is expected warrants the need for higher level of care than current park fields receive. One time start up costs for additional equipment to maintain the property and two vehicles. Operating costs for the facility and utilities are offset by anticipated direct and indirect revenues from rental of the site for tournaments, rentals of the proposed picnic shelter and revenue from concessions.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	859,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	5,100,000	4,846,000	0	0	0	0	0	0	0	0
Contingency	0	500,000	475,000	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$859,000	$5,600,000	$5,321,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	859,000	5,600,000	5,321,000	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$859,000	$5,600,000	$5,321,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	233,000	242,000	252,000	262,000	273,000	284,000	295,000	307,000	319,000
Operating	0	421,000	67,000	68,000	69,000	71,000	72,000	73,000	75,000	76,000
Debt Service	237,500	475,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000	920,000
Revenue/Savings	0	(144,000)	(146,000)	(149,000)	(152,000)	(155,000)	(159,000)	(162,000)	(165,000)	(168,000)
Total	$237,500	$985,000	$1,083,000	$1,091,000	$1,099,000	$1,109,000	$1,117,000	$1,126,000	$1,137,000	$1,147,000

DUFF McDUFF GREEN PARK

Total Project Cost: $6,570,000 **Est. Opening Date:** FY 2019

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. Using current revenue, this project plans the long range use of approximately 125 acres of new parkland which was donated to the County in 2009 beside the existing Duff McDuff Green Park and the land owned by the University of Mary Washington. The plan for the new property should augment the amenities already constructed at the existing park as well as complement the facilities envisioned by the University. Access to all parcels will need to be addressed. The long term use of the house and the out buildings will be considered in the planning. The future park bond project could include: lighted synthetic turf fields, additional lighted, irrigated ballfields and, drainage improvements, updated signage, trail repairs, new trails, expanded parking, a fenced district maintenance facility, and other amenities yet to be determined by the master plan on the new property. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Operating costs and savings will occur as a result of implementing the bond referenda. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	80,000	127,000	0	0	765,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	13,000	0	0	85,000	5,013,000	0	0	0	0	0
Contingency	0	0	0	0	0	487,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$80,000	$140,000	$0	$0	$850,000	$5,500,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	80,000	140,000	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	850,000	5,500,000	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$80,000	$140,000	$0	$0	$850,000	$5,500,000	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	71,000	531,000	531,000	531,000	531,000	531,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$71,000	$531,000	$531,000	$531,000	$531,000	$531,000

ST. CLAIR BROOKS PARK

Total Project Cost: $3,400,000 **Est. Opening Date:** FY 2023

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project could include: preparing a master plan for Brooks and Grizzle properties, regrade/topsoil sports fields, resurface the basketball courts, updated signage, dog park, improved and expanded parking, entrance and drainage improvements, accessible routes, renovated restrooms, improvements to the skate park, installation of new picnic shelters, and repairs to Shelton's Cottage. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment, saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	240,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	10,000	2,871,000	0
Contingency	0	0	0	0	0	0	0	0	0	279,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$250,000	$3,150,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	250,000	3,150,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$250,000	$3,150,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	21,000	285,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$21,000	$285,000

MOUNTAIN VIEW SITE

Total Project Cost: $10,750,000 **Est. Opening Date:** FY 2020

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

Mountain View High School, Margaret Brent Elementary School and an age restricted housing unit have been built on what was known as the Armstrong Tract. Some areas of this County-owned parcel remain undeveloped and may be suitable for public recreation or park purposes. The Parks Facilities Plan, approved November 5, 2008, did not include this project but did indicate the need for more athletic fields. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project could include: master planning for park purposes available county-owned property adjacent to the two schools and developing the first phase of the master planned park amenities, which could include 6 lighted, irrigated sports fields (3 rectangular and 3 diamond), a restroom, a restroom/concession, signage, and parking. Implementation of this project envisions design in FY 2018 with construction to occur in two phases. The first phase is to construct rectangular fields on the former "YMCA" parcel. The remaining fields will be built as a second phase in the open area to the south and east of the two schools. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment, saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	874,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	26,000	1,370,000	0	3,500,000	4,850,000	0
Contingency	0	0	0	0	0	0	130,000	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$900,000	$1,500,000	$0	$3,500,000	$4,850,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	900,000	1,500,000	0	3,500,000	4,850,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$900,000	$1,500,000	$0	$3,500,000	$4,850,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	75,000	201,000	201,000	494,000	900,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$75,000	$201,000	$201,000	$494,000	$900,000

PATAWOMECK PARK

Total Project Cost: $4,600,000 **Est. Opening Date:** FY 2019

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project could include: Phase 2 of development of the park to possibly include 3-4 additional lighted athletic fields, restrooms, picnic shelters, utility upgrades, updated signage, expanded parking, multi-purpose courts, dog park, group and individual picnic areas, primitive camp sites with restroom/shower building, trails, and a fenced maintenance facility. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment, saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	583,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	17,000	3,646,000	0	0	0	0	0
Contingency	0	0	0	0	0	354,000	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$600,000	$4,000,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	600,000	4,000,000	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$600,000	$4,000,000	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	50,000	385,000	385,000	385,000	385,000	385,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$50,000	$385,000	$385,000	$385,000	$385,000	$385,000

JOHN LEE PRATT PARK

Total Project Cost: $2,600,000 **Est. Opening Date:** FY 2023

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Parks Facilities Plan, approved November 5, 2008, identified numerous land acquisition, new construction, and major renovation projects which were not included in the 2009 Parks Bond Referendum. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project could include: utility upgrades, regrade/topsoil of a portion of the sports fields, including irrigation, updated signage, renovate restrooms, add another restroom, improved and expanded parking, entrance improvements, and accessible routes. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment, saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	485,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	15,000	1,914,000	0
Contingency	0	0	0	0	0	0	0	0	0	186,000	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$500,000	$2,100,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	500,000	2,100,000	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$500,000	$2,100,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	42,000	218,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$42,000	$218,000

PARK AT ROCKY PEN RUN RESERVOIR

Total Project Cost: $250,000 **Est. Opening Date:** FY 2021

Links to Board's Strategic Initiatives

•Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The Rocky Pen Run Reservior will be completed in the next few years. County-owned parcels of land adjacent to the lake may be suitable for public recreation or park purposes. The proposed CIP anticipates future bond referendum(s) to address these projects beginning in FY17. This project could include: master planning for park purposes available county-owned properties adjacent to the reservoir and preliminary engineering. This project includes the project management required to implement.

OPERATING IMPACT SUMMARY

If bond referenda are passed to fund future projects, recommendations in the Facilities Plan and some components of the Comprehensive Plan would be achieved. These park additions will improve customer service and provide more recreation opportunities to the citizens of Stafford. Renovations will extend the useful life of existing facilities. Projects like the maintenance facilities will preserve the equipment, saving money in the long run. These maintenance facilities will provide places for equipment to be worked on during inclement weather and improve overall safety by reducing access by the public to the equipment. Once projects have been established estimated operating impacts can be determined.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	240,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	10,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$250,000	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	250,000	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$250,000	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	21,000	21,000	21,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$21,000	$21,000	$21,000

INDOOR RECREATION FACILITY AT EMBREY MILL

Total Project Cost: $6,926,000 **Est. Opening Date:** FY2015

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission

PROGRAM DESCRIPTION

Additional indoor pool space is needed to satisfy the demands for department programs, leisure swimming, and competitive swimming. The only other public covered pool is Woodlands Pool and it is maxed-out on capacity. This project involves constructing a new 60,000 SF indoor recreation facility that includes a 50M swimming pool. This facility will be constructed on County owned land. The building pad, parking and infrastructure to serve this new facility will be constructed with 2009 park bond funds identified in the Park at Embrey Mill project. Identified in the Facilities Plan approved November 5, 2008. An indoor swimming facility was identified as a project proposed in the 2009 park bond program.

OPERATING IMPACT SUMMARY

It is expected that the facility will be leased to an independent operator. The County would not incur operating costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	6,926,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$6,926,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	0	0	0	0	0	0	0	0	0	0
Proffers/CPR	0	6,926,000	0	0	0	0	0	0	0	0	0
Total	$0	$6,926,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease		0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

Total Project Cost: $8,359,000 **Est. Opening Date:** On-going

Links to Board's Strategic Initiatives

- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

The increases are attributed to energy and water cost for equipment storage facilities, sport field lighting and irrigating Brooks Park and Rowser sports fields. Minimal increases in operating cost are expected as a result of new wayfinding signs and additional restrooms. Some operating and maintenance savings may be realized at other sites as a result of upgrading the facilities.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Roof Replacement/Repairs	0	187,000	0	0	0	0	0	0	0	0	0
Asphalt Repairs/Parking/Roads	0	0	0	20,000	0	135,000	221,000	651,000	0	0	0
ADA/Security/Master Plan	0	0	0	0	60,000	60,000	114,000	74,000	0	398,000	0
Building Replace/Repairs/AC	0	309,000	379,000	360,000	558,000	85,000	824,000	0	505,000	0	0
Fence, Trails, Field, Skate, Pool	0	0	0	347,000	272,000	411,000	62,000	378,000	501,000	404,000	1,044,000
Total	$0	$496,000	$379,000	$727,000	$890,000	$691,000	$1,221,000	$1,103,000	$1,006,000	$802,000	$1,044,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	496,000	379,000	727,000	890,000	691,000	1,221,000	1,103,000	1,006,000	802,000	1,044,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$496,000	$379,000	$727,000	$890,000	$691,000	$1,221,000	$1,103,000	$1,006,000	$802,000	$1,044,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	4,000	8,000	21,000	24,000	25,000	25,000	29,000	30,000	33,000	34,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$4,000	$8,000	$21,000	$24,000	$25,000	$25,000	$29,000	$30,000	$33,000	$34,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2014 Projects		Project Amount
Courthouse Community Center Roof Ph 1		187,000
Maintenance Equipment Covered Storage Buildings and Fencing 2 Sites		309,000
	FY2014 Total	$ 496,000
FY2015 Projects		
Courthouse Community Center Air Conditioning Replacement (small room units)		61,000
Maintenance Equipment Covered Storage Buildings and Fencing 2 Sites		318,000
	FY2015 Total	379,000
FY2016 Projects		
Addition to Curtis Shop		87,000
Smith Lake Foul Area		21,000
Shelton's Cottage siding and structural repair		71,000
Information Park Signs		46,000
Brooks Park Irrigation		105,000
Courthouse Community Center Acoustic Tile		37,000
Courthouse Community Center Parking Lot Repairs *		20,000
Woodlands Pool resurfacing		175,000
Maintenance Equipment Covered Storage Building and Fencing 1 Site		165,000
	FY2016 Total	$ 727,000
FY2017 Projects		
Patawomeck security measures (partial)		60,000
Replace Aquia Landing restrooms		177,000
Add splash pad at a community park		272,000
Replace 3 picnic shelters Brooks Park		381,000
	FY2017 Total	$ 890,000
FY2018 Projects		
Abel Lake pave entrance		20,000
Foundation Repair at Carl Lewis Community Center		85,000
Brooks skate park resurface and additional skate park elements		271,000
Rowser diamond field lights *		145,000
Curtis Park master plan		60,000
Smith Lake bleachers for turf fields		111,000
	FY2018 Total	$ 692,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Parks)

FY2019 Projects		
Willowmere resurface parking lot		149,000
Woodlands air exchanger		81,000
Woodlands expand /upgrade bath house/locker room		639,000
Curtis renovate shelter 4 & 6 restrooms		68,000
Video surveillance systems in numerous parks		114,000
Duff upgrade overlook		62,000
Shelton Cottage foundation repair		36,000
Parking improvements for emergency access		72,000
	FY2019 Total	$ 1,221,000
FY2020 Projects		
Replace fence at various diamond fields *		246,000
Duff expand parking lot		614,000
Rowser irrigation diamond field		27,000
Aquia Landing road patch repair		37,000
Duff expand trails		105,000
Smith Lake additional walks and security measures		74,000
	FY2020 Total	$ 1,103,000
FY2021 Projects		
Curtis replace skate park		501,000
Curtis Restroom for shelter #7		505,000
	FY2021 Total	$ 1,006,000
FY2022 Projects		
ADA accessibility upgrades within parks and park facilities		398,000
Willowmere rectangle field lights		404,000
	FY2022 Total	$ 802,000
FY2023 Projects		
Smith Lake field #1 turf replacement *		522,000
Smith Lake field #2 turf replacement *		522,000
	FY2023 Total	$ 1,044,000

* Projects not included in the Facilities Capital Needs Project List

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

Total Project Cost: $3,861,000 **Est. Opening Date:** On-going

Links to Board's Strategic Initiatives

- Principles of High Performance Financial Management

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

Cost savings are from energy savings resulting from the newer more efficient equipment being installed. Cost impacts result from new mechanical units being installed where none exist now and maintaining newly installed landscaping.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
HVAC/Energy Management	0	0	154,000	295,000	0	61,000	0	34,000	241,000	262,000	232,000
Roof Replace/Repairs	0	216,000	18,000	33,000	0	204,000	0	0	0	0	0
Asphalt Repairs	0	467,000	467,000	0	90,000	85,000	0	69,000	0	225,000	49,000
ADA/Security	0	0	0	0	0	0	0	0	0	0	0
Building Replace/Repairs	0	0	0	0	0	0	0	0	0	0	410,000
Carpet, Elevator, Site Imp.	0	0	0	0	44,000	99,000	22,000	0	0	0	84,000
Total	$0	$683,000	$639,000	$328,000	$134,000	$449,000	$22,000	$103,000	$241,000	$487,000	$775,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	683,000	639,000	328,000	134,000	449,000	22,000	103,000	241,000	487,000	775,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$683,000	$639,000	$328,000	$134,000	$449,000	$22,000	$103,000	$241,000	$487,000	$775,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2014 Projects		
Government Center Parking Lot Repairs Ph 1		$467,000
Porter Library Roof Replacement		216,000
	FY2014 Total	$683,000
FY2015 Projects		
Company 12 (Berea) Energy Management System		$68,000
Company 10 (Potomac Hills) Air Conditioner Replacement		$18,000
Company 2 (Stafford) Energy Management System		$68,000
Training and Logistics Center Roof Repairs		$18,000
Government Center Parking Lot Repairs Ph 2		$467,000
	FY2015 Total	$639,000
FY2016 Projects		
Rowser and Annex Roof Replacement		$33,000
Rowser and Annex Air Conditioner Replacement		295,000
	FY2016 Total	$328,000
FY2017 Projects		
Courthouse Carpet Replacement Ph 1		$44,000
Porter Library Parking Lot Repairs		$90,000
	FY2017 Total	$134,000
FY2018 Projects		
Company 12 (Berea) Site Improvements		$21,000
Tower Sites Air Conditioners		$21,000
Courthouse Roof Replacement		$204,000
Public Safety Building Site Improvements		$35,000
Company 10 (Potomac Hills) Exhaust System		$40,000
Courthouse Carpet Replacement Ph 2		$43,000
Company 12 (Berea) Parking Lot Repairs		$45,000
Company 2 (Stafford) Parking Lot Repairs		40,000
	FY2018 Total	$449,000

PARKS, RECREATION AND COMMUNITY FACILITIES INFRASTRUCTURE (Governmental)

FY2019 Projects		
Courthouse Square Office Carpet Replacement		$22,000
	FY2019 Total	$22,000
FY2020 Projects		
Rowser Building Parking Lot Repairs		69,000
Chatham Square Office Park Air Conditioner Replacement		34,000
	FY2020 Total	103,000
FY2021 Projects		
Public Safety Air Conditioner Replacement		$241,000
	FY2021 Total	$241,000
FY2022 Projects		
England Run Library Parking Lot Repairs		58,000
Potomac Hills Parking Lot Repairs		44,000
Public Safety Building Parking Lot Repairs		123,000
Public Safety Air Conditioner Replacement		262,000
	FY2022 Total	487,000
FY2023 Projects		
Boilers Replacement in Administration Bldg and Courthouse		$143,000
Health Department Air Conditioner Replacement		$50,000
Courthouse Carpet Replacement		$50,000
Pressure Wash & Paint Administration Building		$123,000
Pressure Wash & Paint Courthouse		$123,000
Furniture Replacement Courthouse		$34,000
Garage/Storage Building		$130,000
Fire Stations - AC Replacements		$39,000
Fire Stations - Parking Lot Repairs		$49,000
Fire Stations - Carpet Replacements		$34,000
	FY2023 Total	$775,000

1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

PUBLIC WORKS SUMMARY

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Animal Shelter	0	0	0	330,000	4,733,100	0	0	0	0	0	0	0	5,063,000
Courthouse Addition	0	0	0	0	0	0	2,676,000	10,639,000	13,467,000	0	0	0	26,782,000
Library	0	0	0	0	0	0	0	0	0	0	1,000,000	15,977,000	16,977,000
Bike Trails	0	80,000	567,000	648,000	0	0	0	0	0	0	0	0	1,295,000
Belmont Ferry Farm Trail - Phase 4	160,000	280,000	280,000	0	0	0	0	0	0	0	0	0	720,000
Belmont Ferry Farm Trail - Phase 6	0	0	0	75,000	925,000	0	0	0	0	0	0	0	0
Stormwater Permit Compliance	0	300,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	8,800,000
Total	$160,000	$660,000	$1,347,000	$2,053,000	$6,658,100	$1,000,000	$3,676,000	$11,639,000	$14,467,000	$1,000,000	$2,000,000	$15,977,000	$59,637,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	51,000	53,000	110,000	238,000	249,000	267,000	277,000	1,632,000	1,527,000
Operating	0	31,000	40,000	109,000	244,000	200,000	238,000	276,000	573,000	616,000
Debt Service	0	0	0	28,000	346,000	346,000	570,000	1,460,000	2,587,000	2,587,000
Debt Service Master Lease										
Revenue	0	0	0	0	0	0	0	0	0	0
Total	$0	$82,000	$93,000	$247,000	$828,000	$795,000	$1,075,000	$2,013,000	$4,792,000	$4,730,000

ANIMAL SHELTER

Total Project Cost: $5,063,000 **Est. Opening Date:** FY2018

Links to Board's Strategic Initiatives

- Conformance to state guidelines

PROGRAM DESCRIPTION

A new and modern animal shelter and animal control facility. Building will meet or exceed state guidelines for a municipal pound. Building will include a spay/neuter clinic, separate isolation rooms for different species. Separate pens for adoptable, healthy animals and sick and quarantined animals. The Facility will have sufficient office space to include dispatch/communications room, officers space, crematorium, cleaning stations, sally port and shelter staff space. Reception area will be of sufficient size for animal intake and drop off. Facility will be designed especially to house animals and will be properly ventilated, drained, lighted, and sized. Animal confinement areas will be constructed properly to prevent the spread of disease and be pleasing to the public while visiting the facility. Parking area will be sufficient to allow for the volume of visitors. The facility will be designed to allow for a future expansion to include larger holding areas for animals and a sally port for secure transport of animals. Facility will be placed on 5 acres of a 38 acre County owned parcel adjacent to the Regional Jail. Cost of Animal Shelter will be offset by revenue from R-Board for building and land value.

OPERATING IMPACT SUMMARY

Operating impacts include new personnel, one time start up costs and additional maintenance and operating costs.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	330,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	4,733,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$330,000	$4,733,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	929,000	0	0	0	0	0	0
Bonds	0	0	0	330,000	3,804,100	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$330,000	$4,733,100	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	124,000	129,000	140,000	145,000	151,000	157,000
Operating	0	0	0	0	127,000	46,000	46,000	47,000	48,000	49,000
Debt Service	0	0	0	28,000	346,000	346,000	346,000	346,000	346,000	346,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$28,000	$597,000	$521,000	$532,000	$538,000	$545,000	$552,000

COURTHOUSE ADDITION

Total Project Cost: $26,782,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- 2004 space needs assessment

PROGRAM DESCRIPTION

Construction of a 40,000 square foot expansion to the existing Courthouse to provide three additional courtrooms for the County's Courts, Clerk's Offices and prisoner holding. The 2004 comprehensive County-wide space needs assessment revealed that Stafford Courts' current space of 45,247 net square feet (NFS) is 29,089 NSF less than the current need; 54,323 NSF less than the 10-year need and 100,721 NSF less than the 20-year need. The project consists of renovations to the existing courtroom and office space, along with site improvements to provide for prisoner transfer accommodations, significant ADA upgrades and minimal parking improvements.

OPERATING IMPACT SUMMARY

Operating costs assumes three additional courtrooms will be in operation. Start up costs include expenses for computers, phones, metal detector and 14 new employees. Ongoing costs include 11 deputies and 1 sergeant for the Sheriff's department. 1 maintenance mechanic II and 2 custodians for Parks, Recreation and Community Facilities department. As courtrooms are added additional personnel would be needed.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	2,662,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	14,000	10,639,000	10,642,000	0	0
Contingency	0	0	0	0	0	0	0	0	2,825,000	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$2,676,000	$10,639,000	$13,467,000	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	2,676,000	10,639,000	13,467,000	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$2,676,000	$10,639,000	$13,467,000	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	1,344,000	1,227,000
Operating	0	0	0	0	0	0	0	0	258,000	263,000
Debt Service	0	0	0	0	0	0	224,000	1,114,000	2,241,000	2,241,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$224,000	$1,114,000	$3,843,000	$3,731,000

Central Rappahannock Regional Library #3

Total Project Cost: $16,977,000 **Est. Opening Date:** FY2024

Links to Board's Strategic Initiatives

• Comprehensive Plan

PROGRAM DESCRIPTION

The CRRL Board of Trustees is recommending the opening of a new 30,000 sq. ft. branch library in the Courthouse area of the County to meet current unmet demands and to accommodate projected new population growth. Stafford County will require a new facility to be constructed in the Courthouse area as an integral component of the Courthouse UDA/RDA development plan. High demand for books, programming, meeting rooms, computers and other library services at the Porter and England Run libraries will need to be relieved by the construction of a third library facility in the developing residential/commercial Courthouse area. The facility will be needed to keep pace with population growth and the development of core infrastructure by Stafford County to provide comprehensive education and quality of life opportunities for all County residents.

OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	1,058,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	2,349,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,058,000	$2,349,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	1,000,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

BIKE TRAILS

Total Project Cost: $1,295,000 **Est. Opening Date:** 2017

Links to Board's Strategic Initiatives

- Comprehensive Plan

PROGRAM DESCRIPTION

Stafford County entered into an agreement with the Federal Highway Administration to build bike trails along Warrenton Road parallel to the upgrades conducted by the Virginia Department of Transportation. These trails will be built parallel to Warrenton Road a safe distance from traffic, near South gateway drive to Plantation and continuing on to Stafford Lakes Parkway. The funds for this project will come from service district fees.

OPERATING IMPACT SUMMARY

No operating impacts are associated with this project. Once completed, ownership of this project will be transferred to VDOT.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	80,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	567,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	648,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$80,000	$567,000	$648,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Service District	0	80,000	567,000	648,000	0	0	0	0	0	0	0
Transportation	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$80,000	$567,000	$648,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

BELMONT FERRY FARM TRAIL - PHASE 4

Total Project Cost: $720,000 **Est. Opening Date:** FY2015

Links to Board's Strategic Initiatives

- Comprehensive Plan

PROGRAM DESCRIPTION

Phase 4 of the Belmont Ferry Farm trail will be constructed along River Road, from the termination point of the existing phase 1 and 2 trails. The trail will be built on the north side of River Road within John Lee Pratt Memorial Park to the south side of River Road, adjacent to the Chatham Bridge. Between those points the trail runs west to east for about 2,100 linear feet. The trail is mostly parallel to River Road (1,800 LF) on the south side of the road with a roadway crossing (on-grade) near the western boundary of the Fredericksburg and Spotsylvania National Military Park (Chatham Manor).

OPERATING IMPACT SUMMARY

Annual operating impact includes one additional full time park maintenance worker and one time start up costs for equipment to maintain trails.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	160,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	280,000	280,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$160,000	$280,000	$280,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
Grants	160,000	220,000	220,000	0	0	0	0	0	0	0	0
Other	0	60,000	60,000	0	0	0	0	0	0	0	0
Total	$160,000	$280,000	$280,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	51,000	53,000	55,000	57,000	60,000	65,000	67,000	70,000	73,000
Operating	0	31,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$82,000	$55,000	$57,000	$59,000	$62,000	$67,000	$69,000	$72,000	$75,000

BELMONT FERRY FARM TRAIL - PHASE 6

Total Project Cost: $1,000,000 **Est. Opening Date:** FY2017

Links to Board's Strategic Initiatives

- Approved by the voters in the 2009 referendum
- Parks & Rec Commission Facilities Plan

PROGRAM DESCRIPTION

The project consists of constructing a portion of the Belmont-Ferry Farm Trail. The target segment is phase 6 from the Chatham Bridge to Ferry Farm. Trails are the highest use need as identified by County residents. Design of Phase 6 of the Belmont-Ferry Farm Trail is at the conceptual stage. This project will complete the design, permitting and construction of Phase 6. Identified as a project proposed in the 2009 park bond program. Staff is working to secure grant funding for this entire project.

OPERATING IMPACT SUMMARY

Annual operating impact includes one additional full time park maintenance worker position and one time start up costs for equipment to maintain trails.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	75,000	300,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	569,000	0	0	0	0	0	0
Contingency	0	0	0	0	56,000	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$75,000	$925,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	75,000	925,000	0	0	0	0	0	0
Total	$0	$0	$0	$75,000	$925,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	55,000	57,000	60,000	62,000	65,000	67,000	70,000
Operating	0	0	0	32,000	2,000	2,000	2,000	2,000	2,000	2,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$87,000	$59,000	$62,000	$64,000	$67,000	$69,000	$72,000

CHESAPEAKE BAY TMDL/MS4 STORMWATER PERMIT COMPLIANCE

Total Project Cost: $8,800,000 **Est. Opening Date:** 2013-2022

Links to Board's Strategic Initiatives

- Compliance with Chesapeake Bay TMDL
- Compliance with NPDES MS4 Stormwater Discharge Permit

PROGRAM DESCRIPTION

The U.S. Environmental Protection Agency (EPA) in coordination with the Virginia Department of Conservation and Recreation is developing a Total Maximum Daily Load (TMDL) for the Chesapeake Bay. The TMDL was finalized by EPA on December 31, 2010. The TMDL established a "pollution diet" for the entire Chesapeake Bay watershed to address pollution from nutrients and sediment and require localities to implement water quality improvements to meet water quality standards for the Bay. EPA has identified the retrofit of previously developed land for water quality controls as a key component of the TMDL. It is anticipated that the County's MS4 Stormwater Permit will contain retrofit mandates on a phased basis over 15 years. Retrofits will include construction of new stormwater management facilities and upgrades to existing facilities to meet quality standards. For the first five-year period, the County will be expected to retrofit 5% of the requirement, 30% in the second five-year period, and 65% in the third five-year period. Cost share funding from the U.S. Army Corps of Engineers may be available to lower future Planning/Design costs.

OPERATING IMPACT SUMMARY

Operating costs will begin with completion of the construction of the first facilities. The stormwater retrofits will be located on both public and private properties. It is assumed that the County will be responsible for the operation and maintenance (O&M) of retrofit facilities. Annual O&M costs were estimated to be 5% of the total cost of facilities constructed to date.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	300,000	500,000	500,000	500,000	500,000	500,000	250,000	250,000	250,000	250,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	500,000	500,000	500,000	500,000	750,000	750,000	750,000	750,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$300,000	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	300,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Bonds	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$300,000	$500,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	38,000	75,000	113,000	150,000	188,000	225,000	263,000	300,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$38,000	$75,000	$113,000	$150,000	$188,000	$225,000	$263,000	$300,000

TRANSPORTATION SUMMARY

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
(11) Route 610, Garrisonville Rd (PPTA)	1,370,000	6,197,739	0	6,197,739	0	0	0	0	0	0	0	0	13,765,478
(18) Route 652, Truslow Rd, East of I-95	0	0	0	0	1,500,000	7,136,294	7,136,294	0	0	0	0	0	15,772,588
(19) Route 652, Truslow Rd, West of I-95 (PPTA)	626,000	2,820,528	0	2,820,528	0	0	0	0	0	0	0	0	6,267,056
(1) Route 1, Jefferson Davis Hwy	0	0	100,000	600,000	600,000	0	0	0	0	0	0	0	1,300,000
(2) Route 608, Brooke Rd, south of Eskimo Hill Rd	3,575,000	2,925,000	0	0	0	0	0	0	0	0	0	0	6,500,000
(4) Route 616, Poplar Rd, North of Truslow Road	1,155,000	945,000	0	0	0	0	0	0	0	0	0	0	2,100,000
(5) Route 616, Poplar Rd, south of Mountain View Rd	140,000	760,000	0	0	0	0	0	0	0	0	0	0	900,000
(7) Route 627, Mountain View Rd from Joshua Rd to Rose Hill Farm Rd	7,550,000	0	0	0	0	0	0	0	0	0	0	0	7,550,000
(10) Route 17, Warrenton Rd	7,200,000	18,200,000	26,400,000	0	0	0	0	0	0	0	0	0	51,800,000
(12) Route 606, Ferry Rd	200,000	200,000	1,000,000	0	0	0	0	0	0	0	0	0	1,400,000
(27) Courthouse Road & Route 1 Intersection Improvements	200,000	0	1,475,400	2,222,600	0	0	0	0	0	0	0	0	3,898,000
(13) Route 630, Courthouse Rd: Cedar Lane to Winding Creek Rd	2,000,000	5,875,000	1,200,000	10,000,000	10,900,000	0	0	0	0	0	0	0	29,975,000
(14) Route 630, Courthouse Rd: Winding Creek Rd to Shelton Shop Rd	0	0	0	2,800,000	11,100,000	13,904,000	0	0	0	0	0	0	27,804,000
(20) Pedestrian Improvements	0	0	0	380,000	380,000	380,000	0	0	0	0	0	0	1,140,000
Poplar Rd Phase 1	1,800,000	0	0	0	0	0	0	0	0	0	0	0	1,800,000
(22) Route 627, Mountain View Road Ext. to High School	650,000	2,000,000	0	0	0	0	0	0	0	0	0	0	2,650,000
(23) Staffordboro Parking Lot	5,806,500	3,843,500	0	0	0	0	0	0	0	0	0	0	9,650,000
(25) Streetscape Phase 1	2,857,000	0	3,519,000	0	0	0	0	0	0	0	0	0	6,376,000
(26) Streetscape Phase 2	0	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0	18,084,000
(28) Garrisonville Road & Route 1 Intersection Improvements	200,000	0	100,000	700,000	0	0	0	0	0	0	0	0	1,000,000
(29) Stafford Parkway	400,000	0	0	0	0	0	0	0	0	10,000,000	22,150,000	67,150,000	99,700,000
(30) Enon Road Improvements	0	200,000	750,000	2,050,000	0	0	0	0	0	0	0	0	3,000,000
(31) Butler Road	0	0	0	0	0	0	2,000,000	9,400,000	8,800,000	0	0		20,200,000
(32) Garrisonville Road Eustace Road to Shelton Shop Rd	0	0	0	0	0	0	3,000,000	14,000,000	11,400,000	0	0	0	28,400,000
(33) Eskimo Hill Road	0	0	0	0	750,000	0	3,300,000	3,300,000	0	0	0	0	7,350,000
(34) Leeland Road	0	0	0	0	0	0	500,000	0	2,000,000	0	2,500,000	0	5,000,000

TRANSPORTATION SUMMARY

(35) Shelton Shop Road	0	0	0	0	0	0	0	0	1,500,000	0	6,750,000	6,750,000	15,000,000
(36) Mt. View Road - Shelton Shop to Choptank Road	0	0	0	0	0	300,000	0	1,000,000	1,200,000	0	0	0	2,500,000
Falmouth Safety Improvements	100,000	757,000	0	0	0	0	0	0	0	0	0	0	857,000
Boswell's Corner Improvements	0	0	0	0	0	50,000	0	332,000	0	550,000	0		932,000
Courthouse Area Improvements	0	0	0	0	0	120,000	0	105,000	0	720,000	0		945,000
Total	$35,829,500	$44,723,767	$34,544,400	$30,114,867	$32,310,000	$26,912,294	$19,574,294	$28,137,000	$24,900,000	$11,270,000	$31,400,000	$73,900,000	$393,616,122

Funding Sources	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Later Years Funding	Total Project Cost
Bonds	2,789,000	1,100,000	4,424,000	11,326,869	7,969,599	6,766,294	6,831,695	6,800,000	7,000,000	7,000,000	7,000,000	3,500,000	72,507,457
Current Revenue	255,000	0	0	0	0	0	0	0	0	0	0	0	255,000
Service District Supported GO Debt*	0	2,280,000	3,590,478	0	0	0	0	16,800,000	0	0	0	0	22,670,478
Service District	1,870,000	0	0	0	0	0	1,000,000	1,226,443	0	0	0	0	4,096,443
Fuel Tax	10,222,000	4,212,556	1,838,000	2,591,631	0	470,000	1,000,000	3,210,557	1,200,000	1,270,000	0	0	26,014,744
Revenue Sharing	17,461,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	0	117,461,000
State/Federal	17,526,000	19,733,000	30,455,000	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0	0	85,798,000
Impact Fees	1,900,000	200,000	500,000	0	0	0	0	0	0	0	0	0	2,600,000
Total Funding Sources Identified	52,023,000	37,525,556	50,807,478	26,262,500	25,049,599	22,258,294	22,469,695	38,037,000	18,200,000	18,270,000	17,000,000	0	331,403,122

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Debt Service	102,500	297,000	667,000	1,615,000	2,282,000	2,848,000	3,420,000	3,989,000	4,575,000	5,161,000
Service District Debt Service	0	190,789	491,238	491,238	491,238	491,238	491,238	1,897,050	1,897,050	1,897,050
	$102,500	$487,789	$1,158,238	$2,106,238	$2,773,238	$3,339,238	$3,911,238	$5,886,050	$6,472,050	$7,058,050

$70 million Transportation Bond Referendum approved November 2008 (FY2009), expires November 2016 (FY2017)
Circuit Court's order to grant a two-year extension must be entered before the initial eight-year period expires.

ROUTE 610, GARRISONVILLE ROAD

Total Project Cost: $13,765,478 **Est. Opening Date:** FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen to 6-lanes Garrisonville 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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	1,370,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	6,197,739	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	6,197,739	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,370,000	$6,197,739	$0	$6,197,739	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	2,280,000	3,590,478	0	0	0	0	0	0	0	0
Service District	995,000	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	6,400,000	500,000	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	7,395,000	2,780,000	3,590,478	0	0	0	0	0	0	0	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 652, TRUSLOW ROAD, EAST OF I-95

Total Project Cost: $15,772,588 **Est. Opening Date:** FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Cambridge Street to Interstate 95.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	1,500,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	7,136,294	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	7,136,294	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$1,500,000	$7,136,294	$7,136,294	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	1,500,000	6,386,294	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	1,196,411	6,689,883	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$2,696,411	$13,076,177	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	126,000	660,000	660,000	660,000	660,000	660,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$126,000	$660,000	$660,000	$660,000	$660,000	$660,000

ROUTE 652, TRUSLOW ROAD, WEST OF I-95

Total Project Cost: $6,267,056 **Est. Opening Date:** FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Truslow Road from Plantation Drive to Berea Church Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	626,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	2,820,528	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	2,820,528	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$626,000	$2,820,528	$0	$2,820,528	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	650,000	2,483,556	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,225,000	1,908,500	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$1,875,000	$4,392,056	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 1, JEFFERSON DAVIS HIGHWAY

Total Project Cost: $1,300,000 **Est. Opening Date:** FY17

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek 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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	100,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	600,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	600,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$100,000	$600,000	$600,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	600,000	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	600,000	0	0	0	0	0	0	0
State/Federal	0	0	100,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$100,000	$1,200,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000

ROUTE 608, BROOKE ROAD, SOUTH OF ESKIMO HILL ROAD

Total Project Cost: $6,500,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruction of Brooke Road from 0.64 miles south of Eskimo Hill Road to 2.44 miles south of Eskimo Hill Road.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	650,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,925,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,925,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$3,575,000	$2,925,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	2,789,000	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	461,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,251,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$6,501,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	102,500	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$102,500	$205,000	$205,000	$205,000	$205,000	$205,000	$205,000	$205,000	$205,000	$205,000

ROUTE 616, POPLAR ROAD, NORTH OF TRUSLOW ROAD

Total Project Cost: $2,100,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Reconstruct Poplar Road from 0.10 miles north of Truslow Road to 0.50 miles north of Truslow 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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	311,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	844,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	945,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,155,000	$945,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	628,000	472,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$1,628,000	$472,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 616, POPLAR ROAD, SOUTH OF MOUNTAIN VIEW ROAD

Total Project Cost: $900,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

PROGRAM DESCRIPTION

Improve the horizontal alignment of Poplar Road from Mountain View Road to 0.25 miles south of Mountain View Road.

OPERATING IMPACT SUMMARY

A 2008 Tranportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	90,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	50,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	760,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$140,000	$760,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	140,000	760,000	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$140,000	$760,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 627, MOUNTAIN VIEW ROAD FROM JOSHUA ROAD TO ROSE HILL FARM DRIVE

Total Project Cost: $7,550,000 **Est. Opening Date:** FY14

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth driver safety initiatives

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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	533,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	2,340,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	4,677,000	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$7,550,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	5,340,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,210,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$7,550,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 17, WARRENTON ROAD

Total Project Cost: $51,800,000 **Est. Opening Date:** FY16

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen to 6- and 8-lanes Warrenton Road from McLane Drive to Village Parkway.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	7,200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	18,200,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	26,400,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$7,200,000	$18,200,000	$26,400,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	7,200,000	18,200,000	26,400,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$7,200,000	$18,200,000	$26,400,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 606, FERRY ROAD

Total Project Cost: $1,400,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum

PROGRAM DESCRIPTION

Construction of Improvements to the Ferry Road and Kings Highway Intersection

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	200,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,000,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$200,000	$200,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	0	500,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	100,000	200,000	500,000	0	0	0	0	0	0	0	0
Total	$200,000	$200,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 1 COURTHOUSE ROAD INTERSECTION IMPROVEMENT

Total Project Cost: $3,898,000 **Est. Opening Date:** FY2016

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

The intersection of Courthouse Road (S.R. 630) and Jefferson Davis Highway (U.S. Route 1) has a Level of Service of "F" during peak morning and afternoon traffic periods. Furthermore, U.S. Route 1 serves a the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional left and right turn lanes to allow simultaneous traffic movement north and south on Route 1, and east and west on Route 630 to eliminate the current split phasing at that intersection. This will greatly increase the volume of traffic that can pass, and allow more flexibility to adjust signal phasing to accommodate peak hour and emergency signal patterns. The project will also include pedestrian accommodations consistent with the location in the center of the Stafford courthouse area and the future plans for the Courthouse Urban Development Area.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	1,475,400	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	2,222,600	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$200,000	$0	$1,475,400	$2,222,600	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	100,000	300,000	1,463,000	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	1,502,000	433,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$200,000	$1,802,000	$1,896,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 630, COURTHOUSE ROAD: CEDAR LANE TO WINDING CREEK ROAD

Total Project Cost: $29,975,000 **Est. Opening Date:** FY19

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Cedar Lane to Winding Creek 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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	2,000,000	375,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	5,500,000	1,200,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	10,000,000	10,900,000	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$2,000,000	$5,875,000	$1,200,000	$10,000,000	$10,900,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	1,100,000	4,424,000	5,896,869	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	1,566,631	0	0	0	0	0	0	0
Revenue Sharing	0	6,089,500	7,126,000	135,000	1,637,000	0	0	0	0	0	0
State/Federal	2,000,000	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$2,000,000	$7,189,500	$11,550,000	$7,598,500	$1,637,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	92,000	462,000	955,000	955,000	955,000	955,000	955,000	955,000	955,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$92,000	$462,000	$955,000	$955,000	$955,000	$955,000	$955,000	$955,000	$955,000

ROUTE 630, COURTHOUSE ROAD: WINDING CREEK ROAD TO SHELTON SHOP ROAD

Total Project Cost: $27,804,000 **Est. Opening Date:** FY19

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Widen Courthouse Road to 4 lanes from Winding Creek Road to Shelton Shop Road. Preliminary engineering and right-of-way acquisition and construction.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	2,800,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	11,100,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	13,904,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$2,800,000	$11,100,000	$13,904,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	4,450,000	6,089,599	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	1,566,000	8,240,000	4,148,284	3,310,117	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$1,566,000	$12,690,000	$10,237,883	$3,310,117	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	372,000	882,000	882,000	882,000	882,000	882,000	882,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$372,000	$882,000	$882,000	$882,000	$882,000	$882,000	$882,000

PEDESTRIAN IMPROVEMENTS

Total Project Cost: $1,140,000 **Est. Opening Date:** Various

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Comprehensive Plan

PROGRAM DESCRIPTION

Improve pedestrian facilities at various, as yet to be determined, locations around the County.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Depending on the location, upon completion, VDOT may become the owner of the pedestrian improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	380,000	380,000	380,000	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$380,000	$380,000	$380,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	380,000	380,000	380,000	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$380,000	$380,000	$380,000	$0	$0	$0	$0	$0

Project will continue thru FY22 with funding from future bonds

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	32,000	64,000	96,000	96,000	96,000	96,000	96,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$32,000	$64,000	$96,000	$96,000	$96,000	$96,000	$96,000

ROUTE 616, POPLAR ROAD PHASE 1

Total Project Cost: $1,800,000 **Est. Opening Date:** FY13

Links to Board's Strategic Initiatives

- Approved by voters in the 2008 referendum
- Impact fee project

PROGRAM DESCRIPTION

Road and intersection improvements at Poplar Road and Route 17 to 0.10 mile north of the intersection of Poplar Road and Truslow Road.

OPERATING IMPACT SUMMARY

A Central-West impact fee project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	287,100	0	0	0	0	0	0	0	0	0	0
Property Acquisition	752,900	0	0	0	0	0	0	0	0	0	0
Construction / Project	760,000	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	1,800,000	0	0	0	0	0	0	0	0	0	0
Total	$1,800,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 627, MOUNTAIN VIEW ROAD EXTENSION

Total Project Cost: $2,650,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

- Board's priorities

PROGRAM DESCRIPTION

Reconstruction of Mountain View Road from Rose Hill Farm Drive to the Mountain View High School.

OPERATING IMPACT SUMMARY

An extension of a 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	290,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	360,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,000,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$650,000	$2,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,650,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,000,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$2,650,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

STAFFORDBORO PARKING LOT

Total Project Cost: $9,650,000 **Est. Opening Date:** FY15

Links to Board's Strategic Initiatives

•Comprehensive Plan

PROGRAM DESCRIPTION

Expansion of the Staffordboro Commuter Parking Lot to add 1,035 new parking spaces. The project includes roundabout connection to Doc Stone Road.

OPERATING IMPACT SUMMARY

Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	5,806,500	3,843,500	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$5,806,500	$3,843,500	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	875,000	0	0	0	0	0	0	0	0	0	0
Fuel Tax	1,000,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	1,875,000	0	0	0	0	0	0	0	0	0	0
State/Federal	5,900,000	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$9,650,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

COURTHOUSE STREETSCAPE - PHASE 1a and 1b (US-1) (Redevelopment Plan - Courthouse Area)

Total Project Cost: $6,376,000 **Est. Opening Date:** 2015

Links to Board's Strategic Initiatives

- Economic Development 10 Point Plan
- Redevelpment Plan

PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 1a consists of streetscape improvements along US-1 between Hope Rd. and Courthouse Rd. that are located on county property. Phase 1b consists of the remainder of the streetscape improvements between Hope Rd. and Courthouse Rd. that are located on private property. Project costs include road improvements necessary to fully implement the streetscape improvements.

OPERATING IMPACT SUMMARY

Operating costs will begin in FY14 with the completion of the construction of phase 1a. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.

Engineering for entire project. Phase 1a - construction & Phase 1b - Plats/Appraisals

Phase1b property accquisition and construction

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	1,024,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	2,311,000	0	0	0	0	0	0	0	0
Construction / Project	1,833,000	0	1,208,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	$2,857,000	$0	$3,519,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	155,000	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	93,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	2,286,000	323,000	3,605,000	0	0	0	0	0	0	0	0
Other - Boat Property	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$2,534,000	$323,000	$3,605,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	18,000	18,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$18,000	$18,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000

COURTHOUSE STREETSCAPE - PHASE 2, 3 and 4 (US-1) (Redevelopment Plan - Courthouse)

Total Project Cost: $18,084,000 **Est. Opening Date:** On-going

Links to Board's Strategic Initiatives

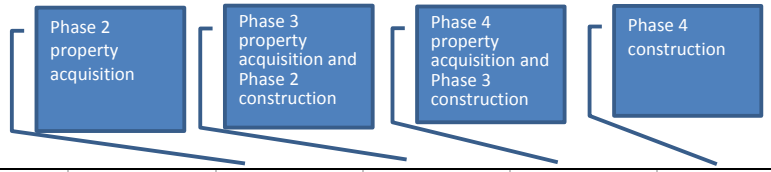
- Economic Development 10 Point Plan
- Redevelpment Plan

PROGRAM DESCRIPTION

The project is part of the revitalization of the Courthouse area. It is the first step towards implementing the Courthouse Redevelopment Master Plan and will provide key linkages to sidewalks in the Courthouse area. The project will create the infrastructure support for a pedestrian-friendly center around the Courthouse area. Sidewalks will be added and landscaping provided. Crosswalks will be restriped and pedestrian signal heads will be installed. The project will extend along Jefferson Davis Highway (US-1) between Hope Road and Hospital Center Boulevard and along Courthouse Road (State Route 630) between Red Oak Drive and Stafford Avenue. Phase 2 consists of the streetscape improvements along Courthouse Rd. between US-1 and Red Oak Dr. Phase 3 consists of the streetscape improvements along US-1 between Courthouse Rd and Hospital Center Blvd. Phase 4 consists of the streetscape improvements along Courthouse Rd. between US-1 and Stafford Ave. Project costs include road improvements necessary to fully implement the streetscape improvements.

OPERATING IMPACT SUMMARY

Operating impacts will begin in FY18 with the completion of the construction of phase 2. Operating costs consist of maintenance of the improvements that are located outside of the VDOT road right-of-way.



PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	2,344,000	4,023,000	753,000	0	0	0	0	0
Construction / Project	0	0	0	0	3,057,000	4,269,000	3,638,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$2,344,000	$7,080,000	$5,022,000	$3,638,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	2,344,000	7,080,000	5,022,000	3,638,000	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$2,344,000	$7,080,000	$5,022,000	$3,638,000	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	31,000	73,000	110,000	110,000	110,000	110,000
Debt Service	0	0	0	196,000	788,000	1,208,000	1,512,000	1,512,000	1,512,000	1,512,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$196,000	$819,000	$1,281,000	$1,622,000	$1,622,000	$1,622,000	$1,622,000

GARRISONVILLE ROAD ROUTE 1 INTERSECTION IMPROVEMENT

Total Project Cost: $1,000,000 **Est. Opening Date:** FY2016

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

The intersection of Garrisonville Road (S.R. 610) and Jefferson Davis Highway (U.S. Route 1) has a failing Level of Service during peak afternoon traffic periods. Furthermore, U.S. Route 1 serves a the primary alternate route for I-95 when there are backups on the Interstate Highway. The proposed improvements to this intersection include additional right turn lanes from southbound Route 1 to allow increased traffic movement west on Garrisonville Road. This will prevent daily queing of traffic into the Route 1 southbound travel lanes.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	100,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	700,000	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$200,000	$0	$100,000	$700,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	100,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	100,000	0	0	0	0	0	0	0	0	0	0
State/Federal	0	450,000	350,000	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$200,000	$450,000	$350,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

STAFFORD PARKWAY

Total Project Cost: $99,700,000 **Est. Opening Date:** TBD

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Improvements are planned to Warrenton Road; however, the interchange at I-95 will not be improved. The Stafford Parkway will be a four lane limited access highway which will run from Centerport Parkway to Warrenton Road. It is anticipated that this roadway will decrease the traffic coming throught the interchange at Warrenton Road and I-95.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	400,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	10,000,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	22,150,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$400,000	$0	$0	$0	$0	$0	$0	$0	$0	$10,000,000	$22,150,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	7,000,000
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	200,000	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	200,000	0	0	0	0	0	0	0	10,000,000	10,000,000	10,000,000
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$400,000	$0	$0	$0	$0	$0	$0	$0	$10,000,000	$10,000,000	$17,000,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ENON ROAD & ROUTE 1 IMPROVEMENTS

Total Project Cost: $3,000,000 **Est. Opening Date:** FY2017

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Enon Road has experienced a large increase in vehicle trips per day since the opening of the I-95 interchange at Centreport Parkway. A recent traffic engineering analysis determined that the segment between Route 1 and Stafford Indians Lane currently has 9,000 vehicle trips per day (VPD) and projects over 15,000 VPD in 2020. Furthermore, the study noted deficiencies in the intersection at Route 1. The study recommended construction of a 3-lane section for Enon Road east of the I-95 bridge, and tapering to a 2-lane section just east of the bridge.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	200,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	750,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	2,050,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$200,000	$750,000	$2,050,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	200,000	375,000	1,025,000	0	0	0	0	0	0	0
Revenue Sharing	0	0	375,000	1,025,000	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$200,000	$750,000	$2,050,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

BUTLER ROAD

Total Project Cost: $20,200,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Comprehensive Plan
- Transportation Plan

PROGRAM DESCRIPTION

Improvements to Butler Road from the termini of the Falmouth Intersection project to the intersection of Castle Rock Drive (across from the YMCA). This improvement will widen the roadway from 2 lanes to four lanes and will include turn lanes, wider shoulders improved sight distance and will meet current VDOT standards. This project will span approximately 0.81 miles.

OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	2,000,000	9,400,000	8,800,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$2,000,000	$9,400,000	$8,800,000	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	6,800,000	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
SD Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	1,000,000	1,226,443	0	0	0
Fuel Tax	0	0	0	0	0	0	1,000,000	1,773,557	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	8,400,000	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$2,000,000	$18,200,000	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ROUTE 610, GARRISONVILLE ROAD

Total Project Cost: $28,400,000 **Est. Opening Date:** FY22

Links to Board's Strategic Initiatives

• Included in the Transportation Plan

PROGRAM DESCRIPTION

Widen Garrisonville Road to 6-lanes from Eustace Road to Shelton Shop Road.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	3,000,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	14,000,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	11,400,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$3,000,000	$14,000,000	$11,400,000	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	16,800,000	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	10,000,000	1,600,000	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	10,000,000	18,400,000	0	0	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ESKIMO HILL ROAD IMPROVEMENTS

Total Project Cost: $7,350,000 **Est. Opening Date:** FY20

Links to Board's Strategic Initiatives

- Transportation Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Two lane reconstruction of Eskimo Hill Road between Route 1 and Potomac Run Road

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	750,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	3,300,000	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	3,300,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$750,000	$0	$3,300,000	$3,300,000	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	4,331,695	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	3,018,305	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	3,018,305	0	4,331,695	0	0	0	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	362,000	362,000	362,000	362,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$362,000	$362,000	$362,000	$362,000

LEELAND ROAD WIDENING

Total Project Cost: $5,000,000 **Est. Opening Date:** FY22

Links to Board's Strategic Initiatives

- Transportation Plan

PROGRAM DESCRIPTION

Widen Leeland Road to 3-lanes from Deacon Road to Leeland Station.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	500,000	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	2,000,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	2,500,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$500,000	$0	$2,000,000	$0	$2,500,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	2,500,000	0	0	2,500,000	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	2,500,000	0	0	2,500,000	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	209,000	209,000	209,000	418,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$209,000	$209,000	$209,000	$418,000

SHELTON SHOP ROAD

Total Project Cost: $15,000,000 **Est. Opening Date:** FY23

Links to Board's Strategic Initiatives

- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Shelton Shop Road between Garrisonville Road and Mountain View Road.

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	1,500,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	6,750,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$1,500,000	$0	$6,750,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	7,000,000	4,500,000	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	7,000,000	4,500,000	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	586,000	963,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$586,000	$963,000

MOUNTAIN VIEW ROAD

Total Project Cost: $2,500,000 **Est. Opening Date:** FY22

Links to Board's Strategic Initiatives

- Comprehensive Plan

PROGRAM DESCRIPTION

Two lane upgrade on Mountain View Road between Shelton Shop Road and Choptank Road

OPERATING IMPACT SUMMARY

Identified in the Transportation Plan. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	300,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	1,000,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	1,200,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$300,000	$0	$1,000,000	$1,200,000	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	300,000	0	1,000,000	1,200,000	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	300,000	0	1,000,000	1,200,000	0	0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

FALMOUTH SAFETY & PARKING IMPROVEMENTS

Total Project Cost: $857,000 **Est. Opening Date:** FY2015

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Transportation Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in Falmouth to improve safety by constructing new sidewalks, on Gordon, King and West Cambridge Streets, new parking lots and a pedestrian overlook at the fall line of the Rappahannock River at the foot of West Cambridge Street. A pedestrian overlook will provide visitors with a visualization of why Falmouth was located where it is located. This project is recommended by the Falmouth Redevelopment Plan and it is consistent with the 2002 Falmouth Plan.

OPERATING IMPACT SUMMARY

All construction projects will take place on County-owned and maintained properties, or within existing VDOT right-of-way, no additional operating impacts are anticipated at this time.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	100,000	100,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	625,000	0	0	0	0	0	0	0	0	0
Contingency	0	32,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$100,000	$757,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	100,000	0	0	0	0	0	0	0	0	0	0
S D Supported GO De	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	757,000	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$100,000	$757,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

BOSWELL'S CORNER IMPROVEMENTS

Total Project Cost: $932,000 **Est. Opening Date:** FY2016

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Transportation Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Boswell's Corner Redevelopment Area to improve safety and vehicular circulation by creating a system of local grid streets. This project is recommended by the Boswell's Corner Redevelopment Plan. The Planning/Design phase of the project will identify the design and extent of the local street system needed to address future pedestrian and vehicular traffic demands and establish priorities for actual street copnstruction.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County. Staff is working to secure grant funding for this entire project. VDOT is responsible for roadway operations and maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	50,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	332,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	550,000	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$50,000	$0	$332,000	$0	$550,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Debt*	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	50,000	0	332,000	0	550,000	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0		0		0		0
Total	$0	$0	$0	$0	$0	$50,000	$0	$332,000	$0	$550,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

COURTHOUSE AREA IMPROVEMENTS

Total Project Cost: $945,000 **Est. Opening Date:** FY2017

Links to Board's Strategic Initiatives
- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Redevelopment project in the Courthouse Redevelopment Area to improve safety and vehicular circulation by creating a system of local grid streets. This project is recommended by the Courthouse Area Redevelopment Plan and it is consistent with the Courthouse Urban Development Area Plan. The Planning/Design phase of the project will identify the design and extent of the local street system needed to address future pedestrian and vehicular traffic demands and establish priorities for actual street copnstruction.

OPERATING IMPACT SUMMARY

Upon completion, the road would be turned over to VDOT for operation and maintenance. Staff is working to secure grant funding for this entire project.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	120,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	105,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	720,000	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$120,000	$0	$105,000	$0	$720,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Bonds	0	0	0	0	0	0	0	0	0	0	0
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
S D Supported GO Deb	0	0	0	0	0	0	0	0	0	0	0
Service District	0	0	0	0	0	0	0	0	0	0	0
Fuel Tax	0	0	0	0	0	120,000	0	105,000	0	720,000	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	0	0	0	0	0	0	0
Impact Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$120,000	$0	$105,000	$0	$720,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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STAFFORD
Virginia
Cradle of Opportunity

SCHOOLS SUMMARY OF ALL PROJECTS - ALL FUNDING SOURCES

Projects	Prior Funding	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period	Later Years Funding	Total Project Cost
New Construction	27,533,000	20,683,000	17,684,000	5,000,000	10,500,000	12,500,000	11,888,000	12,500,000	1,588,000	19,478,000	18,750,000	130,571,000	13,690,000	171,794,000
Renewal/Additions/ Renovations	6,359,000	5,741,000	0	0	0	3,000,000	18,737,000	0	0	0	500,000	27,978,000	12,000,000	46,337,000
Support Facilities - New/Renovations	0	0	0	0	0	0	0	0	750,000	5,887,000	0	6,637,000	0	6,637,000
Capital Maintenance		11,025,000	8,692,000	5,960,000	8,386,000	10,076,000	10,232,000	9,445,000	8,660,000	8,485,000	8,140,000	89,101,000	0	89,101,000
Project Total	$33,892,000	$37,449,000	$26,376,000	$10,960,000	$18,886,000	$25,576,000	$40,857,000	$21,945,000	$10,998,000	$33,850,000	$27,390,000	$254,287,000	$25,690,000	$313,869,000

Funding Summary	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total
Construction Bond Funded Projects	$23,424,000	$17,684,000	$5,000,000	$10,500,000	$15,500,000	$30,625,000	$12,500,000	$2,338,000	$23,529,000	$19,250,000	$160,350,000
Construction Cash Funded Projects	2,000,000	0	0	0	0	0	0	0	1,836,000	0	$3,836,000
Total Construction Projects	$25,424,000	$17,684,000	$5,000,000	$10,500,000	$15,500,000	$30,625,000	$12,500,000	$2,338,000	$25,365,000	$19,250,000	$164,186,000
Master Lease (Fiber Optic)	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000
Infrastructure Bond Funded	7,540,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	7,000,000	64,506,000
Infrastructure Cash Funded	3,485,000	3,145,000	2,660,000	2,885,000	2,715,000	3,230,000	2,040,000	1,810,000	1,485,000	1,140,000	24,595,000
	$37,449,000	$26,376,000	$10,960,000	$18,886,000	$25,576,000	$40,857,000	$21,945,000	$10,998,000	$33,850,000	$27,390,000	$254,287,000

Operating Impacts Summary	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Operating Impacts	0	0	0	0	0	0	0	0	901,000	1,682,000
Debt Service Bond (cumulative)	1,729,000	4,860,000	6,803,000	7,501,000	8,840,000	10,754,000	13,901,000	15,567,000	16,336,000	18,891,000
Master Lease	0	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000
Revenue/Savings										
Total	$1,729,000	$4,993,000	$6,936,000	$7,634,000	$8,973,000	$10,887,000	$14,034,000	$15,700,000	$17,370,000	$20,706,000

SCHOOLS SUMMARY OF BOND FUNDED PROJECTS

Agency	Projects	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	Total This Period
School Projects	Stafford HS Rebuild	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0	0	39,367,000
	Moncure ES Rebuild	0	0	1,000,000	10,500,000	11,500,000	888,000	0	0	0	0	23,888,000
	Ferry Farm ES Rebuild	0	0	0	0	1,000,000	11,000,000	12,500,000	588,000	0	0	25,088,000
	Career & Technical Center	0	0	0	0	0	0	0	0	8,750,000	6,250,000	15,000,000
	Elem School #18 w/Headstart	0	0	0	0	0	0	0	1,000,000	10,728,000	12,500,000	24,228,000
	Grafton Village ES Renovation	5,741,000	0	0	0	0	0	0	0	0	0	5,741,000
	Brooke Point HS Addition	0	0	0	0	1,000,000	4,843,000	0	0	0	0	5,843,000
	Colonial Forge HS Addition	0	0	0	0	1,000,000	6,947,000	0	0	0	0	7,947,000
	Mt. View HS Addition	0	0	0	0	1,000,000	6,947,000	0	0	0	0	7,947,000
	Hartwood ES Renovation	0	0	0	0	0	0	0	0	0	500,000	500,000
	Fleet Services Addition	0	0	0	0	0	0	0	750,000	4,051,000	0	4,801,000
	Infrastructure	7,540,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	7,000,000	64,506,000
		$30,964,000	$23,231,000	$8,300,000	$16,001,000	$22,861,000	$37,627,000	$19,905,000	$9,188,000	$30,529,000	$26,250,000	$224,856,000

Debt Service	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
New Debt Service	1,729,000	4,860,000	6,803,000	7,501,000	8,840,000	10,754,000	13,901,000	15,567,000	16,336,000	18,891,000

REBUILD STAFFORD HIGH SCHOOL - 2015

Total Project Cost: $66,100,000 **Est. Opening Date:** 2015

PROGRAM DESCRIPTION

Construct a 2000 student secondary school (High School) for grades 9-12 to replace the existing Stafford High School. This project will include site improvements to the proposed school site, the construction of the school building, the development of the site, demolition of the existing school, all planning and design requirements, limited support furnishing, furniture, and equipment and all technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 2000 students and follow the Stafford County Public School High School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. In order to open the school in September 2015, the following milestones must be achieved: Design must start no later than October 2011. Bid January 2013. School Construction and site development must start no later than April 2013 and high school building completed no later than May 2015. Remaining site work completed no later than December 2015.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	7,050,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	17,683,000	19,683,000	11,273,000	4,000,000	0	0	0	0	0	0	0
Hardware/Software	0	0	1,538,000	0	0	0	0	0	0	0	0
Equipment	0	0	2,185,000	0	0	0	0	0	0	0	0
Contingency	0	0	2,688,000	0	0	0	0	0	0	0	0
Total	$24,733,000	$19,683,000	$17,684,000	$4,000,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	619,000	2,000,000	0	0	0	0	0	0	0	0	0
Bonds VPSA	24,114,000	17,683,000	17,684,000	4,000,000	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$24,733,000	$19,683,000	$17,684,000	$4,000,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	1,480,000	3,251,000	4,730,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000	5,068,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$1,480,000	$3,251,000	$4,730,000	$5,068,000	$5,068,000	$5,068,000	$5,068,000	$5,068,000	$5,068,000	$5,068,000

INSTALL FIBER OPTIC NETWORK

Total Project Cost: $2,100,000 **Est. Opening Date:** 2014

PROGRAM DESCRIPTION

A multi-phase project to install fiber optic network connections among all Stafford County Public Schools. The project could be expanded to include government and public service buildings (e.g. Fire and Rescue, Public Libraries). Underground conduit to be installed along major right-of-ways along the roads between schools and administrative sites. 375,000 LF of single mode Fiber Optic cable will be pulled through the conduit then interconnect to two or more major network hubs. Each site will require installation of fiber patch panels and other electronics.

OPERATING IMPACT SUMMARY

Start Up Costs (FY 13) = $0.00 Start Up Cost (FY 14) = $0.00 No start up costs involved

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	1,100,000	1,000,000	0	0	0	0	0	0	0	0	0
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	$1,100,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	1,100,000	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Master Lease	0	1,000,000	0	0	0	0	0	0	0	0	0
Total	$1,100,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Master Lease		133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000	133,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$133,000	$133,000	$133,000	$133,000	$133,000	$133,000	$133,000	$133,000	$133,000

REBUILD - MONCURE ELEMENTARY SCHOOL - 2018

Total Project Cost: $25,588,000 **Est. Opening Date:** 2018

PROGRAM DESCRIPTION

Construct a 950 student elementary school for grades K through 5 to replace the existing Moncure Elementary on a new site. The Moncure Elementary School will include the construction of the school building, the development of the site, all planning & design requirements, limited support furnishing, furniture & equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards. New location will be off of Juggins Road. In order to open the Moncure Elementary School Replacement in September 2018 the following milestones must be achieved: Design must start no later than January 2016 and be completed no later than November 2016. School & Site development must start March 2017 and be complete by May 2018. The existing Moncure ES and site is will be turned over to Stafford County per approved MOU.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	1,000,000	0	0	0	0	0	0	0
Property Acquisition	1,700,000	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	10,500,000	9,928,000	888,000	0	0	0	0
Hardware/Software	0	0	0	0	0	419,000	0	0	0	0	0
Equipment	0	0	0	0	0	524,000	0	0	0	0	0
Contingency	0	0	0	0	0	629,000	0	0	0	0	0
Total	$1,700,000	$0	$0	$1,000,000	$10,500,000	$11,500,000	$888,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	1,700,000	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	1,000,000	10,500,000	11,500,000	888,000	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,700,000	$0	$0	$1,000,000	$10,500,000	$11,500,000	$888,000	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	84,000	963,000	1,925,000	1,999,000	1,999,000	1,999,000	1,999,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$84,000	$963,000	$1,925,000	$1,999,000	$1,999,000	$1,999,000	$1,999,000

REBUILD - FERRY FARM ELEMENTARY SCHOOL - 2020

Total Project Cost: $25,088,000 **Est. Opening Date:** 2020

PROGRAM DESCRIPTION

Construct a 950 student elementary school rebuild for grades K through 5. A new elementary school will be needed to replace the existing Ferry Farm Elementary School. Ferry Farm Elementary School will include the construction of the school building, the development of the site, the demolition of the existing school and associated parking areas, all planning & design requirements, limited support furnishing, furniture and equipment and technology infrastructure. The school will be constructed with classrooms and core facilities to accommodate 950 students and follow the Stafford County Public School Elementary School Education Specification. The school will adhere to the Stafford County Public School Facility Design Standards. Site location is anticipated to be the current Ferry Farm Elementary school site. The new school will be sited in a manner as to allow the Division to keep the existing Ferry Farm Elementary School operational during construction of the new school. In order to open the new Ferry Farm Elementary School in September 2020, the following milestones must be achieved: Design must start no later than January 2018 and be completed no later than November 2018. School and site development must start March 2019 and building must be complete by May 2020. Site work will be completed by December 2020.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	1,000,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	11,000,000	10,647,000	588,000	0	0
Hardware/Software	0	0	0	0	0	0	0	654,000	0	0	0
Equipment	0	0	0	0	0	0	0	545,000	0	0	0
Contingency	0	0	0	0	0	0	0	654,000	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$11,000,000	$12,500,000	$588,000	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	1,000,000	11,000,000	12,500,000	588,000	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$11,000,000	$12,500,000	$588,000	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	84,000	1,004,000	2,050,000	2,099,000	2,099,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$84,000	$1,004,000	$2,050,000	$2,099,000	$2,099,000

STAFFORD CAREER AND TECHNOLOGY CENTER (SCTC) - 2023

Total Project Cost: $15,000,000 **Est. Opening Date:** 2023

PROGRAM DESCRIPTION

The SCTC is proposed to be a 1000 student career and technical education center for grades 9 through 12. The new center is needed to provide high tech, rigorous and relevant curriculum to the community. The new center will be roughly a 76,300 SF facility with classroom and core applied technical learning spaces which will accommodate 1000 students. The center will also include a cafeteria but will not include gym, theater or PE space nor will it include athletic fields. The project will follow the SCPS High School Educational Specification and Facility Design Standards. The concept of the center will be that of an alternating day schedule (block X & Y). A full day instruction for up to 1000 (200 from each HS) on X day and another 1000 students (200 from each HS) on Y day. This concept allows the center to impact up to 2000 students on any given year. The site for the new center has not yet been determined. In order to open the SCTC in September 2023, design of the facility must be complete no later than Sep 2020. Design will start in January 2020, Construction start in February 2021.

OPERATING IMPACT SUMMARY

TBD

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	2,500,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	6,250,000	6,250,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,750,000	$6,250,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	0	0	0	0	8,750,000	6,250,000
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$8,750,000	$6,250,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	732,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$732,000

ELEMENTARY SCHOOL #18 WITH HEAD START - 2023

Total Project Cost: $37,918,000 **Est. Opening Date:** 2023

PROGRAM DESCRIPTION

Construct a 950 student elementary with a 350 student Head Start Facility. ES#18 will include the construction of the school building, development of the site, demolition of existing building, all support furnishing, furniture and equipment and technology infrastructure. Both schools will be built with classrooms and shared core facilities to accomodate 950 elementary students and 350 head start students and follow the SCPS Elementary Education Specifications. The school will adhere to SCPS Facility Design Standards. In order to open ES #18/Head Start in September 2023, the following milestones must be achieved. Design must be started by January 2021 and completed no later than November 2021. School & site development must start March 2022 and complete by May 2022. Demolition and site work will be complete by December 2023.

OPERATING IMPACT SUMMARY

Start Up Costs (FY 22) = $900,827 Start Up Cost (FY 23) = $1,681,701

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	1,000,000	1,500,000	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	9,228,000	12,500,000
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contigency	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000	$10,728,000	$12,500,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	0	0	0	1,000,000	10,728,000	12,500,000
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$1,000,000	$10,728,000	$12,500,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	901,000	1,682,000
Debt Service	0	0	0	0	0	0	0	0	84,000	982,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$985,000	$2,664,000

ADDITION & RENOVATION - GRAFTON VILLAGE ELEMENTARY SCHOOL

Total Project Cost: $12,100,000 **Est. Opening Date:** 2014

PROGRAM DESCRIPTION

A Level 2 Renovation of Grafton Village Elementary School will include an upgrade and repair to the following: life safety deficiencies, building code upgrades to include fire suppression sprinkler system, HVAC systems, electrical systems, architectural (finishes, doors, hardware, windows, roof), ADA, Plumbing, Fire Alarm System, Data Systems, PA System, addition of a new Media Center, upgrade to Admin Office Suite and renovation of kitchen area to include new A/C.

OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	818,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	5,541,000	4,841,000	0	0	0	0	0	0	0	0	0
Hardware/Software	0	150,000	0	0	0	0	0	0	0	0	0
Equipment	0	150,000	0	0	0	0	0	0	0	0	0
Contingency	0	600,000	0	0	0	0	0	0	0	0	0
Total	$6,359,000	$5,741,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	6,359,000	5,741,000	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$6,359,000	$5,741,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	249,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000	978,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$249,000	$978,000	$978,000	$978,000	$978,000	$978,000	$978,000	$978,000	$978,000	$978,000

ADDITION - (CLASSROOM, PE & FINE ARTS) - BROOKE POINT HIGH SCHOOL

Total Project Cost: $5,843,000 **Est. Opening Date:** 2019

PROGRAM DESCRIPTION

Project includes the constuction of classroom, PE & Fine Arts additions at Brooke Point High School. The addition will increase the student design capacity from 1800 students to 2000 students. Brooke Point additions will include 9 additional classrooms, expansion of the PE Department with two classrooms, an expanded wellness room, expand Media Center into an existing classroom and addition of a third performing arts suite for orchestra. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	447,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	553,000	3,915,000	0	0	0	0
Hardware/Software	0	0	0	0	0	0	121,000	0	0	0	0
Equipment	0	0	0	0	0	0	173,000	0	0	0	0
Contingency/Other	0	0	0	0	0	0	634,000	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$4,843,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	1,000,000	4,843,000	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$4,843,000	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	84,000	489,000	489,000	489,000	489,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$84,000	$489,000	$489,000	$489,000	$489,000

ADDITION - (CLASSROOM, PE & FINE ARTS) - MOUNTAIN VIEW HIGH SCHOOL

Total Project Cost: $7,947,000 **Est. Opening Date:** 2019

PROGRAM DESCRIPTION

Project includes the constuction of classroom, PE & Fine Arts additions at Mountain View High School. The addition will increase the student design capacity from 1800 students to 2000 students. Mountain View additions will include 6 additional classrooms, expansion of the PE Department with two classrooms and an expanded wellness room, and the addition of a third fine arts suite for orchestra and drama classroom. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	623,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	377,000	5,850,000	0	0	0	0
Hardware/Software	0	0	0	0	0	0	168,000	0	0	0	0
Equipment	0	0	0	0	0	0	242,000	0	0	0	0
Contigency/Other	0	0	0	0	0	0	687,000	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$6,947,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	1,000,000	6,947,000	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$6,947,000	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	84,000	665,000	665,000	665,000	665,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$84,000	$665,000	$665,000	$665,000	$665,000

ADDITION - (CLASSROOM, PE & FINE ARTS) - COLONIAL FORGE HIGH SCHOOL

Total Project Cost: $7,947,000 **Est. Opening Date:** 2019

PROGRAM DESCRIPTION

Project includes the constuction of classroom, PE & Fine Arts additions at Colonial Forge High School. The addition will increase the student design capacity from 1800 students to 2000 students. Colonial Forge additions will include 6 additional classrooms, expansion of the PE Department with two classrooms and an expanded wellness room, and the addition of a third fine arts suite for orchestra and drama classroom. The addition of classrooms in the PE Department and Fine Arts will free up additional space in the academic wing.

OPERATING IMPACT SUMMARY

There will be additional operating costs as additional capacity is used.

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	623,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	377,000	5,850,000	0	0	0	0
Hardware/Software	0	0	0	0	0	0	168,000	0	0	0	0
Equipment	0	0	0	0	0	0	242,000	0	0	0	0
Contigency/Other	0	0	0	0	0	0	687,000	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$6,947,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	1,000,000	6,947,000	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$1,000,000	$6,947,000	$0	$0	$0	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	84,000	665,000	665,000	665,000	665,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$84,000	$665,000	$665,000	$665,000	$665,000

RENOVATION - HARTWOOD ELEMENTARY SCHOOL (2023 - 2024) - LEVEL 2

Total Project Cost: $12,500,000 **Est. Opening Date:** 2024

PROGRAM DESCRIPTION

Level 2 Renovation of Hartwood ES will include an upgrade and modernization to the following: Life safety deficiencies, building codes to include fire supression sprinkler system, HVAC system, electrical systems, architectural (finishes, doors, hardware, windows), ADA, plumbing, fire alarm system, data systems, PA system, Media Center expansion and lighting. *Assumes supporting County project to install water and sewer to the Hartwood area is completed by FY 2021. **Modular cost includes delivery, set up, and installation of ten (10) modulars, site work, permits and systems set up. Modulars to provide swing space to relocate students. Modulars will be leased and included as part of the project.

OPERATING IMPACT SUMMARY

None

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	0	0	500,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	0	0
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contigency	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$500,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	0	0	0	0	0	0	0	0	0	0
Bonds VPSA	0	0	0	0	0	0	0	0	0	0	500,000
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$500,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ADDITION - (VEHICLE MAINTENANCE) FLEET SERVICES - 2022

Total Project Cost: $6,637,000 **Est. Opening Date:** 2022

PROGRAM DESCRIPTION

Project provides for a new addition to Fleet Services Complex. The proposed addition will be added to the current Fleet Services Building. Addition will include 16,056 SF and include new service area, parts storage, administrative offices and 11,000 SF of heavy duty service area. Fuel Station relocation is scheduled to be completed prior to proposed project, however, demolition of existing fueling building will be included in this project. Project design would start in FY20 with Construction starting in FY 21.

OPERATING IMPACT SUMMARY

0

PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Planning/Design	0	0	0	0	0	0	0	0	750,000	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0	0	5,887,000	0
Hardware/Software	0	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$750,000	$5,887,000	$0

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
County Cost *	0	0	0	0	0	0	0	0	0	1,836,000	0
Bonds VPSA	0	0	0	0	0	0	0	0	750,000	4,051,000	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$750,000	$5,887,000	$0

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	63,000	402,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$63,000	$402,000

*** County responsible for 30% of project cost**

CAPITAL MAINTENANCE - INFRASTRUCTURE

Total Project Cost: $89,101,000 **Est. Opening Date:** 2014 - 2023

PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.

OPERATING IMPACT SUMMARY

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PROJECT COSTS

Cost Categories	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
School Site Improvements	0	2,835,000	3,945,000	3,010,000	1,085,000	6,090,000	3,880,000	3,790,000	3,560,000	2,860,000	2,240,000
Pavement	0	2,100,000	1,100,000	1,000,000	2,100,000	1,050,000	1,900,000	2,200,000	2,100,000	1,850,000	1,900,000
Environmental Upgrades	0	2,890,000	3,147,000	50,000	4,851,000	1,025,000	3,702,000	1,730,000	1,100,000	2,075,000	2,650,000
Roofs	0	3,200,000	500,000	1,900,000	350,000	1,911,000	750,000	1,725,000	1,900,000	1,700,000	1,350,000
Total	$0	$11,025,000	$8,692,000	$5,960,000	$8,386,000	$10,076,000	$10,232,000	$9,445,000	$8,660,000	$8,485,000	$8,140,000

Funding Sources	Prior Year	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Current Revenue	0	3,385,000	3,145,000	2,660,000	2,885,000	2,715,000	3,230,000	2,040,000	1,810,000	1,485,000	1,140,000
Bonds VPSA	0	7,540,000	5,547,000	3,300,000	5,501,000	7,361,000	7,002,000	7,405,000	6,850,000	7,000,000	7,000,000
County Cost*	0	100,000	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$11,025,000	$8,692,000	$5,960,000	$8,386,000	$10,076,000	$10,232,000	$9,445,000	$8,660,000	$8,485,000	$8,140,000

Operating Impacts	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Impact	0	0	0	0	0	0	0	0	0	0
Debt Service	0	631,000	1,095,000	1,371,000	1,831,000	2,447,000	3,033,000	3,653,000	4,226,000	4,812,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$631,000	$1,095,000	$1,371,000	$1,831,000	$2,447,000	$3,033,000	$3,653,000	$4,226,000	$4,812,000

*** County responsible for 30% of project cost**

CAPITAL MAINTENANCE (INFRASTRUCTURE)

SCHOOL SITE IMPROVEMENTS

FY2014 Projects	Project Amount	Funding Source
Repair Interior Finishes - WES	500,000	Bond
Repair Athletic Fields (Phase I) - AGWMS, DMS & SMS	200,000	Current Revenue
Replace Storage Buildings - CFHS, HES, SMS & PRES	185,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	150,000	Current Revenue
Construct Security Vestibule - Support Services Complex	35,000	Current Revenue
Construct Security Vestibule - FLEET * (County responsible for 30% of project cost	35,000	Current Revenue
Repair Foundation (Waterproofing) - AYBAC	200,000	Current Revenue
Repair Phone Systems - VOIP Phase I	100,000	Current Revenue
Repair Playground and Play Areas - WES	70,000	Current Revenue
Install Whiteboards - Multiple Locations	100,000	Current Revenue
Upgrade Auditorium & Lighting- CFHS	80,000	Current Revenue
Repair Stage Rigging & Curtains - Phase I	250,000	Current Revenue
Upgrade Fire Alarm Panel - SMS	250,000	Current Revenue
Construct JROTC Training Facility	350,000	Current Revenue
Install Scoreboards	30,000	Current Revenue
Relocate Fueling Station - FLEET *	300,000	Current Revenue
FY 2014 Total	$2,835,000	

FY2015 Projects	Project Amount	Funding Source
Repair Interior Finishes - HOES	500,000	Bond
Repair Interior Finishes - AGW/GES	1,000,000	Bond
Replace Generators - RES	300,000	Current Revenue
Repair Lock Systems (Phase VI) - SMS, GMC, Support Services, AYBAC & Fleet	400,000	Current Revenue
Replace Storage Buildings - HOES, RES, RRES, & BPHS (2)	205,000	Current Revenue
Repair Athletic Fields (Practice) - MVHS	150,000	Current Revenue
Repair Stage Rigging & Curtains - Phase II	250,000	Current Revenue
Replace Walk-in Freezers & Refrigerators - DMS & AGWMS	100,000	Current Revenue
Repair Bathroom Floors - ABES & CES	300,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	250,000	Current Revenue
Additional Lunch Line - HES	100,000	Current Revenue
Install Scoreboards	30,000	Current Revenue
Repair Phone Systems - VOIP Phase II	110,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	170,000	Current Revenue
Repair Playground and Play Areas - ES	80,000	Current Revenue
FY 2015 Total	$3,945,000	

FY2016 Projects	Project Amount	Funding Source
Repair Interior Finishes - BPHS	900,000	Bond
Repair Interior Finishes - RES	500,000	Bond
Construct Storage Buildings - GMS, WCES, KWBES, & AYBAC	170,000	Current Revenue
Upgrade Sound System Auditorium - BPHS	60,000	Current Revenue
Upgrades CTE Labs	100,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	180,000	Current Revenue
Repair Grounds - DSMS & RRES	100,000	Current Revenue
Repair Field Drainage - MS & HS	250,000	Current Revenue
Repair Phone Systems - VOIP Phase III	120,000	Current Revenue
Install Messaging Marquees - CES (Manual)	50,000	Current Revenue
Repair Athletic Fields - NSHS	200,000	Current Revenue
Install Scoreboards	50,000	Current Revenue
Repair Playground and Play Areas - ES	80,000	Current Revenue
Replacement of CCTV Cameras - Various Schools	250,000	Current Revenue
FY 2016 Total	$3,010,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

FY2017 Projects	Project Amount	Funding Source
Media Retrieval & PA Systems- CFHS	170,000	Current Revenue
Media Retrieval & PA Systems- GMC	150,000	Current Revenue
Construct Storage Buildings - CES & MVHS	100,000	Current Revenue
Construct Greenhouse - GMS	100,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	190,000	Current Revenue
Replace Walk-in Freezer & Refrigerator - NSHS	65,000	Current Revenue
Repair Phone Systems - VOIP Phase IV	130,000	Current Revenue
Replace Partition Wall - HOES & SMS	180,000	Current Revenue
FY 2017 Total	$1,085,000	

FY2018 Projects	Project Amount	Funding Source
Repair Interior & Exterior Finishes - PRES	1,000,000	Bond
Repair Interior & Exterior Finishes - NSHS	2,000,000	Bond
Repair Gym Floor & Bleachers - AGW	750,000	Bond
Repair Gym Floor & Bleachers - NSHS	800,000	Bond
Upgrade Fire Alarm Panel - AGWMS/GES	250,000	Current Revenue
Repair Field Drainage - MS & HS	250,000	Current Revenue
Repair Stage Rigging & Curtains - Phase III	350,000	Current Revenue
Repair Exterior (Paint) - Two (2) schools	200,000	Current Revenue
Construct Storage Buildings - ABES & DSMS	100,000	Current Revenue
Install Divider Wall - BPHS, NSHS & HHPMS	250,000	Current Revenue
Repair Phone Systems - VOIP Phase V	140,000	Current Revenue
FY 2018 Total	$6,090,000	

FY2019 Projects	Project Amount	Funding Source
Repair Exterior Envelope - WES	500,000	Bond
Repair Interior & Exterior Finishes - HHPMS	1,200,000	Bond
Repair Exterior Envelope - HOES	500,000	Bond
Install Messaging Marquees - CFHS (Electronic)	100,000	Current Revenue
Install Messaging Marquees - DSMS (Electronic)	100,000	Current Revenue
Install Messaging Marquees - AGWMS/GES/RES (Manual)	50,000	Current Revenue
Repair Phone Systems - VOIP Phase VI	140,000	Current Revenue
Replace Generator - Maintenance Complex	150,000	Current Revenue
Construct MS Bleachers - DSMS	300,000	Current Revenue
Replace Media Retrieval & PA Systems- KWBES	120,000	Current Revenue
Replace Media Retrieval & PA Systems- RRES	120,000	Current Revenue
Repair Athletic Fields Phase II - HHPMS & RTMS	300,000	Current Revenue
Repair Playground & Play Area - ES	80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	220,000	Current Revenue
FY 2019 Total	$3,880,000	

FY2020 Projects	Project Amount	Funding Source
Repair Interior Finishes - SMS	750,000	Bond
Repair Interior Finishes - RTMS	750,000	Bond
Repair Interior Finishes - WCES	500,000	Bond
Replace Generator - SMS	550,000	Bond
Energy Performance Program Phase III	600,000	Bond
Replace Media Retrieval & PA Systems - GMS	150,000	Current Revenue
Replace Media Retrieval & PA Systems - NSHS	170,000	Current Revenue
Repair Playground & Play Area - ES	80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	240,000	Current Revenue
FY 2020 Total	$3,790,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

FY2021 Projects	Project Amount	Funding Source
Repair Athletic Fields & Outbuildings - CFHS	600,000	Bond
Repair Stormwater Mgmt - SHS	1,500,000	Bond
Construct Turf Field - TBD	1,000,000	Bond
Replace Media Retrieval & PA Systems - HOES	120,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	260,000	Current Revenue
Repair Playground & Play Area	80,000	Current Revenue
FY 2021 Total	$3,560,000	

FY2022 Projects	Project Amount	Funding Source
Repair Athletic Fields - BPHS	500,000	Bond
Repair Interior Finishes - GMS	750,000	Bond
Repair Interior Finishes - RRES	500,000	Bond
Repair Interior Finishes - KWBES	500,000	Bond
Repair Exterior (Paint) - Two (2) Schools	280,000	Current Revenue
Repair Field Drainage - MS & HS	250,000	Current Revenue
Repair Playground & Play Area ES	80,000	Current Revenue
FY 2022 Total	$2,860,000	

FY2023 Projects	Project Amount	Funding Source
Repair Athletic Fields - MVHS	500,000	Bond
Repair Interior Finishes - MBES	500,000	Bond
Repair Interior Finishes - CES	500,000	Bond
Repair Playground & Play Area - ES	80,000	Current Revenue
Repair Exterior (Paint) - Two (2) Schools	260,000	Current Revenue
Replace Generators	400,000	Current Revenue
FY 2023 Total	$2,240,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

Pavement

FY2014 Projects	Project Amount	Funding Source
Repair Pavement - AGW/GES	1,200,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	50,000	Current Revenue
Repair Tennis Courts - BPHS	250,000	Current Revenue
Repair Track - NSHS	200,000	Current Revenue
Total for 2014	$2,100,000	

FY2015 Projects	Project Amount	Funding Source
Repair Pavement HOES	500,000	Bond
Repair Tennis Courts (Overlay) - NSHS	100,000	Current Revenue
Repair Tennis Courts - MS	100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Total for 2015	$1,100,000	

FY2016 Projects	Project Amount	Funding Source
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Repair Track - CFHS	200,000	Current Revenue
Construct Bus Parking - Phase I	400,000	Current Revenue
Total for 2016	$1,000,000	

FY2017 Projects	Project Amount	Funding Source
Repair Pavement - AYBAC	500,000	Bond
Repair Pavement - PRES	500,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Repair Track - BPHS	200,000	Current Revenue
Expand and Repair Track - SHS	450,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	50,000	Current Revenue
Total for 2017	$2,100,000	

FY2018 Projects	Project Amount	Funding Source
Repair Pavement - HHPMS	500,000	Bond
Repair Tennis Courts - MS	100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	50,000	Current Revenue
Total for 2018	$1,050,000	

FY2019 Projects	Project Amount	Funding Source
Repair Pavement - RES	500,000	Bond
Repair Pavement - WES	500,000	Bond
Construct Bus Parking - Phase II	400,000	Current Revenue
Repair Tennis Courts - CFHS	100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Total for 2019	$1,900,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

FY2020 Projects	Project Amount	Funding Source
Repair Pavement - WCES	500,000	Bond
Repair Pavement - NSHS (Student Lot)	500,000	Bond
Repair Pavement - SMS	500,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Repair Tennis Courts - MVHS	100,000	Current Revenue
Repair Tracks (Miscellaneous) - MS	50,000	Current Revenue
Repair Track - MVHS	150,000	Current Revenue
Total for 2020	$2,200,000	

FY2021 Projects	Project Amount	Funding Source
Repair Pavement - RTMS	600,000	Bond
Repair Pavement - RRES	600,000	Bond
Construct Bus Parking - Phase III	400,000	Current Revenue
Repair Tennis Courts - MS	100,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Total for 2021	$2,100,000	

FY2022 Projects	Project Amount	Funding Source
Repair Pavement - CFHS	800,000	Bond
Repair Pavement - GMS	600,000	Bond
Repair Tracks (Miscellaneous) - MS	50,000	Current Revenue
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Total for 2022	$1,850,000	

FY2023 Projects	Project Amount	Funding Source
Repair Pavement - KWBES	500,000	Bond
Repair Pavement - Support Services	500,000	Bond
Repair Pavement - Fleet Services	500,000	Bond
Repair Pavement (Crack Seal, Pothole Repair, Paint Striping)	400,000	Current Revenue
Total for 2023	$1,900,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

Environmental Upgrades

FY2014 Projects	Project Amount	Funding Source
Repair Mechanical System - HOES	1,100,000	Bond
Repair Mechanical System - AGW/GES	1,540,000	Bond
Upgrade HVAC (Boardroom) - AYBAC	250,000	Current Revenue
Total for 2014	$2,890,000	

FY2015 Projects	Project Amount	Funding Source
Repair Mechanical Systems - RES	1,350,000	Bond
Repair Mechanical Systems - BPHS	1,697,000	Bond
Replace CTE Dust Collection System - SMS, AGWMS, BPHS & NSHS	100,000	Current Revenue
Total for 2015	$3,147,000	

FY2016 Projects	Project Amount	Funding Source
Replace Package Units - FLEET	50,000	Current Revenue
Total for 2016	$50,000	

FY2017 Projects	Project Amount	Funding Source
Repair Mechanical Systems - HHPMS	3,100,000	Bond
Repair Mechanical Systems - PRES	1,401,000	Bond
Repair Mechanical Systems - Various	350,000	Current Revenue
Total for 2017	$4,851,000	

FY2018 Projects	Project Amount	Funding Source
Replace Boilers - BPHS	650,000	Bond
Repair Mechanical Systems - Various	375,000	Current Revenue
Total for 2018	$1,025,000	

FY2019 Projects	Project Amount	Funding Source
Repair Mechanical Systems - RTMS	1,100,000	Bond
Repair Mechanical Systems - WCES	950,000	Bond
Repair Mechanical Systems - SMS	1,252,000	Bond
Repair Mechanical Systems - Various	400,000	Current Revenue
Total for 2019	$3,702,000	

FY2020 Projects	Project Amount	Funding Source
Repair Mechanical Systems - RRES	1,305,000	Bond
Repair Mechanical Systems - Various	425,000	Current Revenue
Total for 2020	$1,730,000	

FY2021 Projects	Project Amount	Funding Source
Repair Mechanical Systems - NSHS	900,000	Bond
Replace CTE Dust Collection Systems-Various	200,000	Current Revenue
Total for 2021	$1,100,000	

FY2022 Projects	Project Amount	Funding Source
Repair Mechanical Systems - TBD	1,650,000	Bond
Repair Mechanical Systems -Various	425,000	Current Revenue
Total for 2022	$2,075,000	

FY2023 Projects	Project Amount	Funding Source
Repair Mechanical Systems - MBES	1,000,000	Bond
Install Kitchen A/C - AGW/GES	500,000	Bond
Install Kitchen A/C - NSHS	500,000	Bond
Repair Mechanical Systems - AYBAC	650,000	Bond
Total for 2023	$2,650,000	

CAPITAL MAINTENANCE (INFRASTRUCTURE)

Roofs

FY2014 Projects	Project Amount	Funding Source
Replace Roof - NSHS	3,200,000	Bond
Total for 2014	$3,200,000	

FY2015 Projects	Project Amount	Funding Source
Replace Roof - GMC	500,000	Bond
Total for 2015	$500,000	

FY2016 Projects	Project Amount	Funding Source
Replace Roof - AGWMS/GES	1,900,000	Bond
Total for 2016	$1,900,000	

FY2017 Projects	Project Amount	Funding Source
Replace Roof - HES Area D & E Outbuilding (Shingles)	350,000	Current Revenue
Total for 2017	$350,000	

FY2018 Projects	Project Amount	Funding Source
Replace Roof - CFHS	1,661,000	Bond
Replace Roof - WES	250,000	Current Revenue
Total for 2018	$1,911,000	

FY2019 Projects	Project Amount	Funding Source
Replace Roof - RRES	500,000	Bond
Replace Roof - RES (Area A-Shingle)	250,000	Current Revenue
Total for 2019	$750,000	

FY2020 Projects	Project Amount	Funding Source
Replace Roof - AYBAC	750,000	Bond
Replace Roof - WCES	700,000	Bond
Replace Roof - SES (Shingles/Outbuildings)	275,000	Current Revenue
Total for 2020	$1,725,000	

FY2021 Projects	Project Amount	Funding Source
Replace Roof - HOES	825,000	Bond
Replace Roof - RTMS	825,000	Bond
Replace Roof - PRES (Shingles)	250,000	Current Revenue
Total for 2021	$1,900,000	

FY2022 Projects	Project Amount	Funding Source
Replace Roof - KWBES	800,000	Bond
Replace Roof - BPHS	900,000	Bond
Total for 2022	$1,700,000	

FY2023 Projects	Project Amount	Funding Source
Replace Roof - Support Services	500,000	Bond
Replace Roof - GMS	850,000	Bond
Total for 2023	$1,350,000	

Total for FY 14-23 $89,101,000

UTILITIES

At time of publication, Utilities CIP was still under review by the Board of Supervisors

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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. Revenue and refunding bonds, bonds for school capital projects sold through the State's Literary Fund or the Virginia Public School Authority, or bonds sold through the Virginia Resource Authority or other state agency prescribed by law require a public hearing and approval by the Board of Supervisors. General Obligation 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 valorum taxing power, but instead, require annual appropriation by the Board of Supervisors.

Bond Rating

The County's bond ratings are shown below:

	Moody's	Standard & Poor's	Fitch
General Obligation	Aa2	AA+	AA+
Lease Revenue	A1	A+	AA-
Water & Sewer	Aa2	AA	Not Rated

The Board's continued efforts to enhance the bond rating succeeded when on July1, 2011 Standard & Poor's, upgraded its rating of the County's General Obligation debt from AA- to AA stating "this reflects our assessment of the county's strong economic fundamentals". Then again in June, 2013 Stafford County received positive financial news when all three rating agencies assigned a positive outlook to the County. Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

Board Chairman Susan Stimpson stated: "Receiving three positive ratings in two days from the nation's rating agencies is phenomenal news, and validates our unwavering dedication these last few years to being a fiscally responsible and accountable government". Finance, Audit, and Budget Committee Chairman, Supervisor Cord Sterling stated: "Fitch upgraded our lease revenue bonds in 2012 and this week's upgrade of our general obligation bonds proves that we have been on the right track with our strict financial management practices."

Fitch looked at six key rating drivers in making their decision: sound fiscal management, moderately concentrated economic base, high income metrics, history of unemployment, manageable debt profile, and lease revenue bonds appropriation risk. Fitch stated that "county finances are well-managed, adhering to long-standing policy guidelines, and include detailed planning for capital and operating needs."

Moody's stated that the positive outlook reflects the county's improved financial position, strong management, and Moody's expectation of a continued trend of operating surpluses.

The improved bond ratings affirm the Board of Supervisors' priority of fiscal responsibility and reducing the tax burden. The Board will continue its work toward further enhancing the County's bond rating.

Debt Management Policy Statement

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

> "Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources."

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. Updated in April 2012, the debt limitations are as follows:

- General obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, with a goal to reach 3% by July 1, 2015.
- General fund debt service expenditures (County and Schools) shall not exceed 11% of the general government budget, with a goal to reach 10% by July 1, 2015.
- Capital lease debt service shall not exceed 1% of the general government budget. Capital lease debt may only be used if the following four criteria are met:
    1. Capital lease purchase is eligible under state law for such financing; and,
    2. Useful life of the purchase equals or exceeds the term of the debt; and,
    3. Total purchase exceeds $100,000; and,
    4. Sufficient funds are available to service the capital lease debt.

In June 2012, the Board strengthened their financial policies, to include increasing cash capital to 3% by FY2018 to reduce its reliance on debt.

The adopted CIP fully complies with the financial policies.

DEBT MANAGEMENT

DEPARTMENTAL GOALS/OBJECTIVES

- Further enhancing the County's General Obligation Bond rating to promote financial integrity
- Increasing cash capital to 3% by FY2018 to reduce its reliance on debt
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

These goals support our Principles of High Performance Financial Management

SERVICE LEVELS

	FY2012 Actual	FY2013 Budget	FY2014 Plan
Outcomes			
Debt Service	$42,494,321*	$36,183,258	$35,849,300
Debt Service per Capital	$320	$267	$260
Maintain current rating with a goal to achieve the highest possible GO bond rating from all three rating agencies - Goal - AAA			
Standard & Poor	AA-	AA+	AA+
Moody	Aa2	Aa2	Aa2
Fitch	AA	AA+	AA+

*In FY2012, the Board used FY2011 positive results of operation funds to retire General Government and Schools master lease debt for all issues except the Public Safety Radio Communications System.

DEPARTMENTAL ACCOMPLISHMENTS

- Standard & Poor's upgraded the County's bond rating from AA to an AA+, Fitch Ratings upgraded the County's bond rating from AA to AA+, and Moody's affirmed the County's Aa2 bond rating and upgraded our outlook from stable to positive.

ANALYSIS OF OUTSTANDING DEBT

General Obligation Bonds

School Bond - VPSA

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	268,200,268	14,964,735	253,235,533
2015	253,235,533	15,479,044	237,756,489
2016	237,756,489	15,496,219	222,260,270
2017	222,260,270	15,672,122	206,588,148
2018	206,588,148	15,508,499	191,079,649

Literary Fund Loans

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	3,195,335	466,149	2,729,186
2015	2,729,186	466,149	2,263,037
2016	2,263,037	466,149	1,796,888
2017	1,796,888	466,149	1,330,739
2018	1,330,739	466,149	864,590

Bonds for County Projects

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	4,810,000	700,000	4,110,000
2015	4,110,000	695,000	3,415,000
2016	3,415,000	505,000	2,910,000
2017	2,910,000	500,000	2,410,000
2018	2,410,000	490,000	1,920,000

Total General Obligation Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	276,205,603	16,130,884	260,074,719
2015	260,074,719	16,640,193	243,434,526
2016	243,434,526	16,467,368	226,967,158
2017	226,967,158	16,638,271	210,328,887
2018	210,328,887	16,464,648	193,864,239

Revenue Bonds

Lease Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	76,505,000	3,500,000	73,005,000
2015	73,005,000	3,540,000	69,465,000
2016	69,465,000	3,580,000	65,885,000
2017	65,885,000	3,615,000	62,270,000
2018	62,270,000	3,660,000	58,610,000

General Government - Financing Lease - Crow's Nest

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	7,626,409	420,460	7,205,949
2015	7,205,949	441,736	6,764,213
2016	6,764,213	451,954	6,312,258
2017	6,312,258	462,409	5,849,849
2018	5,849,849	473,106	5,376,744

Other Debt

Other- Equipment Leases- County Equipment

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	7,026,320	953,495	6,072,826
2015	6,072,826	937,149	5,135,676
2016	5,135,676	966,636	4,169,040
2017	4,169,040	997,051	3,171,990
2018	3,171,990	1,028,423	2,143,567

ANALYSIS OF OUTSTANDING DEBT

Utilities Fund

Revenue Bonds

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	84,192,055	2,842,677	81,349,378
2015	81,349,378	2,903,487	78,445,891
2016	78,445,891	2,445,059	76,000,832
2017	76,000,832	2,522,416	73,478,416
2018	73,478,416	2,600,580	70,877,836

Total Utilities Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	84,192,055	2,842,677	81,349,378
2015	81,349,378	2,903,487	78,445,891
2016	78,445,891	2,445,059	76,000,832
2017	76,000,832	2,522,416	73,478,416
2018	73,478,416	2,600,580	70,877,836

All Funds

Total All Funds Debt

Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2014	444,529,067	22,894,021	421,635,046
2015	421,635,046	23,525,416	398,109,630
2016	398,109,630	22,944,381	375,165,248
2017	375,165,248	23,238,096	351,927,152
2018	351,927,152	23,198,334	328,728,819

GENERAL FUND BOND DEBT

General Government General Obligation Bonds, Refunding Series 2002

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

Parks & Recreation General Obligation Bonds, Series 2002

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

GENERAL FUND BOND DEBT

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
	$47,030,000	$43,771,976	$90,801,976	

General Government Lease-Revenue Bonds, Series 2008 - 2033
England Run Library, Patawomeck Park, Courthouse Renovations, Public Safety Communications System, JDR Courthouse Design, Artificial Turf Fields

Fiscal Year	Principal	Interest	Total	Balance
2008	$0	$0	$0	$45,165,000
2009	290,000	2,108,021	2,398,021	44,875,000
2010	2,810,000	2,033,919	4,843,919	42,065,000
2011	2,825,000	1,893,419	4,718,419	39,240,000
2012	2,835,000	1,780,419	4,615,419	36,405,000
2013	2,505,000	1,667,019	4,172,019	33,900,000
2014	2,505,000	1,566,819	4,071,819	31,395,000
2015	2,505,000	1,466,619	3,971,619	28,890,000
2016	2,505,000	1,341,369	3,846,369	26,385,000
2017	2,500,000	1,241,169	3,741,169	23,885,000
2018	2,500,000	1,141,169	3,641,169	21,385,000
2019	2,500,000	1,034,919	3,534,919	18,885,000
2020	2,500,000	909,919	3,409,919	16,385,000
2021	2,495,000	797,419	3,292,419	13,890,000
2022	2,495,000	682,025	3,177,025	11,395,000
2023	2,495,000	563,513	3,058,513	8,900,000
2024	890,000	445,000	1,335,000	8,010,000
2025	890,000	400,500	1,290,500	7,120,000
2026	890,000	356,000	1,246,000	6,230,000
2027	890,000	311,500	1,201,500	5,340,000
2028	890,000	267,000	1,157,000	4,450,000
2029	890,000	222,500	1,112,500	3,560,000
2030	890,000	178,000	1,068,000	2,670,000
2031	890,000	133,500	1,023,500	1,780,000
2032	890,000	89,000	979,000	890,000
2033	890,000	44,500	934,500	0
	$45,165,000	$22,675,233	$67,840,233	

GENERAL FUND BOND DEBT

General Government - Crows Nest, Series 2008

Fiscal Year	Principal	Interest	Total	Balance
2008	$0	$0	$0	$9,500,000
2009	352,741	269,707	622,448	8,877,552
2010	363,402	271,713	635,115	8,514,149
2011	374,386	260,729	635,115	8,139,763
2012	385,702	249,413	635,115	7,754,061
2013	397,360	237,755	635,115	7,356,701
2014	420,460	184,487	604,947	6,936,241
2015	441,736	163,211	604,947	6,494,505
2016	451,954	152,993	604,947	6,042,551
2017	462,409	142,538	604,947	5,580,142
2018	473,106	131,841	604,947	5,107,036
2019	484,050	120,897	604,947	4,622,986
2020	495,247	109,700	604,947	4,127,739
2021	506,703	98,244	604,947	3,621,036
2022	518,424	86,523	604,947	3,102,612
2023	530,416	74,530	604,946	2,572,196
2024	542,686	62,261	604,947	2,029,510
2025	555,240	49,707	604,947	1,474,270
2026	568,084	36,863	604,947	906,186
2027	581,225	23,722	604,947	324,961
2028	594,670	10,277	604,947	0
	$9,500,001	$2,737,111	$12,237,112	

General Government General Obligation Bonds, Refunding Series 2012

Fiscal Year	Principal	Interest	Total	Balance
	$0	$0	$0	$4,810,000
2013	0	191,595	191,595	4,810,000
2014	700,000	205,325	905,325	4,110,000
2015	695,000	177,578	872,578	3,415,000
2016	505,000	148,878	653,878	2,910,000
2017	500,000	125,375	625,375	2,410,000
2018	490,000	102,256	592,256	1,920,000
2019	485,000	79,447	564,447	1,435,000
2020	480,000	56,894	536,894	955,000
2021	480,000	32,294	512,294	475,000
2022	475,000	9,997	484,997	-
	$4,810,000	$9,997	$5,939,639	

GENERAL FUND LEASE DEBT

Communications System

Fiscal Year	Principal	Interest	Total	Balance
	$0	$0	$0	$10,059,520
2012	845,765	269,390	1,115,155	8,944,365
2013	880,846	234,309	1,115,155	7,829,210
2014	908,562	206,593	1,115,155	6,714,055
2015	937,149	178,006	1,115,155	5,598,900
2016	966,636	148,519	1,115,155	4,483,745
2017	997,051	118,104	1,115,155	3,368,590
2018	1,028,423	86,732	1,115,155	2,253,435
2019	692,504	58,641	751,145	1,502,290
2020	714,294	36,851	751,145	751,145
2021	736,769	14,376	751,145	0
	$8,707,998	$1,351,522	$10,059,520	

405 Chatham Park Office Square

Fiscal Year	Principal	Interest	Total	Balance
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
	478,000	$232,401	$710,401	

UTILITIES FUND BOND DEBT

Revenue Refunding Bonds, Series 1996

Fiscal Year	Principal	Interest	Total	Balance
2011		38,496	38,496	2,384,948
2012	565,000	81,088	646,088	1,738,860
2013	550,000	61,810	611,810	1,127,050
2014	545,000	35,815	580,815	546,235
2015	535,000	11,235	546,235	0
	$2,195,000	$189,948	$2,384,948	

Virginia Resource Authority - Little Falls Run

Fiscal Year	Principal	Interest	Total	Balance
				13,315,803
2012	179,131	640,886	820,017	12,495,786
2013	365,351	321,513	686,864	11,808,922
2014	378,429	308,435	686,864	11,122,058
2015	391,982	294,882	686,864	10,435,194
2016	406,020	280,843	686,863	9,748,331
2017	420,562	266,301	686,863	9,061,468
2018	435,624	251,238	686,862	8,374,606
2019	451,227	235,637	686,864	7,687,742
2020	467,387	219,476	686,863	7,000,879
2021	484,127	202,737	686,864	6,314,015
2022	501,466	185,397	686,863	5,627,152
2023	519,426	167,437	686,863	4,940,289
2024	538,029	148,835	686,864	4,253,425
2025	557,299	129,565	686,864	3,566,561
2026	577,258	109,606	686,864	2,879,697
2027	597,933	88,930	686,863	2,192,834
2028	619,348	67,516	686,864	1,505,970
2029	641,530	45,334	686,864	819,106
2030	664,506	22,357	686,863	132,243
2031	129,937	2,306	132,243	-
	9,326,572	3,989,231	13,315,803	

UTILITIES FUND BOND DEBT

Virginia Resources Authority - Aquia

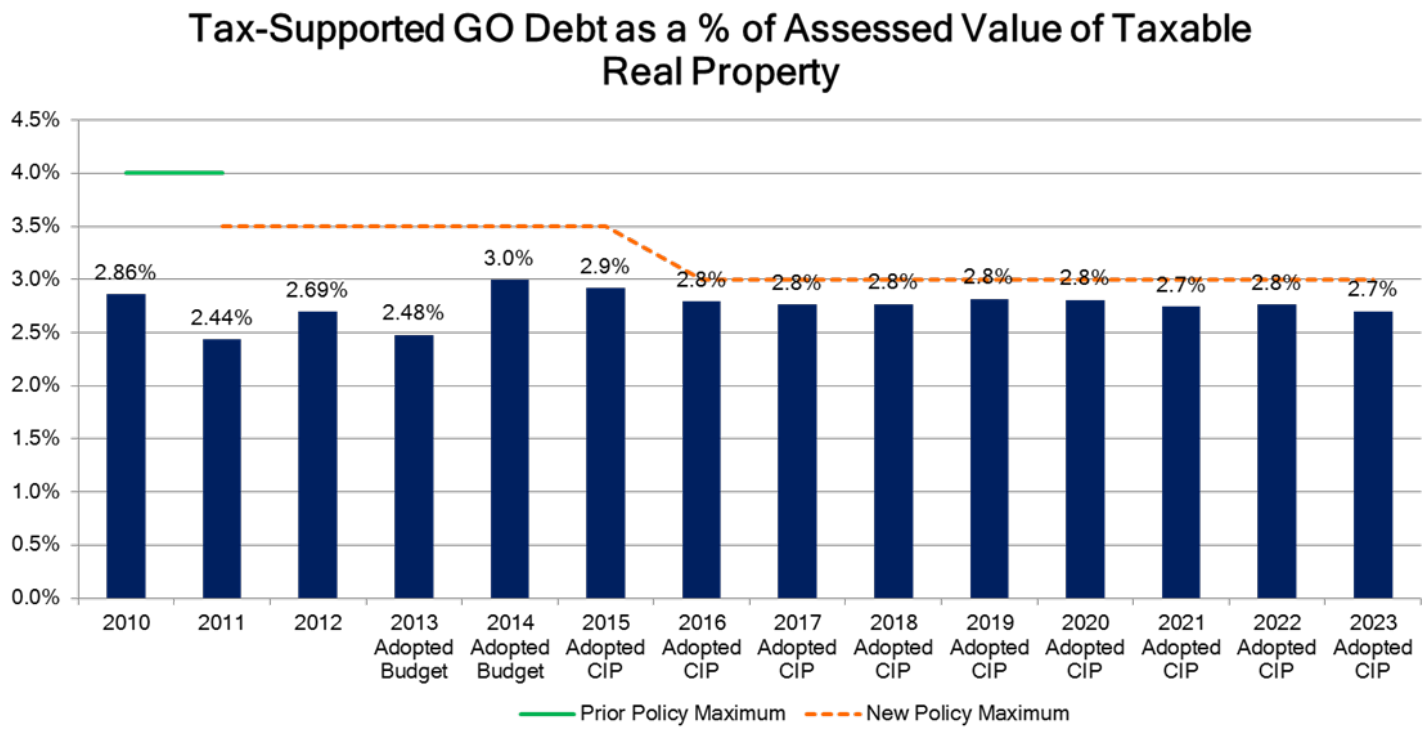
Fiscal Year	Principal	Interest	Total	Balance
2012	536,481	475,248	1,011,729	$22,849,558
2013	1,064,593	353,935	1,418,528	21,784,965
2014	1,074,248	344,280	1,418,528	20,710,717
2015	1,091,505	327,023	1,418,528	19,619,212
2016	1,109,039	309,489	1,418,528	18,510,173
2017	1,126,854	291,673	1,418,527	17,383,319
2018	1,144,956	273,572	1,418,528	16,238,363
2019	1,163,349	255,179	1,418,528	15,075,014
2020	1,182,037	236,491	1,418,528	13,892,977
2021	1,201,025	217,503	1,418,528	12,691,952
2022	1,220,318	198,210	1,418,528	11,471,634
2023	1,239,922	178,606	1,418,528	10,231,712
2024	1,259,839	158,688	1,418,527	8,971,873
2025	1,280,077	138,450	1,418,527	7,691,796
2026	1,300,640	117,887	1,418,527	6,391,156
2027	1,321,534	96,993	1,418,527	5,069,622
2028	1,342,763	75,764	1,418,527	3,726,859
2029	1,364,333	54,194	1,418,527	2,362,526
2030	1,386,250	32,277	1,418,527	976,276
2031	976,276	10,009	986,285	0
	$23,386,039	$4,145,471	$27,531,510	

Virginia Resources Authority - 2012
Rocky Pen Run Dam and Reservoir, Rocky Pen Run Water Treatment Facility, Various water distribution projects and infrastructure improvements.

Fiscal Year	Principal	Interest	Total	Balance
				104,865,061
2012		2,314,858	2,314,858	102,550,203
2013	810,000	2,606,713	3,416,713	99,133,490
2014	845,000	2,573,678	3,418,678	95,714,812
2015	885,000	2,531,846	3,416,846	92,297,966
2016	930,000	2,489,462	3,419,462	88,878,504
2017	975,000	2,444,772	3,419,772	85,458,732
2018	1,020,000	2,398,225	3,418,225	82,040,507
2019	1,070,000	2,349,243	3,419,243	78,621,264
2020	1,125,000	2,292,996	3,417,996	75,203,268
2021	1,180,000	2,239,181	3,419,181	71,784,087
2022	1,235,000	2,184,397	3,419,397	68,364,690
2023	1,295,000	2,121,416	3,416,416	64,948,274
2024	1,365,000	2,053,254	3,418,254	61,530,020
2025	1,435,000	1,981,503	3,416,503	58,113,517
2026	1,510,000	1,910,588	3,420,588	54,692,929
2027	1,580,000	1,840,706	3,420,706	51,272,223
2028	1,650,000	1,767,637	3,417,637	47,854,586
2029	1,730,000	1,685,975	3,415,975	44,438,611
2030	1,825,000	1,594,878	3,419,878	41,018,733
2031	1,920,000	1,498,912	3,418,912	37,599,821
2032	2,020,000	1,397,950	3,417,950	34,181,871
2033	2,125,000	1,294,935	3,419,935	30,761,936
2034	2,230,000	1,186,538	3,416,538	27,345,398
2035	2,350,000	1,069,175	3,419,175	23,926,223
2036	2,470,000	945,663	3,415,663	20,510,560
2037	2,600,000	815,744	3,415,744	17,094,816
2038	2,740,000	678,906	3,418,906	13,675,910
2039	2,885,000	534,766	3,419,766	10,256,144
2040	3,030,000	387,719	3,417,719	6,838,425
2041	3,180,000	237,863	3,417,863	3,420,562
2042	3,340,000	80,562	3,420,562	-
	53,355,000	51,510,061	104,865,061	

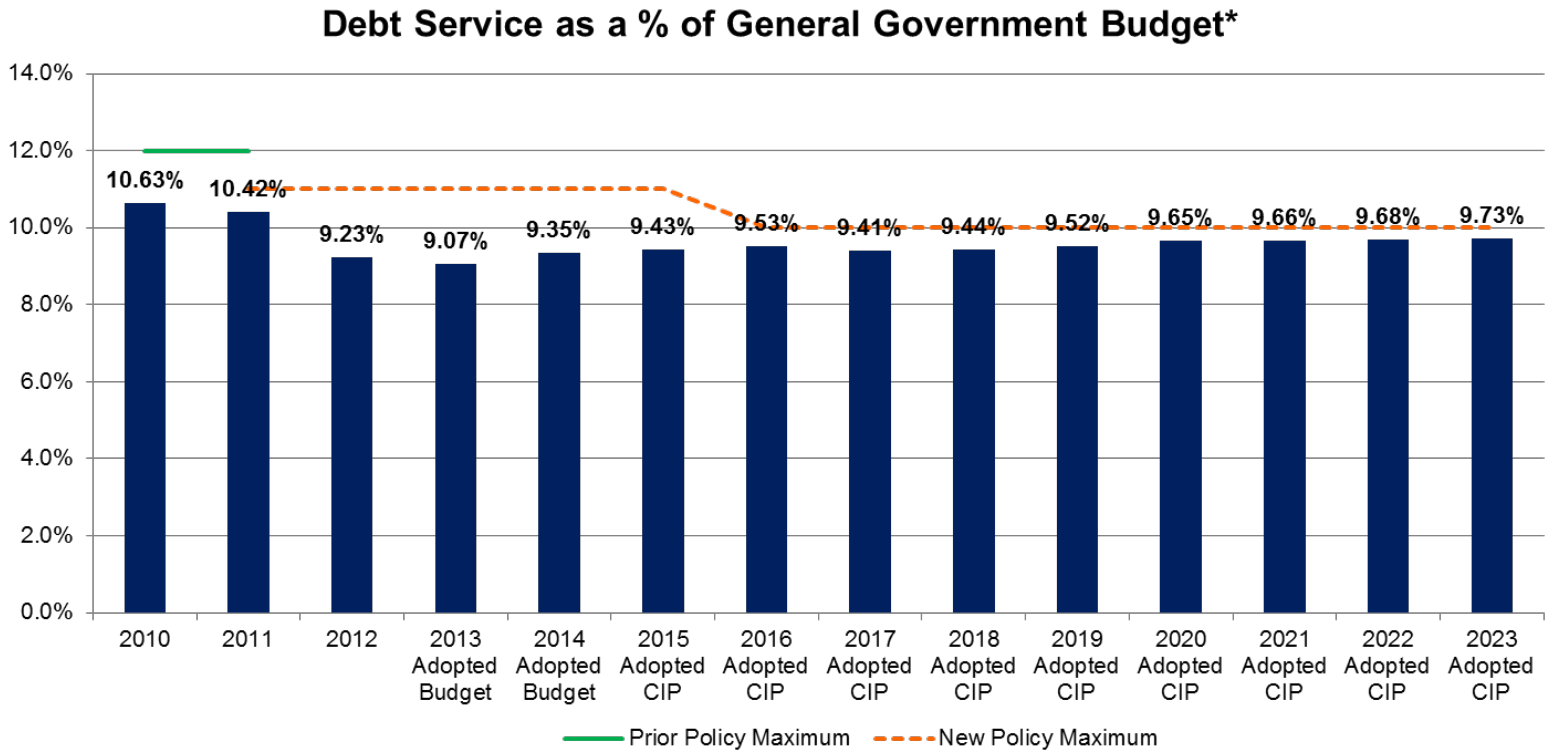
DEBT AS A PERCENTAGE OF ASSESSED VALUE

The County's financial policy "Principles of High Performance Financial Management" state that general obligation debt shall not exceed 3.5% of the assessed valuation of taxable real property, and shall not exceed 3% by July 1, 2015. Below is a graph illustrating the County's compliance with the policy.



DEBT SERVICE AS A PERCENTAGE OF GENERAL GOVERNMENT BUDGET

The County's Financial Policy states general fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10% by July 1, 2015. Below is a graph presenting the County's compliance with the policy



1664 Celebrate 350 2014
STAFFORD
Virginia
Cradle of Opportunity

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 and selected activity levels.

DEMOGRAPHICS

Formed as an Independent County ..... May 1664
Present form of Government ..... Traditional Board of Supervisors - County Administrator
(Seven Board Members by Election District)
Area ..... 277 sq. miles/177,280 acres
Population (Estimated FY2014) 137,903
Registered Voters (May 2013) 80,000
At Place Employment (2012) 38,164
Median Age (2010 Census) 34.6
Median Household Income (2011 Estimate) $94,658
Unemployment Rate (April 2013) 4.3%
Taxable Sales (2012) $1,005,730,780
New Dwelling Units (2012) 600

Full-time County Employees:

General Fund 331
Public Safety 351
Utilities 139
Capital Projects 3
Total Regular Full-Time Employees 824

Education

Number of Elementary Schools 17
Number of Middle Schools 8
Number of High Schools 5
Membership-FY2013-2014 Year 27,229

Libraries

Number of Facilities 2
Patrons Registered 82,110
Total Circulation 4,542,266

Parks and Recreation

County Parks (includes parks under construction)	21 (1,514 acres)
State and National Parks	3 (4,056 acres)
Athletic Fields (includes school fields maintained & operated by PRCF)	105
Playgrounds	9
Tennis Courts	7
Picnic Shelters	23
Campground	1 (48 acres)
Public Golf Courses	3 (18 holes)
National Historic Attractions	11
Public Marinas	2
Public Boat Ramps	3
Public Fishing Lakes	2
Public Beach	2 (48 acres)
Public Swimming Pool (1 year round facility)	2
Gymnastics Training Center	1
Senior Citizens Center	1
Recreation Centers	4

Public Safety

Sheriff's Office number of employees	235
Fire & Rescue number of employees	116
Fire and Rescue Volunteers	250
Number of Fire and Rescue Stations	17
Sheriff Incidents	146,778
Fire & Rescue Incidents	14,119

Water and Sewer Utility

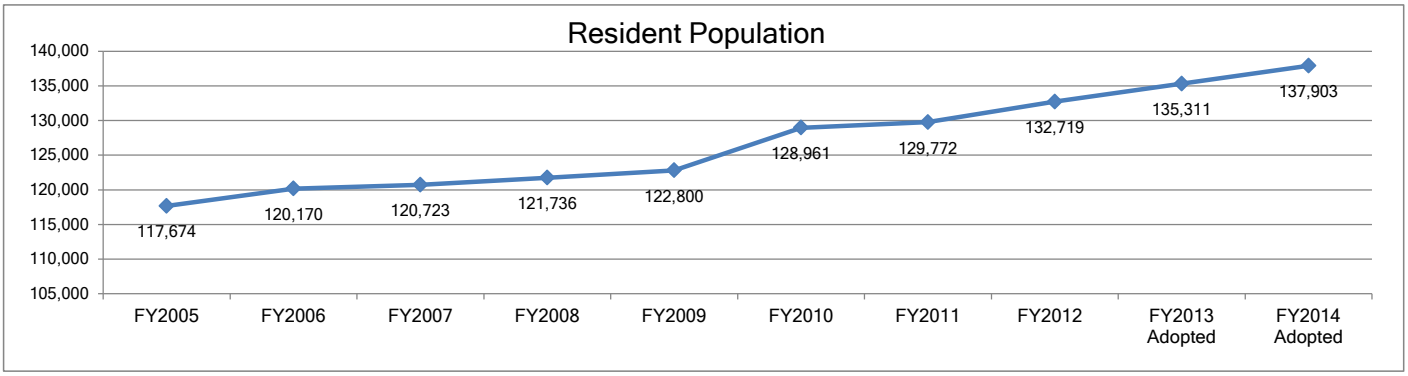
Number of Water/Sewer Accounts	33,194
Water Plant Capacity	18.0 mgd
Average Water Consumption	9.6 mgd
Water Mains	603 miles
Sewer Mains	421 miles
Water Storage	16.7 million gallons
Reservoirs	2 lakes
Wastewater Plant Capacity	18.0 mgd
Average Wastewater Flow	8.3 mgd
Pumping Stations	89

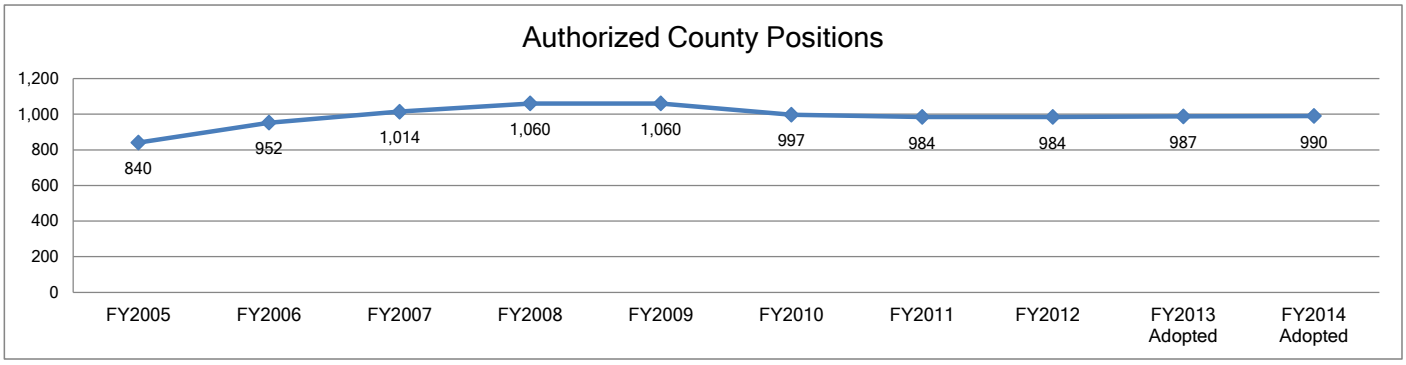
*mgd=million gallons per day

SELECTED FISCAL INDICATORS

	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013 Adopted	FY2014 Adopted
Dollars (000)										
General Fund Revenues	$181,608	$199,124	$215,148	$232,348	$237,902	$238,872	$247,028	$249,558	$247,292	$255,015
Local School Funding	$93,452	$114,427	$121,194	$130,513	$130,049	$132,435	$124,906	$127,028	$133,055	$136,453
People										
Resident Population	117,674	120,170	120,723	121,736	122,800	128,961	129,772	132,719	135,311	137,903
Authorized County Positions [1]	840	952	1,014	1,060	1,060	997	984	984	987	990
School Positions [2]	3,446	3,769	3,586	3,610	3,756	3,795	3,827	3,744	3,711	3,737
School Enrollment (ADM) [3]	25,419	25,871	26,181	26,114	26,350	26,661	26,928	26,838	26,745	27,229
Assessed Value (000)										
Real Property [4]	9,499,678	16,293,674	16,913,238	16,226,492	16,313,535	12,555,580	12,719,311	12,757,935	13,000,322	13,265,138
Tax Rates										
Real Property	0.97	0.97/0.63	0.63/.0.70	0.70/.84	0.84	0.84/1.10	1.10/1.08	1.08/1.07	1.07	1.07
Personal Property	5.49	5.49	5.49	5.49	5.49/6.89	6.89	6.89	6.89	6.89	6.89
Personal Property Effective Rate	2.20	2.20	2.20	2.20	2.20/2.76	2.76	2.76	2.76	2.76	2.76

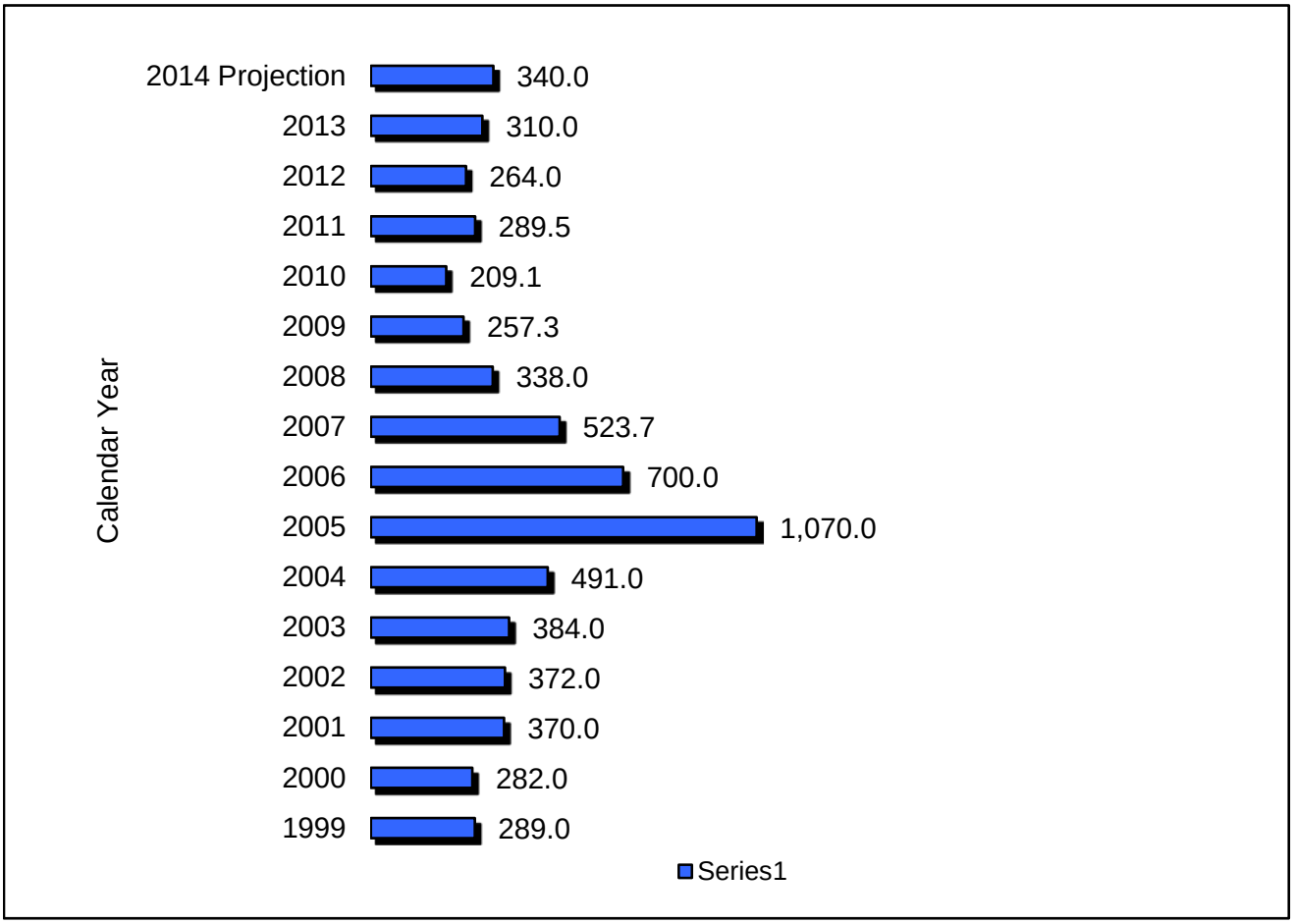
[1] Full-Time and Part-Time Positions
[2] All School Funds positions are Full-Time Equivalent totals and rounding may apply
[3] (ADM) Average Daily Membership
[4] Calendar Year Value





BUILDING PERMIT VALUES

Building activity fluctuates with the economy. The value of building construction is estimated to be $340,000,000 in 2014

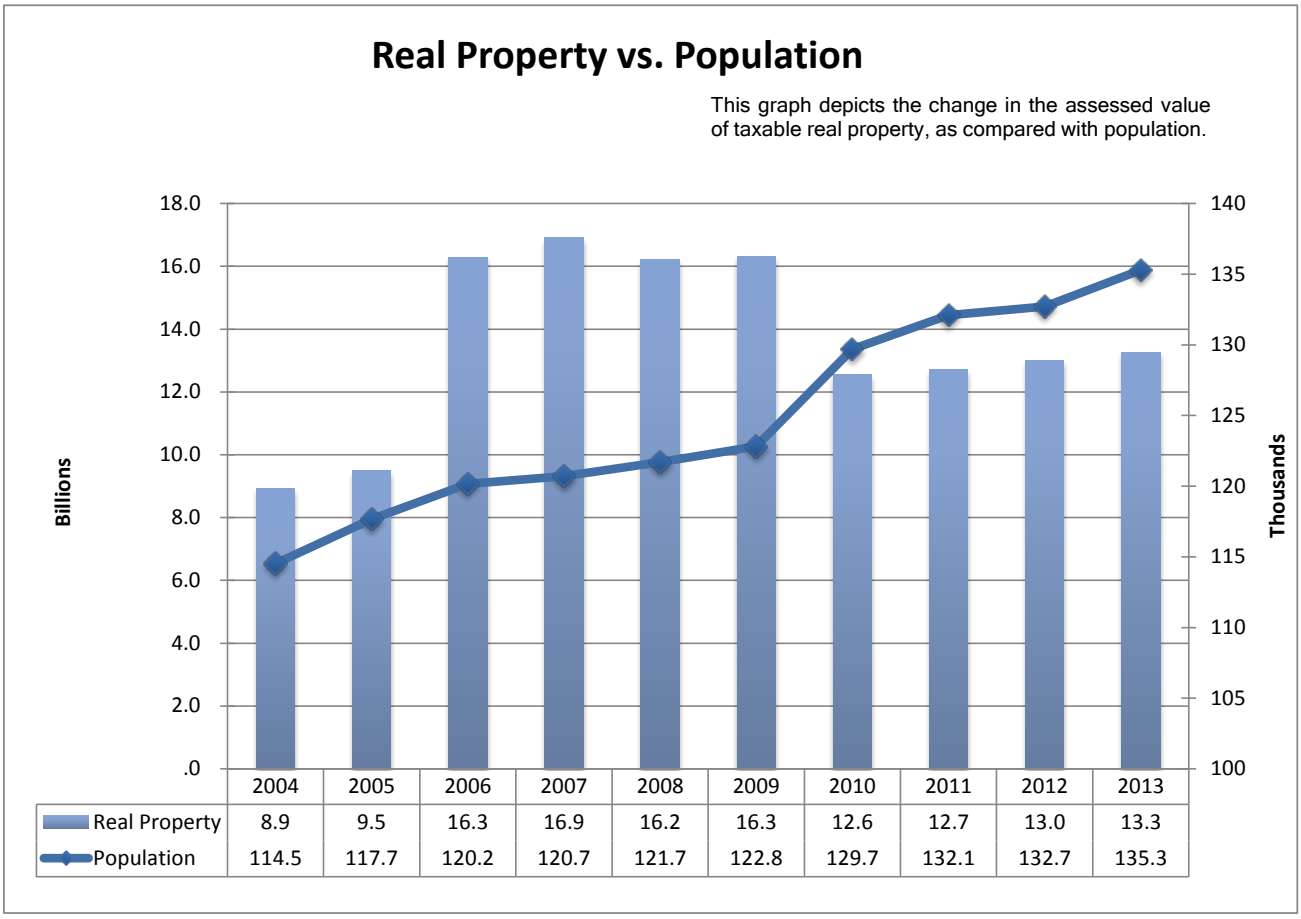


ASSESSED VALUE OF REAL PROPERTY

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 budget reflects values of the most recent reassessment, completed January 1, 2012. These assessments are based upon 100% of the fair market value, in accordance with section 58.1-3201 of the Code of Virginia, as amended (1950).

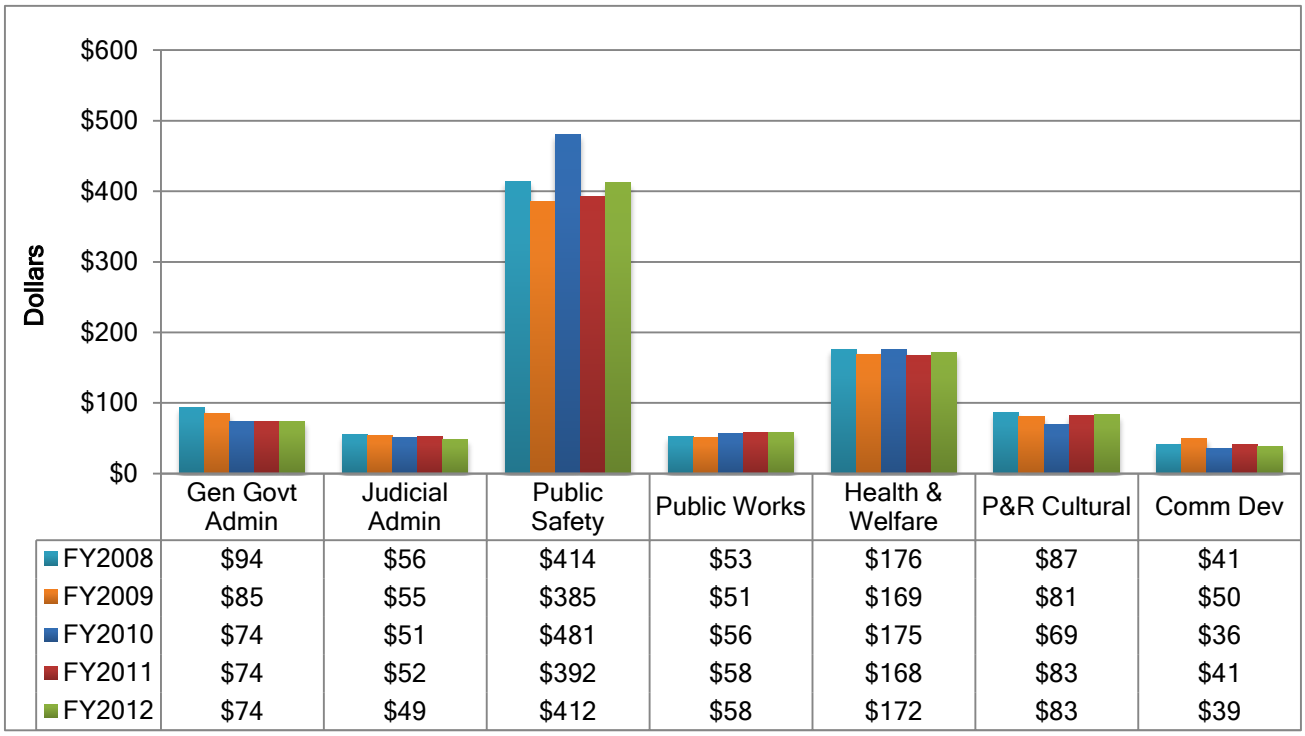
The 2013 estimated assessed value assumes a conservative growth rate of 1.9%, consistent with recent history.



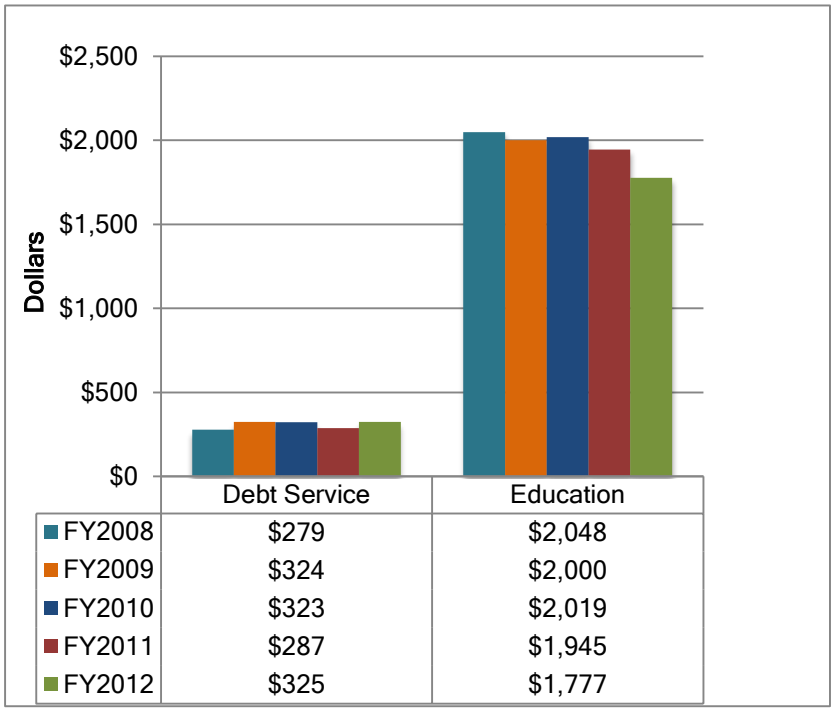
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Real Property	8.9	9.5	16.3	16.9	16.2	16.3	12.6	12.7	13.0	13.3
Population	114.5	117.7	120.2	120.7	121.7	122.8	129.7	132.1	132.7	135.3

PER CAPITA EXPENDITURES

These graphs represents Stafford's per capita expenditures for general government, debt service and education for Fiscal Years 2008 through 2012, as reported in the Auditor of Public Accounts (APA) Comparative Cost Report.



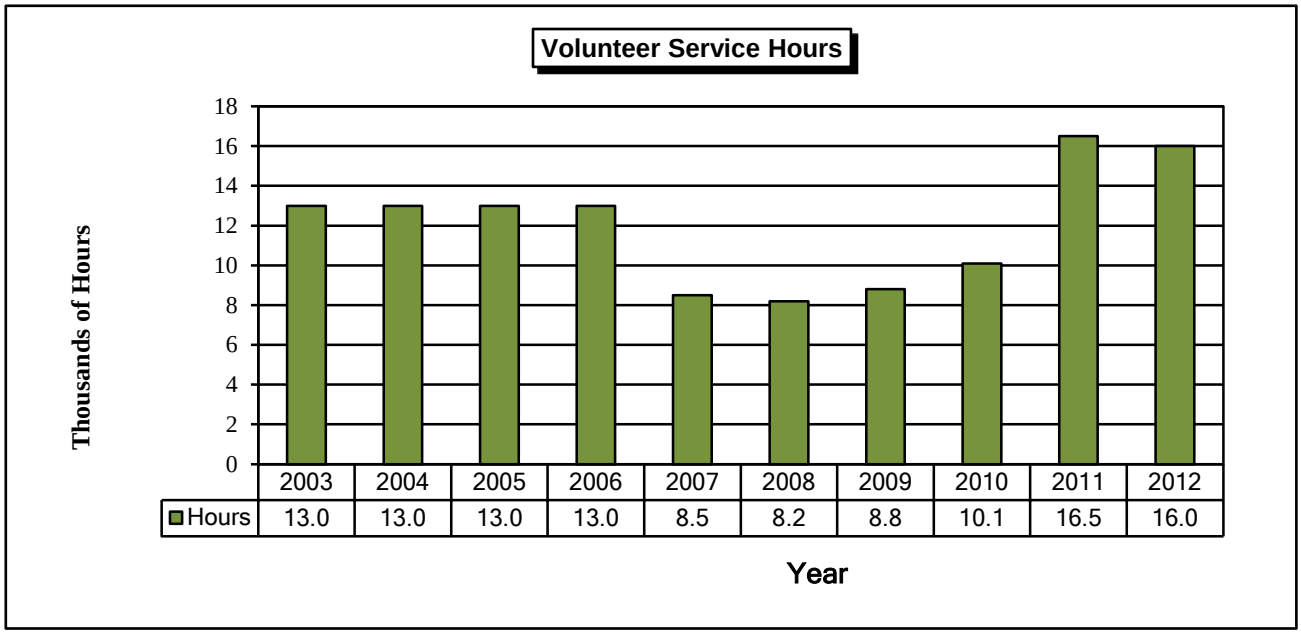
	Gen Govt Admin	Judicial Admin	Public Safety	Public Works	Health & Welfare	P&R Cultural	Comm Dev
FY2008	$94	$56	$414	$53	$176	$87	$41
FY2009	$85	$55	$385	$51	$169	$81	$50
FY2010	$74	$51	$481	$56	$175	$69	$36
FY2011	$74	$52	$392	$58	$168	$83	$41
FY2012	$74	$49	$412	$58	$172	$83	$39

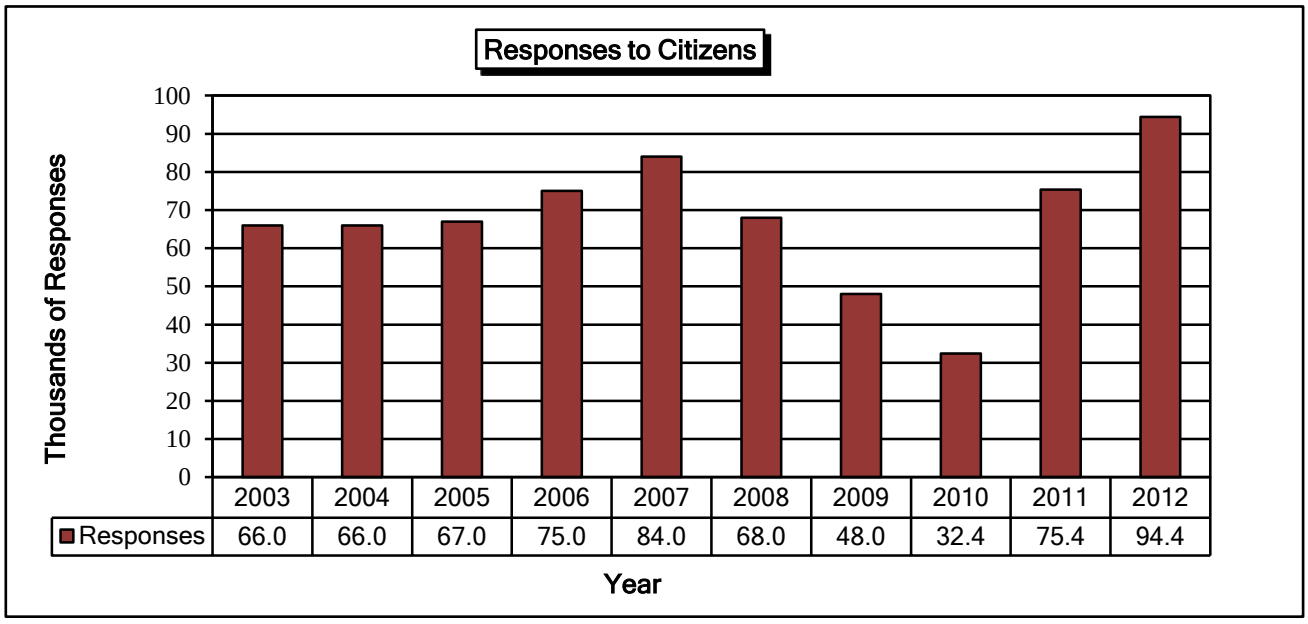


	Debt Service	Education
FY2008	$279	$2,048
FY2009	$324	$2,000
FY2010	$323	$2,019
FY2011	$287	$1,945
FY2012	$325	$1,777

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 approximately100 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. The Office of Citizens Assistance and Volunteer Services created the County's first 311 Call Center in early 2012. With the help of Stafford County's Department of Utilities, Department of Public Works, the County Landfill, the 311 Call Center was developed with little to no extra funding. The Citizens Assistance staff is in the development stages of the County's first mobile app that will further enhance services to citizens. This service is on schedule to be introduced in late Spring 2013.





ACRONYMS

ABC – Alcoholic Beverage Control

ABES - Anthony Burns Elementary

ACH - Automated Clearing House

ADA – Americans with Disabilities Act

ADAPT - Application Benefit Delivery Automation Project

AED - Automated external defibrillator

AFDC – Aid to Families with Dependent Children

AGWMS - A. G. Wright Middle

ALS – Advanced Life Support

ANR – Agriculture and Natural Resources

APA – Auditor of Public Accounts which is a comparative cost report

APC – Annual Population Change (%)

ARRA – American Recovery and Reinvestment Act of 2009

AVR – Assessed Value of Real Estate

B.E.S.T. (Values) Balance, Empowerment, Service, Teamwork

BLS – Basic Life Support

BPHS – Brooke Point High

BOS – Board of Supervisors

BPOL – Business, Professional and Occupational License

BRAC – Defense Base Closure and Realignment Commission

BUR- Built up Roof

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

CES – Conway Elementary

CFHS – Colonial Forge

ACRONYMS

CHINS – Child in Need of Service

CIP – Capital Improvement Program

COBRA – Consolidated Omnibus Budget Reconciliation Act

COG - Council of Governments

COL – Cost of Living

COR – Commissioner of the Revenue

CPI-U – Consumer Price Index – All urban Consumers

CPR – Cardiopulmonary Resuscitation

CPS – Child Protective Services

CPSE – Center for Public Safety Excellence

CR - Community Recreation

CRR – Collection Rate Real Estate

CRS – Community Rating Services

C3E - Community Cardiac Care Effort (C3E)

CSA – Community Services Act

CY – Calendar Year

DARE - Drug Awareness Resistance Education

DSMS – Dixon-Smith Middle

DMV – Division of Motor Vehicles

DSS – Department of Social Services

DUI – Driving while Intoxicated

EAP - Employee Assistant Program

EBT – Electronic Benefits Transfer

EDMS – Edward E. Drew Middle

EMD - Emergency Management Division

EDU – Equivalent Dwelling Unit

ACRONYMS

EMS – Emergency Management Systems

EMT – Emergency Medical Technician.

EOC – Emergency Operation Center

EPA- Environmental Protection Agency

EVOC – Emergency Vehicle Operator

FCS – Family and Consumer Sciences

FAMPO – Fredericksburg Area Metropolitan Planning Organization

FAPT – Family Assessment and Planning Team

FEMA – Federal Emergency Management Agency

FES – Falmouth Elementary

FFES – Ferry Farms Elementary

FLSA – Fair Labor Standards Act

FMLA – Family Medical Leave Act

FOIA – Freedom of Information Act

FRA – Fredericksburg Regional Alliance

FRED – Fredericksburg Regional Transit

FT – Full-time

FTE – Full-time equivalent position, 2080 hours, including holidays

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles (uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles).

GASB – Governmental Accounting Standards Board.

GDC – General District Court

GES – Garrisonville Elementary School

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.

GMC – Gari Melchers Center

GMS - T. Benton Gayle Middle School

GO – General Obligation

GVES – Grafton Village Elementary School

GWRC – George Washington Regional Commission

HES – Hartwood Elementary

HHPMS – H.H. Poole Middle

HOES – Hampton Oaks Elementary

HPOF – Historic Port of Falmouth

HTE – County's Financial System

HVAC- Heating, Ventilating and Air Conditioning

IBNR - Incurred but not reported

IDA – Industrial Development Authority

ISO – Insurance Services Office

IT – Information Technology

J&DR – Juvenile & Domestic Relations Court

KWBES – Kate Waller Barrett Elementary

LEAD – Leading, Educating, and Developing (professional development for local government leaders and managers

LGIP – Local Government Investment Pool

LODD - Line of Duty Death Benefit

LIP – Land Information and Permitting System

LOC – Letter of Credit

LOSAP - Length of Service Award Program

LUP – Land Use Plan

MBES – Margaret Brent Elementary

MES – Ann Moncure Elementary

MG – Master Gardener

mgd – millions gallons per day

MS4 - Municipal Separate Storm Sewer System

MVHS – Mountain View High

NACO – National Association of Counties

NIMS - National Incident Management System

NSF - Non-Sufficient Funds

NSHS – North Stafford High

NPDES - National Pollution Discharge Elimination System Permit

NVRC - Northern Virginia Regional Commission

OCS – Officer Candidate School

O & M- Operating and Maintenance

OAIS - On-line Applicant Status and Information System

OSHA – Occupational Safety and Hazardous Act

OPEB - Other Post Employment Benefits

PC – Population Change

PDR – Purchase of Development Rights

PE - Preliminary Engineering

PP – Personal Property

PPE - Personal Protection Equipment.

PPTA - Public-Private Transportation Act

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.

PRCF – Parks, Recreation and Community Facilities

PRES – Park Ridge Elementary

PRO – Positive Results of Operations

PRTC – Potomac Rappahannock Transportation Commission

PSCI- Public Safety Interoperable Communications (PSIC) Grant Program

PT – Part Time

PTA – Parent Teacher Association

PTAB – Public Transportation Advisory Board

PRTC - Potomac Rappahannock Transportation Commission (PRTC),

RRBC - Rappahannock River Basin Commission

RE – Real Estate

REMS – Rappahannock Emergency Medical Service Council

RES – Rockhill Elementary

RRES – Rocky Run Elementary

RFP – Request for Proposal

RRJA – Rappahannock Regional Jail Authority

RRJF – Rappahannock Regional Jail Facility

RSR – Revenue Stabilization Reserve

RTMS – Rodney E. Thompson Middle

SAN – Storage Area Network

SASA – Stafford Area Soccer Association

SCHMS - Shirley C. Heim Middle

SCTS- Stafford Career and Technology Center

SEI – Senior Executive Institute

SES – Stafford Elementary

SFSF – State Fiscal Stabilization Fund

SHS - Stafford High

SMS - Stafford Middle

SNAP - Supplemental Nutrition Assistance Program (Food stamp program)

Sq. Ft. – Square Foot/Square Feet

SRO – School Resource Officer

SWM - Storm Water Management

TANF – Temporary Aid to Needy Families

TAPP – Treasurer's Automated Prepayment Plan

TMDL - Total Maximum Daily Load

TDR – Transfer of Development Rights

TRE – Tax Relief for the Elderly

UMW – University of Mary Washington

USDA-ARS – U. S. Department of Agriculture-Agriculture Research Service

UVA – University of Virginia

VACO – Virginia Association of Counties

VDOT – Virginia Department of Transportation

VEC – Virginia Employment Commission

VGFOA – Virginia Government Finance Officers Association.

VHDA – Virginia Housing Development Authority

VIEW – Virginia Initiative for Employment not Welfare program, that requires many recipients to find a job and work towards self-sufficiency.

VIP – Virginia Independence Program

VOIP – Voice Over Internet Protocol

VML – Virginia Municipal League

VPSA – Virginia Public School Authority was created by the General Assembly of Virginia in 1962 for the purpose of supplementing the existing method of capital programs for public schools in the counties, cites and towns of the Commonwealth.

VRA – Virginia Resources Authority

VRE – Virginia Railway Express

VRS – Virginia Retirement System

VPSA – Virginia Public School Authority

WCES – Winding Creek Elementary

WIP – Watershed Implementation Plans

WTP – Water Treatment Plant

ACRONYMS

YMCA – Young Men's Christian Association

WWTF – Wastewater Treatment Facility

WQIF – Water Quality Improvement Fund

GLOSSARY

ADA – American with Disabilities Act

ADAPT- A benefit program that is a new state information system for food stamps.

Ad valorem tax - is a tax based on the assessed value of real estate or personal property.

Accomplishments – Any special projects a department has achieved and pertains to a department's goals/objectives.

Accrual – Method of accounting that recognizes the financial effect of transactions when they occur, regardless of the timing of related cash flows.

Adopted Budget – The budget for financial operations approved by the Board of Supervisors and enacted via a budget appropriation ordinance. The Adopted Budget shows approved tax rates and estimates of revenues and expenditures. It also presents departmental goals and objectives.

Audit - an inspection, correction, and verification of accounts, conducted by an independent qualified accountant

Appropriation – A legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. The County Administrator is authorized to transfer budgeted amounts among departments within any Fund.

Appropriation Resolution - A legally binding document prepared by the Budget Office which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors.

Assessed Valuation – A valuation set upon real estate or other property by Stafford as a basis for levying taxes.

Asset – Resources owned or held by a government, which have monetary value.

Assigned Fund Balance – The portion of the net position of a governmental fund that represents resources set aside ("earmarked ") by the government for a particular purpose.

Authorized Positions – Employee positions, which are authorized in the adopted budget, to be filled during that fiscal year.

Balance Sheet – The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles.

Balanced Budget - A budget that has its funding sources (revenues plus other resources) equal to its funding uses (expenditures plus other allocations). All local governments in Virginia must adopt a balanced budget as a requirement of State law.

Basis of Accounting – Timing of recognition for financial reporting purposes (when the effects of transactions or events should be recognized in financial statements

Basis of Budgeting – Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Board of Supervisors – The Governing and Legislative Body of the County.

GLOSSARY

Bond Rating - A grade given to bonds that indicates their credit quality. Private independent rating services such as Standard & Poor's, Moody's and Fitch provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. (Also see Credit Rating)

Bonds – Interest-bearing certificates of public indebtedness used to finance Stafford's new government buildings, schools and the utility system.

Budget – A specific plan which identifies the program of operations for the fiscal year, states the expenditures required to meet the program and identifies the revenues necessary to finance it. The annual County budget is established by the Board of Supervisors.

Budget Amendment – A revision on the adopted budget that, when approved by the Board of Supervisors, replaces the original provision.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of the budget.

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.

CPSE - The Center for Public Safety Excellence, Inc. (CPSE) is a 501(c)(3) nonprofit organization that, for more than a decade, has helped local public safety agencies around the world streamline and improve the services they provide their communities.

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."

Committed Fund Balance – The portion of the net position of a governmental fund that represents resources whose use is subject to legally binding constraint that is imposed by the government itself at its highest level of decision making authority and that remains legally binding unless removed in the same manner.

Component Unit – Legally separate organization that must be included in the financial reporting of the primary government

Constitutional Officers – Refers to the offices or agencies directed by elected officials, whose positions are established by the Constitution of the Commonwealth of Virginia or its statutes. Elected officials include Clerk of Circuit Court, Commissioner of Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The Registrar is an appointed official of the County.

Contingency Reserve – Percentage of a surplus that serves as a reserve to cover unexpected or unforeseen expenditures.

Credit Ratings - A credit rating is the opinion of the rating agencies regarding the general creditworthiness of the government in question. The rating is a function of risk factors to which the government is subject. A rating in of itself does not imply any form of a recommendation by the rating agency. It is simply an objective evaluation of the government and its ability to meet the obligations of the security as well as its ability to repay the debt. The credit rating process involves a legal, quantitative, and qualitative analysis.

Current Assets – Cash or other assets that can reasonably be expected to be converted into cash, sold or consumed in operation with in one year.

Current Liabilities – Obligations due and payable with in one year.

Debt – An obligation to pay something to another.

Debt Set- off Program Accounts - In 1983, the General Assembly enacted legislation authorizing State Agencies to set-off the Virginia income tax refunds due individual taxpayers with past due accounts

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.

Economic Resources Measurement Focus – Measurement where the aim of a set financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net position. The economic resources measurement focus is used for proprietary and trust funds, as well as for government-wide financial reporting. It also is used by business enterprises and non-profit organizations in the private sector.

Efficiency Measures – Reflect the relationship between work performed and the resources required performing it; often presented in unit costs.

Employee Benefits - Services and opportunities afforded employees because they work for Stafford County.

Encumbrance – A firm commitment to pay for future goods or services, formally documented with a contract or agreement, that may extend over more than one budget year. Both encumbrances and planned expenditures on a project must fit within the budgeted appropriations.

Enterprise Funds – Enterprise funds are used to account for operations that are financed and operated in a self-funding manner similar to private business enterprises. The intent of the Board of Supervisors is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis, be financed or recovered primarily through user charges. The Utilities Fund is an Enterprise Fund.

Expenditure – Most governmental entities incur a variety of non-capital expenditures, including personnel, fringe benefits, utilities and minor repairs and maintenance. These and other expenditures are recorded when they have used expendable financial resources during the accounting period of when they are subject to accrual. Expenditures should be accrued at the end of the year when they are expected to use expandable 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."

Expenditure-driven grants – Government-mandated or voluntary non exchange transactions in which expenditure is the prime factor for determining eligibility. Also referred to as reimbursement grants

Federal Title IV-E Funding - This is a federal program designed to provide funding to states to ensure proper care for eligible children in foster care and to provide ongoing assistance to eligible children with special needs receiving adoption subsidies. The program is authorized under Title IV-E of the Social Security Act and it is funded by federal and state/local matching funds. Administration is handled by state and local public child welfare agencies.

Fiduciary Fund – See Trust and Agency Fund

Fiscal Year – Period of time used by the State and local government for budgeting and accounting purposes (fiscal year runs from July 1 through June 30, designated by the calendar year in which it ends). The Federal government's fiscal year begins October 1 and ends September 30.

Fixed Assets – Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as buildings, vehicles, machinery, furniture and other equipment.

Fractile Compliance - A fractile measure refers to how often a particular objective or benchmark is achieved. This is very appropriate in situations where there is a definitive "pass-fail" point, or in the case of emergency response, a time that is considered "fast enough" versus "not fast enough". A fractile measure can be used to compare the number of responses that pass (fast enough) with the number of responses that fail (not fast enough).

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.

GLOSSARY

General Fund – This find is the primary location of all financial activity associated with the ordinary operations of Stafford County. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service and the Capital Projects. It is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation Bonds – Bonds, which are backed by the full faith and credit of the issuing government.

Goal – A long-range desirable development attained by completing staged objectives within an overall strategy.

Governmental Fund Types - Most of the County's governmental functions are accounted for in Governmental Funds. These funds measure changes in financial position, rather than net income.

Grant – A payment from one level of government to another or from a government to a private organization. Practically all Federal aid to state and local governments is in this form. Grants are usually made for specific purposes.

Incurred but not reported) IBNR claims. In the context of risk financing, claims for insured events that have occurred but have not yet been reported to the governmental public entity risk pool, insurer or reinsurer as of the date of the financial statements. IBNR claims include: 1) known loss events that are expected to be presented later as claims, 2) Unknown loss events that are expected to be claims, and 3) expected future development of claims already reported.

Impact Fee – A fee charged to developers to cover, in whole or in part, the anticipated cost of improvements that will be necessary as a result of the development.

Infrastructure – The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

Interest – A charge for borrowed money, generally a percentage of the amount borrowed; excess above what is due.

Intergovernmental Revenue – Revenues from other governments, such as State and Federal government are in the form of grants, entitlements, shared revenue or payments in lieu of taxes.

Internal Services Fund – A proprietary fund type that may be used to report any activity that provides goods or services to other funds or departments, agencies of a primary government and its component units, or to other governments, on a cost-reimbursement basis

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.

LOSAP - Length of Service Award Program - **LOSAP** programs are pension-like programs intended to help recruit and retain volunteer firefighters and volunteer ambulance

Master Lease Debt - Master lease financing is a source of capital financing to acquire equipment, vehicles, and technology that have useful lives ranging from three to ten years. Master lease debt is very flexible, allowing the County to finance projects with minimal transaction costs and on as an "as needed" basis.)

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 – Under the modified accrual basis of accounting, revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. All County governmental and fiduciary funds use the modified accrual basis of accounting.

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.

Non spendable Fund Balance – The portion of the net position of a governmental fund that cannot be spent either because of the underlying resources are not in spendable form or because the government is legally or contractually required to maintain that resource intact.

OPEB - Post-employment benefits that an employee will begin to receive at the start of retirement such as life insurance premiums, healthcare premiums and deferred-compensation arrangements. This does not include pension benefits paid to the retired employee. The county provides only healthcare insurance benefits to retirees.

OASIS – A service program for foster care and adoptions.

Objective – Something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific time frame.

Operating Expenses – Includes the cost of contractual services, supplies, materials and equipment.

Operating Revenues – County revenues which have been received and set aside to finance current operating expenses.

Outcome Indicator – A unit of measure describing the quantifying events, results or impacts of government agencies/departments.

Output Indicator – A unit of work accomplished, without reference to the resources required to do work

Pay-As-We-Go – Refers to this particular method of financing capital projects. Pay-as-we-go capital projects are financed 100% by revenues received during the fiscal year.

Performance Measures – Represents the statistical inputs, outputs or outcomes of County operating programs. Generally, performance measures are included on each program description page in the County budget.

Personal Property (PP) – A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held by manufacturers, wholesalers or retailers (inventory) are not included.

Principle – A comprehensive and fundamental law, doctrine or assumption; a rule or code of conduct.

Privatization – Using the private sector to meet community needs in the most cost-effective manner.

Private Purpose Trust Fund – Fiduciary fund type used to report all trust arrangements, other than those properly reported in p pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, other governments.

Proprietary Fund - This fund may be used to account for any activity for which a fee is charged to external users for goods or services. This includes funds that focus on determination of operating income, changes in net position (or cost recovery), financial position and cash flows. There are two types of proprietary funds; enterprise funds and internal service funds.

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).

Restricted Fund Balance – The portion of net assets of a governmental fund that represents resources subject to externally enforceable constraints.

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.

Revenue Stabilization Reserve (RSR) - The purpose of this fund is to provide a mechanism for maintaining a balanced budget without resorting to tax increases and expenditure reductions that aggravate the stresses imposed by the cyclical nature of the economy. The Revenue Stabilization Fund will not be used as a method of addressing the demand for new or expanded services; it is solely to be used as a financial tool in the event of a significant economic downturn.

Risk Management – An organized, economical attempt to protect a government's assets against accidental loss.

Self-Insurance Pool - A cash reserve used to provide stable and cost-effective loss funding on a self-insured basis rather than using a private insurance company.

Service Quality Levels – A descriptive section in the budget narratives, detailing past performance and changes in the quality and quantity of services provided by each department.

Special Revenue Funds – Special revenue funds are used to account for proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Special Revenue Funds consist of the Transportation Fund and the School Funds. An example of a special revenue fund is the Transportation Fund.

Strategic Plans – A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time. The agency strategic plan establishes the future direction of and reflects the strategic or critical issues facing the whole organization.

Tax Base – The total market value of real property (land, buildings and related improvements), public service, corporation property and personal property (cars, boats, business tangible equipment) in Stafford.

Tax Trigger - A tax trigger is an event that causes a tax to "occur". (additional source of revenue)

Transfer – The movement of money from the General Fund to other funds or money within the General Fund.

Trust and Agency Fund - Trust and Agency Funds are used to account for assets held by a governmental unit acting as a trustee or agent for individuals, organizations, other governmental units, or other funds of the same government."

Unassigned Fund Balance – The difference between total fund balance in a governmental and its non-spendable, restricted, committed and assigned components.

Unreserved Fund Balance – In a governmental or expendable trust fund, the balance of net financial resources that are spendable or available for appropriation. In a non-expendable or pension trust fund, the portion of fund balance that is not legally restricted.

User Fees – These are charges for certain county services used by the public. Examples include: fees for the use of swimming pools and fees charged for classes (i.e., gymnastics instruction and school cafeteria charges).

Vision – A statement of an organizations strategic plan for the future.

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