

BOARD OF SUPERVISORS
STAFFORD, VIRGINIA
MINUTES
Budget Work Session
April 9, 2019

Call to Order A budget work session of the Stafford County Board of Supervisors was called to order by Gary Snellings, Chairman, at 3:00 p.m., on Tuesday, April 9, 2019 in the A/B/C Conference Room, George L. Gordon, Jr., Government Center, 1300 Courthouse Road, Stafford, VA.

Roll Call The following members were present: Gary Snellings, Chairman; L. Mark Dudenhefer, Vice Chairman; Meg Bohmke; Jack R. Cavalier; Thomas C. Coen; and Cindy C. Shelton. Wendy E. Maurer was out of town and did not attend the work session.

Also in attendance were Thomas C. Foley, County Administrator; Fred Presley, Deputy County Administrator, Mike Smith, Deputy County Administrator; Marcia Hollenberger Chief Deputy Clerk; associated staff and other interested parties.

Mr. Jason Towery began a discussion on the Transportation Fund saying the purpose was to consider the proposed FY2020 Transportation Fund revenue and expenditures and spoke to the Board's strategic priorities 2.2 – a responsive transportation system. He spoke about the Transportation Fund revenues and expenditures, County-wide Impact Fee fund, the Garrisonville and Warrenton Road Service Districts and the Southeast Impact Fee fund.

Mr. Dudenhefer asked about the status of the Impact Fee study. Mr. Towery replied that a draft request for proposals (RFP) would go to Procurement by the end of next week; it will be out on the street for specified period of time (a few months, most likely), with responses received in the fall of 2019. Mr. Dudenhefer asked how long it was required to be "on the street." Mr. Towery said he did not know of a specific time length but there were a limited number of companies that would have the expertise to do the analysis needed and respond to this RFP. Mr. Dudenhefer noted that for every day the County delays, it is losing revenue. Mr. Foley said that staff would follow up with a project schedule for the Board.

Regarding Impact Fees, Service Districts, and proffers, Mr. Towery said the County-wide Transportation Impact Fees would repay the Transportation Fund. The Garrisonville Road Service District funds were for the Flatford Road and Onville Road sidewalk projects. The Warrenton Road Service District funds were used for Berea Church Road improvements; and proffers were tracked by staff to identify applicable projects to maximize funding capabilities. Mr. Dudenhefer asked if the funds in the Warrenton Road Service District were sufficient enough to complete the needed work. Mr. Smith said that there were proffer funds also

included in the funding needed to complete those projects. Mr. Towery confirmed that the needed funding was available in the Warrenton Road Service District funds.

Operating revenue and expenditures in the Transportation Fund included \$4.6 Million in proposed gas tax revenue, which included an approximate \$1 Million increase in those revenues and that State recordation projections remain consistent. \$912,000 was dedicated to “wedge-widening” projects, which was a big change from last year’s budget. The VRE subsidy, due to lower ridership counts, was reduced by approximately \$120,000, and the FRED bus subsidy was reduced approximately \$25,000 due to grant proceeds. Regarding the FRED bus service, Ms. Bohmke said that Dr. Chase (on the School Board) inquired about a FRED bus stop at the Leeland Road VRE station as with redistricting, students from the Olde Forge neighborhood would be going through there. She asked if there was time to make that happen in this year’s budget. Mr. Snellings noted that there was a required ridership number in order to establish a new FRED bus stop. Mr. Towery said staff would look at that possibility. Mr. Dudenhefer said that previously a study was done and a good look taken at ridership and bus routes and asked when it was done. Mr. Towery said that he would get back to the Board with the date of the earlier study. Mr. Dudenhefer questioned FRED bus going down even with the new routes from North Stafford to Quantico. Mr. Towery clarified that it went down due to grant proceeds, not ridership numbers.

Mr. Dudenhefer brought up the subject of the Airport subsidy and asked if it was fading out and if there was any discussion with the Stafford Regional Airport Authority (SRAA) about it as the budget showed an \$85,000 roll-over in funding to the Airport. He said he thought Airport funding was being taken out of the budget eventually but it keeps recurring year-after-year. Mr. Foley said he was not familiar with a plan to get rid of the Airport subsidy. Mr. Dudenhefer said he thought the SRAA was supposed to become more self-sufficient; that the Board lowered taxes on airplanes. Mr. Snellings said he thought so, too, and the Airport had been there for 19 years and was supposed to be solvent within a year or two but that never happened, and the Board needed to put pressure on them. Ms. Bohmke asked for data relative to projections once the airplane tax was removed. Mr. Foley said he did not believe that data was available but staff would follow-up.

Mr. Dudenhefer asked about road maintenance and \$1 Million in wedge widening. Mr. Towery gave an overview of the transportation operations. He said that capital revenues were \$3.9 Million State (Smart Scale/Revenue Sharing); \$2.4 Million from County-wide Transportation Impact Fees including repayment for cask funding on impact fee eligible projects (Brooke Road, Garrisonville Road, and Route 1 turn lanes). \$3 Million was transferred from the General Fund in the proposed FY20 budget; \$1 Million was proposed year-end spending (not show in the CIP due to uncertainty of the funding and positive results of operations).

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Capital expenditures were \$4.7 on current road projects; major projects such as the Courthouse Road/Route 1 intersection and Woodstock Lane/Telegraph Road. Project management costs, Mr. Towery said, were \$108,000 associated with projects proposed in the FY2020 budget. Mr. Dudenhefer asked if there were strings attached to the Impact Fees. Mr. Foley said there were no restrictions as it was money due back to the County. Mr. Dudenhefer asked for the anticipated amount in FY19. Ms. Light responded that it was anticipated to be \$1 Million. Mr. Dudenhefer said that was contingent upon budgeting more than was spent. Ms. Light said it required a positive budget variance. Mr. Dudenhefer said that if there was a recession, that money would go away. Mr. Towery provided examples of break-out projects in the FY2020 CIP and spoke about a fund balance of \$11.7 Million including \$5.7 already committed or encumbered, \$3.7 Million project variances, and \$2.4 Million in Transportation Impact Fees. The projected assigned fund balance was (\$7,007,872) for a total projected unassigned fund balance of \$4,765,616.

Mr. Dudenhefer talked about charging service district fees to businesses on Garrisonville Road. Mr. Snellings said maybe the entire County should be in a service district. Mr. Dudenhefer agreed. Mr. Dudenhefer said he wanted to have a continued discussion about service districts. Mr. Foley said after the budget season was over, he would schedule a meeting and discussion on service districts in the County.

Mr. Dudenhefer said that transportation was a very important issue and the County was millions of dollars in deficit. FAMPO's study noted that years ago it would take \$4 Billion to fulfill all the required transportation needs in the region; he said that number has doubled by now. It is an embarrassment that no attempt has been made to go after the real transportation problems and the County was light years behind with no real plan to catch up. He mentioned small money for the Enon Road project but cited examples of Courthouse Road, Layhill, Deacon, Truslow, and Butler roads and said the County was merely "swatting at flies." Mr. Snellings asked how to get the money. Mr. Dudenhefer said there were doors yet to be opened and he was shocked at the Board's off-site meeting to hear that the County could not borrow any more money. Stafford County looked like paupers compared to Prince William and Spotsylvania Counties. He said that Prince William County did a referendum; Mr. Snellings pointed out that Prince William County's real tax rate was \$1.21/\$100, which was a lot more than Stafford's real estate tax rate. Mr. Dudenhefer said that even if the Board raised taxes, the County still could not borrow more money. Ms. Shelton talked about opportunities with saving money on the big projects and not hearing conversation about the \$25-\$30 Million projects; that projects (and funding) should be kept flexible with money saved so that in the future dollars could be leveraged vs. something as drastic as a referendum. Mr. Dudenhefer said the

County had to be more aggressive. Mr. Foley spoke about two strategies and funding options and next steps but there was no magic solution. Mr. Dudenhefer said it gets worse every day.

Mr. Towery continued with a discussion about the Utilities Fund. He said the purpose was to discuss the proposed FY2020 Utilities Fund revenues and expenditures and this was strategic priority 1.1, Healthy Growth. He spoke about the proposed 1.5% rate increase, which would be voted on at the Board's April 16th meeting following a public hearing that evening. This would offer an additional \$2.8 Million in water/sewer fees over FY2019. It would also cover an additional 2.5% salary increase if the Board were to vote on a 5% increase when it voted on the FY2020 budget.

Ms. Shelton asked about the operating expenditures and projected health insurance savings and if they would go into the Other Post-Employment Benefits Fund (OPEB). Ms. Light said it would but it was not already in the fund balance until the final numbers were calculated. Ms. Bohmke asked about the Compensation Study resulting in the fact that some Utilities workers were underpaid. Mr. Towery said that, too, was accounted for in the FY2020 budget. Ms. Bohmke asked for a breakdown and the total amount that would cost, which Mr. Towery said he would prepare for the Board and report back to them. Mr. Foley noted that Utilities workers were one of the largest groups behind in the pay scale. Ms. Bohmke asked for clarification if the money came from the Enterprise Fund and not the General Fund, to which Mr. Foley agreed.

Mr. Snellings asked about the additional County Attorney. Mr. Towery said that funding would be split 50/50 between Utilities and the Schools. Ms. Bohmke asked about the need for a Utilities Public Information Officer (PIO). Mr. Towery responded that it would fill a long-time need and would dedicate a person on staff, imbedded within the Utilities Department to handle notification of water main breaks, capital construction projects, etc. It will be paid for out of the Utilities Fund and while working with Andrew (Spence) in Community Engagement, the position would be better served if it were imbedded in Utilities rather than working out of County Administration with the rest of the Community Engagement staff. Mr. Dudenhefer questioned if a lower paid person could be hired if they worked with Andrew and the existing Community Engagement staff. Mr. Foley said the person hired would be at no higher rate than if he/she were working in Andrew's office; that it would make more sense for the Utilities PIO to be imbedded in the Utilities Department. Mr. Dudenhefer questioned if there was enough work to keep a PIO in Utilities full-time. Mr. Foley said there would be a big impact on customer service and the position could be moved around where needed.

Mr. Towery went over operating revenue and expenses and user rate fees. He said the 1.5% proposed increase was recommended by the County's rate consultant and spoke about peer localities and keeping numbers competitive, which Stafford was and present and intended to

remain so. He spoke about capital revenue and expenditures saying that revenue availabilities were projected to remain flat; there was an increase in pro-rata and user fees and a decrease in bonds, being able to put off bond draws in FY2020. Regarding expenditures, Mr. Towery noted that staff has been able to save the County hundreds of thousands of dollars in 3R projects by lining rather than replacing pipes. Notable projects include a 24" water main to better accommodate water distribution at Enon Road to Centreport Parkway (\$4.0 Million); replacement of the Smith Lake Pump Station (\$1.2 Million); and along Route 3, a 24" force main at Falls Run to Claiborne Run (\$3.6 Million); upgrades at the Aquia Wastewater Treatment Facility (\$1.5 Million); and 3R projects (\$1.25 Million). Ms. Bohmke said that the way priorities were done was great and it was thoughtful and disciplined. Mr. Towery said that Utilities was a great team.

Next, the Commissioner of the Revenue, Mr. Scott Mayausky, spoke about lowering or removing the tax on recreational vehicles, which would amount to about \$380,000 annually. He said the question asked was if it was lowered on airplanes and boats, why not RVs. He said that if reduced or removed on RVs (which have motors), the next in line would be removing or reducing it on camper/trailers (which do not have motors, that being the distinction). If that were to come up, it would reduce the tax base by an approximate \$850,000 for a total of \$1.2 Million in possible tax relief. Ms. Bohmke said that she saw them as two different categories, one with gas and one without. She said that with Stafford's current RV taxes, a lot of people kept their RVs in other localities and did not repair, service, or gas them up in Stafford, which was a lot of lost revenue.

Ms. Bohmke asked about revenue lost with the airplane and boat tax. Mr. Mayausky said there was no way to track those numbers as sales tax revenues were lumped together and as far as tracking the function of time and allocation of resources, there was no way to track that either. Ms. Shelton asked how many staff was used to track RVs. Mr. Mayausky said it was done by a DMV download and each action took different manpower; this was a very small portion but he did not know what fraction of time it was. Mr. Cavalier said the airplane tax was an economic development incentive, lobbied for by the SRAA over 10 years ago, which did not come to fruition, he thought. The Airport built a new hangar and now is extending its runway but there has been no change and it was not a good tax incentive. Regarding the boat tax, Mr. Cavalier said that the University of Mary Washington did an extensive study and the Board was lobbied by boat and marina owners, but there was no way to measure its success although he felt it was the right call. However, he would not object to reversing the airplane tax decision and felt there was no compelling reason for reducing or removing the RV tax. Mr. Coen asked if airplane owners purchased fuel at the Airport; Mr. Snellings said that they did. Mr. Coen said he thought he heard something about a new law passed by this General Assembly saying that HOAs could no longer ban RVs from neighborhoods. He said if he stored his RV (which he noted he did not own) in King George County; the owner would have to drive it to their house

in Stafford to stock it up before traveling and would most likely gas it up in Stafford County before hitting the road. He said he would be interested in revisiting the airplane tax. Mr. Dudenhefer said they were heading down a dangerous path and the need to look at incentives to live here and pay lower property taxes than storing RVs up the road in Prince William County; the County was losing money on several different venues. He said he voted for the airplane and boat taxes and spoke about the microcosm and not looking at the big picture and he had a hard time supporting luxury taxes on vehicles.

Regarding the Board's questions on tax relief for the elderly and disabled, he said it was the same question asked last year and he never got back with Mr. Coen mostly because he was not hearing anything about it from the community. Using 2018 numbers (because applications were due on April 1st) there were 938 properties with \$1.8 Million in relief received in real estate taxes. There is a \$3,000 cap on the amount of relief granted. He said it would be very hard to change things in this tax season other than to increase or eliminate the tax cap. Mr. Cavalier asked for the average amount of real estate taxes paid. Ms. Light said it was \$2983. Mr. Cavalier said that being the case, the \$3,000 cap made sense. Ms. Shelton asked about transient occupancy tax relief. Mr. Mayausky said it did not exist any longer; that the County used to give a 3% discount if taxes were filed on time but when the economy went down, that was eliminated. Mr. Coen said he brought it up not just for warm and fuzzies, but it is an important issue even at this late date. Mr. Mayausky said he would formulate a report on all tax relief issues and report back to the Board before the next budget cycle.

Ms. Light then gave a presentation on Classification and Compensation Study results for Stafford County Public Schools (SCPS). She said it was to provide the Board regarding the class/comp study recently completed by Evergreen Solutions, LLC. She noted that this study reviewed classifications different from the 2015 study and the following were excluded: teachers, para-professionals, school nurses, bus drivers/monitors, fleet services/couriers, IT workers, and maintenance/operations. The target market peers were the same as used in the 2015 study with a focus on internal and external equity. There were 105 job titles and 749 employees studied and in June/July 2018, focus group session were held.

Mr. Coen said that he was dumbfounded that Administrative Assistants were not included. Ms. Shelton said that Evergreen did a great job in 2015 in identifying positions and asked how many of those identified were adopted and compensated or reclassified by the School Board. Ms. Light said she did not know. Ms. Shelton asked for additional detail about adopting the job assessment tool, conducting small-scale salary surveys to assess market for hard-to-fill or those with retention issues, and conducting a comprehensive survey every five-to-seven years and the costs associated with those three items. Ms. Light said she would work on providing that information.

Ms. Bohmke asked about a reference to “educational interpreters” and who they were or what they did. Ms. Light said she was not familiar with that term but would ask the Schools for an explanation and provide it to the Board. Ms. Bohmke spoke about the proposed salary increases and if they would not create additional compression issues. Ms. Light said they definitely would. She said to bring one-half to the minimum of the new scale would cost \$1 Million and be done in a two-phased approach. Mr. Presley said the School Board’s budget included \$500,000 to begin phase 1 implementation. The School Board requested the additional funding on February 26th but did not receive Evergreen’s report until March 1st, although there was a preliminary report given to them on February 15th. Evergreen’s study includes \$796,999 for an additional 1% teacher scale market enhancement for levels 13-39+ and a nurse scale adjustment, in phase 1 of \$272,415. Mr. Cavalier asked if the nurse reference in Phase 1 was in addition to the requested \$500,000. Ms. Light said it was in addition to that amount. Mr. Coen said then some positions would have to wait two years to get to minimum. Mr. Foley said to fully implement the finding of the Evergreen Study would cost between \$5 and \$8 Million to correct the School Board’s set-aside of \$500,000. He said it was important to identify the problem between those numbers. He added that if everyone was moved to the minimum, it created even greater compression and that the 5% increase had nothing to do with this; that the School Board would be asking next year for several million more dollars.

Ms. Bohmke asked about the miscellaneous compliance adjustment of \$863,000 for autism, etc. She said there was not a lot of detail about who would be impacted with that. Ms. Light said she would ask the Schools for additional details on that line item. Ms. Bohmke said she was very concerned about what the School Board did not share in this budget. She said the way it read, it appears that the Schools are paying \$500,000 for the study and they are not, and it needed to be retitled. Mr. Coen said he is very concerned with what the School Board did not share. Mr. Snellings said there was a Chair/Vice Chair meeting coming up, they did not meet in March but he would discuss it at that time. Mr. Dudenhefer said the last time they met there was a very shallow conversation. Mr. Foley said that staff did a wonderful job chasing line items and it was very challenging as the Board was not given much information and he was unsure if staff would get complete answers to the questions the Board was asking but they would continue to try. He said the Schools should meet again with the Board for an honest discussion. Mr. Snellings asked who the Board would meet with; that the School Board would be as evasive as always and that it was their financial folks that could answer the questions. Mr. Foley said staff was behind the 8 Ball and without explanations. Mr. Snellings said that not getting answers was very frustrating.

Mr. Coen said it was very clear where the problems were last year, particularly with the Administrative Assistants. Ms. Bohmke said that she and Mr. Coen were very clear that the study should include the Administrative Assistants and they were chagrined that it did not. She said the School Board was not forthcoming in answering Board member’s questions.

Ms. Bohmke said she took time to go over the Spotsylvania County and Prince William County budgets thoroughly and LaShaun Gaines did an amazing job with Spotsylvania County Schools' budget. She said it was not Ms. Light's job to drag answers out of the Schools. Ms. Bohmke said she contacted the President of the SEA with questions but got no text or e-mail in response.

Mr. Snellings said that he was not a numbers guy but after going through just a few pages he knew that there was a problem with the School Board's budget and its lack of consistency. He said he feels very sorry for School staff as they have to redefine everything every three years when the Superintendent is replaced. Spotsylvania's superintendent has been there for nine years and the City of Fredericksburg's superintendent has been with the City for eleven years. Ms. Bohmke said that it was the responsibility of the leader of the School Board.

Mr. Dudenhefer spoke about a line on Page 12 regarding a funded and an unfunded resource contingency of \$1.5 Million. Ms. Perrotte explained about grant funding not yet received and uncertainty with the amount of federal funds coming in and that it was ensure recoveries. Mr. Dudenhefer said it lost total visibility by putting money into contingency. Ms. Perrotte said the Board would not have approval over spending unless it exceeded \$1 Million. Mr. Dudenhefer said the Schools were creating pockets of money with no visibility and more holes than he could drive a truck through. Mr. Cavalier spoke about the contingency, phase 1, and the nurse's stipend saying it was more than \$3 Million, which could be used to cover the 5% increase. Ms. Perrotte said the \$1 Million in contingency had no revenue source.

Mr. Coen said he asked last year about multiple line items and about the increased number of staff and why there were pockets for contract workers who do the same thing as teachers. He spoke about the number of vacancies and new positions and asked how they would fill the new positions without filling the vacancies first. He said he did not understand how the Schools would find 110 new people.

Ms. Bohmke said that in Spotsylvania's budgeted funds for School Site Allocations, they have \$190,000 for Riverbend HS. Stafford has \$442,000 for Colonial Forge HS and a \$53,900 increase for Mountain View HS including transportation charges. She asked why so much of an increase and talked about the numbers including institutional, supplies, and variances across the board. She wanted to know if the numbers were valid and said it was very frustrating.

Ms. Light introduced a presentation on the General Fund. She said the purpose was for staff to provide a final review of changes to the General Fund's revenue and expenditures since the proposed budget was presented; a review of the change in the tax rate and revenue effect; and to gain the Board's final direction on changes to the proposed FY2020 budget.

Ms. Light spoke about the five-year financial plan and upcoming challenges including the debt service increase for a new high school (\$3.5 Million within five years, projected to be \$9.1 Million by FY2027 in annual recurring debt service); Courthouse debt service (\$3.3 Million); Courthouse personnel and operating expenses (\$1.4 Million); Public Safety staffing (\$1.8 Million); Social Services staffing (\$0.4 Million to keep the caseloads normalized); general government staffing (\$1.8 Million); and continuation of the Markey Pay (\$1.9 Million in FY2020 and FY2021).

Ms. Light gave highlights of proposed revenue in the General Fund including a \$10.1 Million increase over FY2019, of which \$4.4 Million is planned use of prior year funding for the Courthouse and one-time projects, providing for a net increase of 2.6% or \$7.8 Million. She noted that each penny (at the proposed \$0.99 tax rate) was approximately \$1,682,000. In updated revenue, the Compensation Board (who Ms. Bohmke said owed the County 15 deputies) was \$58,395 and Social Services, \$64,400. She outlined the effect of change in the tax rate and said that every penny change in the tax rate increased the average tax bill by \$30.00. Mr. Cavalier confirmed that was an annual increase. Mr. Smith said it would be approximately \$15.00 twice each year when tax bills were mailed.

Ms. Light spoke about the 20 new full-time General Fund positions saying that five were revenue neutral and five were in support of Public Safety. Two part-time positions and one part-time to full-time conversion were also included. The Benefit Program Specialist II was being paid for in part by Mary Washington Hospital and the person in that position would work at the Hospital. The Professional and Organizational Development Specialist in HR would be paid for out of the training and non-departmental budget; the Senior Contract Officer would be paid for out of the Utilities budget; the second Senior Contract Officer would be paid out of the Schools budget. The P-Card Administrator position was also revenue neutral and would be paid by rebates from J.P. Morgan who estimated that the current \$30,000 rebate could be increased to \$100,000 to \$130,000 annually. Finally, the new Assistant County Attorney would be paid for in part by Utilities and the Schools, with \$30,940 from the General Fund.

Responding to additional questions about the proposed Professional and Organizational Specialist, Mr. Presley said it was cost neutral, funded through training savings; it would manage and develop the County's professional development and training opportunities; it supports a high performance organization and would be a change agent for the County's culture and was identified as a need by the Employee Task Force group. He spoke about a major learning component of the County's new talent management system and it being a very important element in the Board's Strategic Plan.

Regarding the (2) Procurement positions, Mr. Presley said the Board was briefed in December regarding the state of the County and Schools procurement practices. He said that since that time, the office has made major strides towards correcting the identified deficiencies but that much remained to be done. The Procurement office currently has four dedicated staff on the County side and two partially dedicated staff on the School side. The lack of trained staff continues to hamper efforts to complete the necessary changes and has slowed the processing time on procurements. Mr. Presley said that Charity Hooper accomplished a lot in her first six weeks on the job and the new positions will be co-funded by the Schools and Utilities. He said that since Ms. Hooper began with the County, literally hundreds of thousands of dollars have been saved by improved oversight, complete scrutiny and content management of contracts. Mr. Presley shared a slide with procurement positions in comparison by population with Stafford's peer localities.

Continuing to speak about the new positions, Mr. Presley spoke about the new Social Services positions (Family Services Specialist II and a Fraud Investigator II); a Field Operations Recruiter (Deputy Sheriff I) and a Recruiter (Deputy Sheriff II), which the Sheriff indicated were more important than hiring road deputies due to retention and hiring issues. The Sheriff also asked for one part-time to full-time conversation for a Senior Administrative Associate to support the two new recruiter positions. The Department of Fire and Rescue requested one Technician I to assist with over-time issues in the Department.

Mr. Presley said the request for an additional Assistant County Attorney was to support the Procurement office; currently the Schools do not have an attorney review its contracts and while the County has no authority over the Schools contracts, the County's attorneys are now spending a considerable amount of time reviewing them. The new Attorney position would be paid for 50/50 by the Utilities Fund and by the Schools. Ms. Shelton asked to see the data saying there were experts on the Board on the subject matter (contracts) and she was concerned about not creating more bureaucracy; she would like to see the metrics and measures.

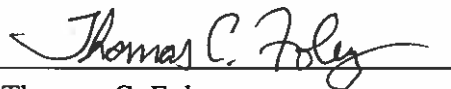
Mr. Presley continued saying that the Commonwealth Attorney's Office had not had a new Attorney position in 10 years and was also asking for a Legal Secretary to support its new attorney. The Department of Public Works requested a stormwater technician. \$40,000 of the salary would be offset by inspection fees. Parks and Recreation asked for another Parks Maintenance Worker I due to new parks (Embrey Mill) and expanded services at existing County parks. The Human Resources specialist would assist with recruiting and retention issues, and the Project Manager's position salary would be offset by the Landfill Director position. Ms. Bohmke asked if the Project Manager would be over the Landfill. Mr. Foley said that Keith Dayton was retiring and the R-Board budget reflects the new director.

Ms. Light spoke about the proposed pay raise and the cost to increase it from 2.5% to 5%. She said that without making other cuts to the Budget, the following would be: 3% for all employees - \$414,000 or .25 cents on the tax rate; 4% for all employees - \$3.2 Million or 1.90 on the tax rate; 3% for Administrators and 5% for others - \$5.3 Million or 3.14 cents; 5% for all employees - \$6.0 Million or 3.55 cents.

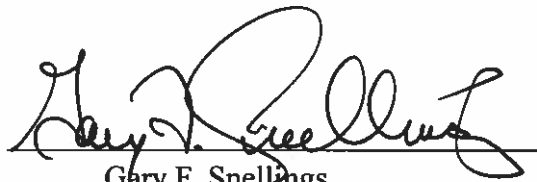
Mr. Cavalier asked if the Board would look at the Capital Improvement Program (CIP) at another budget work session. He said they did not spend much time on it and he wanted to see a chart outlining the 10-year CIP as he had been given in the past with every project's cost, the year it was planned and for both County and Schools. Mr. Foley noted that there was discussion about the CIP at the Board's last budget work session but staff would put together the 10-year chart that Mr. Cavalier requested.

Mr. Snellings said that in place of the Standing Committee meetings on April 16th, there would be another budget work session scheduled. Ms. Bohmke said that she would not be there on April 16th. Mr. Foley said that at 7:00 p.m. on April 16th, the Board would be asked to make decisions on the tax rate and budget and CIP so what transpired at the afternoon work session would be what staff would use to prepare final resolutions for Board approval that evening. He said there would be challenges with getting out the tax bills if a decision was postponed. Mr. Dudenhefer said it had been done before and noted there were three weeks between the April 16th and May 7th Board meetings.

Adjournment At 5:05 p.m., the Chairman adjourned the April 9, 2019 budget work session of the Stafford County Board of Supervisors.



Thomas C. Foley
County Administrator



Gary E. Snellings
Chairman

