STAFFORD *Virginia*

PROPOSED
FY2019 BUDGET

STAFFORD

Virginia

George Washington's Boyhood Home

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STAFFORD

Virginia

George Washington's Boyhood Home

BOARD OF SUPERVISORS

Meg Bohmke, Chairman
Falmouth District

Gary F. Snellings, Vice Chairman
Hartwood District

Cindy Charlene Shelton
Aquia District

Mark Dudenhefer
Garrisonville District

Thomas C. Coen
George Washington District (Interim)

Jack R. Cavalier
Griffis-Widewater District

Wendy E. Maurer
Rock Hill District

COUNTY ADMINISTRATIVE STAFF

Thomas C. Foley
County Administrator

Michael T. Smith
Deputy County Administrator

Frederick J. Presley
Deputy County Administrator

Maria J. Perrotte
Chief Financial Officer

Andrea M. Light
Budget Division Director

Kimberly A. Herman
Budget Manager

Donna M. Olsen
Senior Budget Analyst

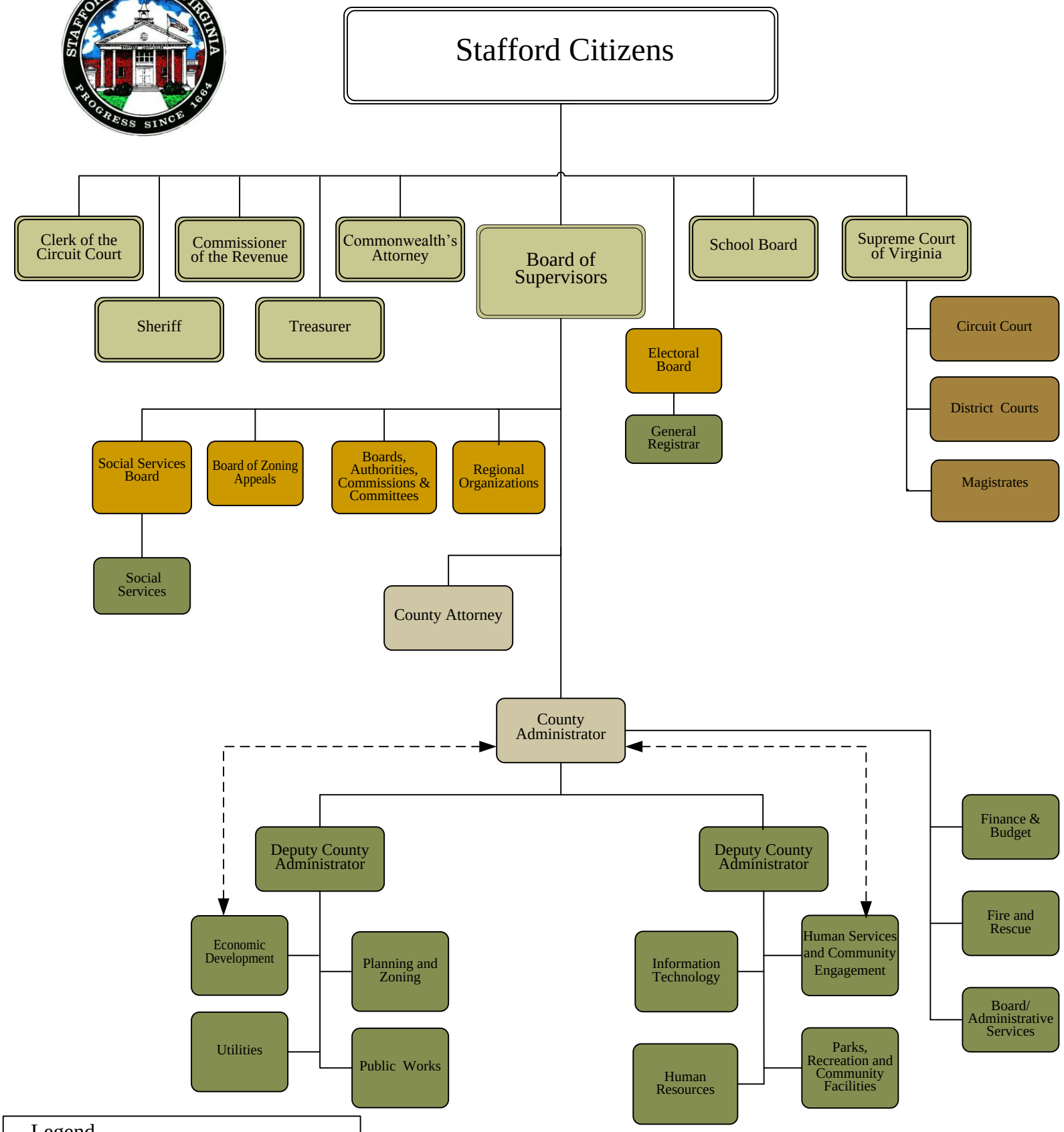
Shannon L. Wagner
Director of Human Resources

Donna S. Krauss
Director of Human Services

Andrew Spence
Community Engagement Program Director

Shannon E. Howell
Community Engagement Manager

COUNTY OF STAFFORD, VIRGINIA



Legend

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

6/27/2017

STAFFORD

Virginia

George Washington's Boyhood Home

PROPOSED FY2019 BUDGET

Thomas C. Foley
County Administrator
March 6, 2018

STAFFORD Virginia

Addressing Growth → Positioning for the Future

2017 Accomplishments

AAA bond rating (Fitch, S&P)

Five-Year Financial Outlook

Jeff Rouse Swim and Sport Center profit-sharing

Armed Services Memorial

Employee climate survey

Comprehensive online permit portal

Animal Shelter

Schools shared-services

Joint Capital Improvement program process

County Profile

$97,484
Median Income

$337,500
Median Market Home Value

41 mins.
Average Work Travel Time

3.6%
Unemployment Rate

35
Median Age

144,584
Population

8.3%
Population Growth Rate 2011-2016

43,555
Number of Jobs

14%
Job Growth: 2011-2016

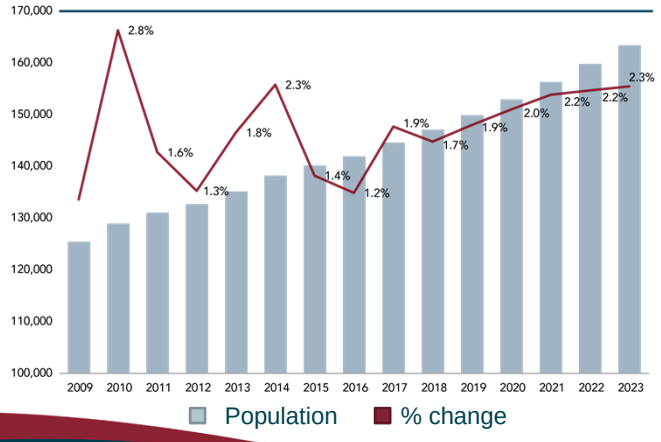
27,850
Student Enrollment

2.5%
Student Growth: 2011-2016

Challenges of Growth

Population Growth

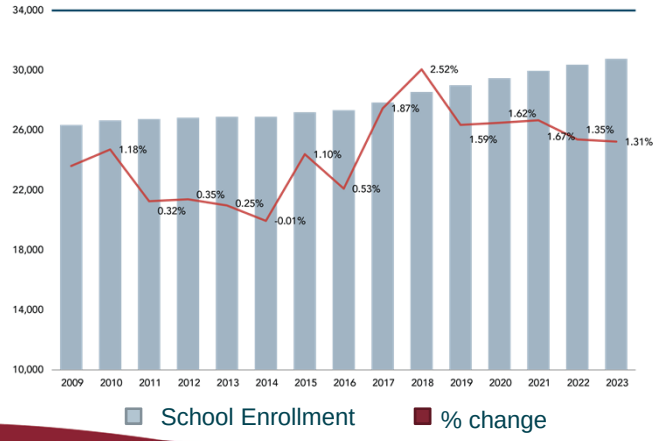
Projected annual growth continues to remain above 2%



Challenges of Growth

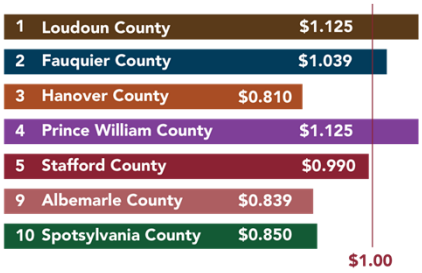
School Growth Enrollment

Projected annual growth continues to remain above 1%



Challenges of Growth

Fastest Growing Counties* Ranked with 2017 Tax Rates

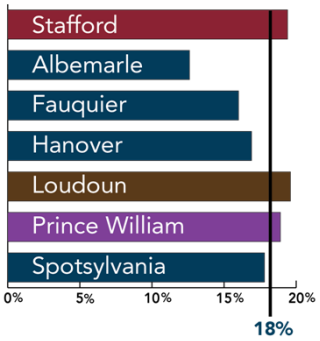


2nd Highest Population in Virginia

4th Highest Population in Virginia

*Comparative Localities

2016 Per Capita Enrollment

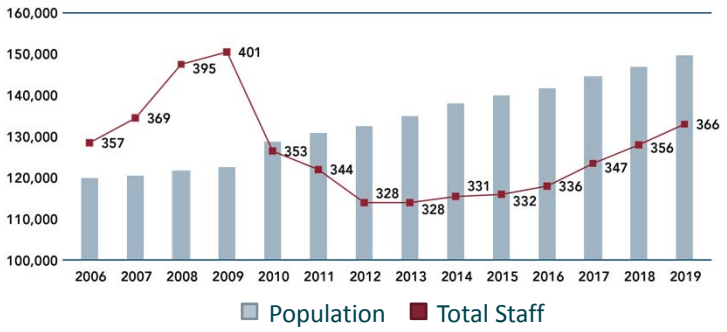


Stafford County has the **2nd highest** student population among comparative localities, and is the **4th highest** in the state

Challenges of Growth

General Fund Full-Time Position History (Non-Public Safety)

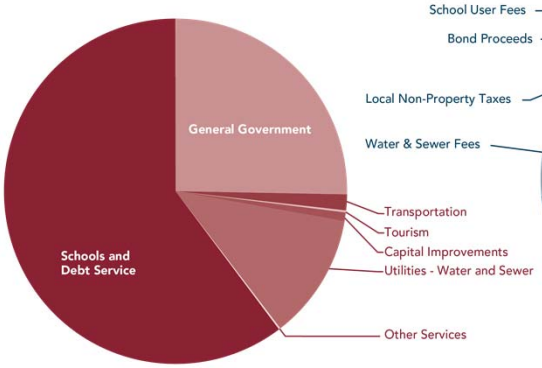
Stafford remains under 2007 staffing levels with proposed budget

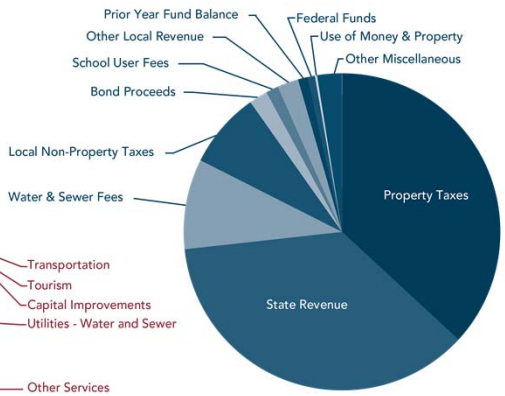


Budget Overview – All Funds

Expenditure Summary

Total: $572,990,283

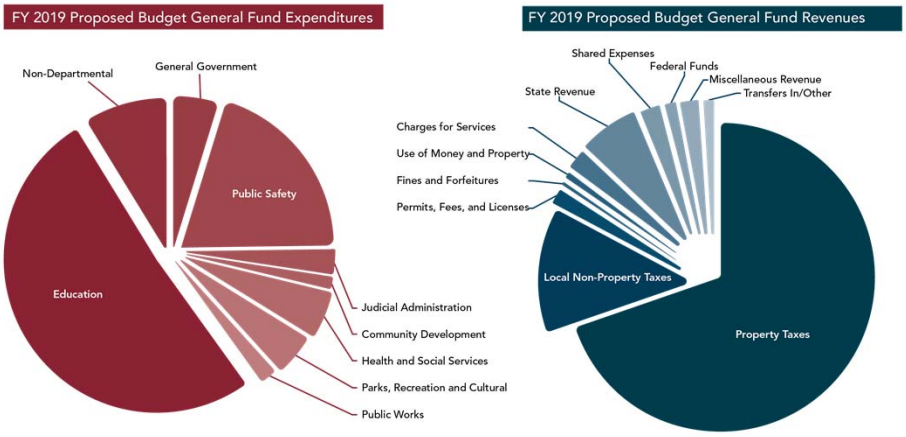




Revenue Summary

Total: $573,065,808

Budget Overview – General Fund



Total General Fund:
$301,104,254

Budget Overview – General Fund

Budget Highlights

- 4.6% Overall budget increase
- 3.2% Property tax revenue increase
- 4.0% Consumption tax revenue increase
- Strategic use of fund balance

Budget Drivers

• Education Funding	$6.36M
• Public Safety Staffing	$1.97M
• Staff Salary Increase	$1.12M
• Market Pay for Staff	$625K
• Social Services Staffing	$408K

FY2019 Proposed Tax Rate

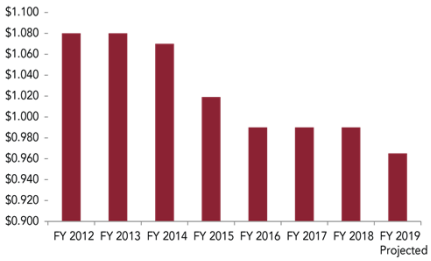
Reassessment Overview

- Average Home Price - $301,300
- Average Tax Bill – $2,907
- New Construction Growth – 2%
- 2 year Assessment to Assessment Average
  - ❑ Residential – 9%
  - ❑ Commercial – 5%

Tax Rate

FY18 $0.99 to Proposed FY19 $0.965

Stafford County Historical Tax Rate

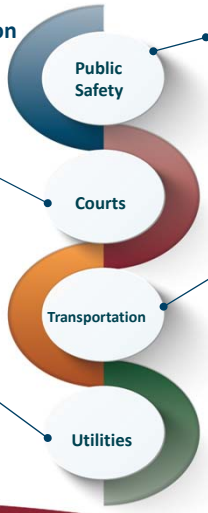


FY2019 BUDGET INITIATIVES

- Supporting Community Growth Needs
- Strengthening Public Safety
- High Performance Investments
- Positioning for the Future

Supporting Community Growth Needs

As the population grows…



emergency-related calls increase

caseloads multiply

traffic congestion

miles of new pipe installs intensify

Our community is growing, and as it grows, the service expectations grow requiring that we position the county for the future.

Supporting Community Growth Needs - Education

$1.55M

- Funding for growth
- Maintaining per pupil funding as enrollment grows

$1.72M

- Allocating additional funding to address School priorities and needs

$2.69M
Increase in CSA budget for mandated Private Day School placements

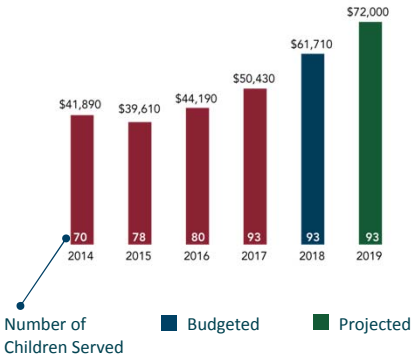
$285K
Increase provides an additional classroom that can serve 6 more students for Public Day School

$103K
Increase to support School debt service

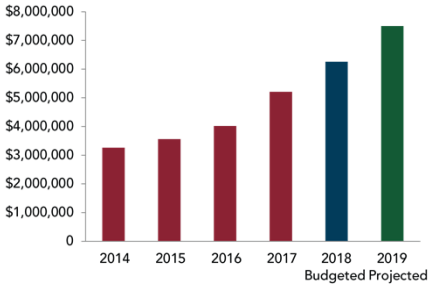
Supporting Community Growth Needs - Children Services Act

Annual Average Cost Per Child

Private Day School Costs



Total Private and Public Day School Costs



Strengthening Public Safety

Five Sheriff Deputies
Assists with moving towards the Community Policing Staffing Plan goals

Fire Engine Crew
Supports working towards response times of eight minutes or less 90% of the time

Hazardous Duty Pay Addition
Adding competitive retirement benefit for public safety staff

Volunteer Service Coordinator
Allocating needed capacity support for the volunteer firefighter program

High Performance Investments

2% Salary Increase

Securing high-quality staff with competitive pay

Targeted Market-Based Pay Increase

Regional competitiveness action vital in retaining and attracting qualified staff

10 Positions (Non-Public Safety)

Social Services - 6
Budget -1
IT - 1
Economic Development – 2 conversions to FT

Classification and Compensation Study

Gaining an organization-wide classification assessment while investing in future compensation and staffing decisions

- Immediate focus on social services and emergency communications staff

- Economic Development shift from contract employees to FTEs
- Two Social Services positions contingent on state Medicaid funding

High Performance Investments

Innovation Fund

Dedicated fund to support staff-motivated initiatives focused on improving organizational work processes and customer service

Skill-Based Training Program

A one-time infusion of training funds to reduce the effects of disruptive technology and assist with skill-specific training needs

Talent Management System

To fully leverage talent within our organization, this system will provide performance management, succession planning and learning opportunities

Positioning for the Future - Strategic Investments

FY2019 FUNDING STRATEGIES

To meet long-term goals staff has implemented the following funding strategies:

COURTS
$350,000
Project Support

SAFER GRANT
$366,700
Project Support

SYSTEMS IMPROVEMENTS

Systems support provides staff with critical data aiding strategic decisions, production efficiencies and long-term planning efforts

- Enterprise Resource Planning (ERP) System Project
- Asset Management System
- Expansion of OnBase

Positioning for the Future - Strategic Investments

CAPITAL IMPROVEMENT PROGRAM

Making use of strategic financial planning strategies

- Strengthening the CIP reserve process to identify and allocate year-end and one-time funds
- Recommend adding an annual CIP report to policy
- Asset management system allowing for data-driven decisions

VEHICLE REPLACEMENT PROGRAM

Process safeguards reliable transportation options for County employees by establishing a grading criteria overseen by a committee to evaluate and make recommendations when funds are available with opportunities to reduce fleet size

Number of Vehicles for General Government	118
Number of Vehicles Greater than 10 Years	43
Number of Vehicles Greater than 100,000 miles	18
Number of vehicles greater than 10 years and greater than 100,000 miles	18

Positioning for the Future - Strategic Investments

Economic Development

Downtown Stafford – Targeted Growth Area

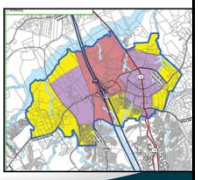
- Mixed Use community plan though public/private partnership
- New courthouse plan

Transportation improvements:

- Courthouse interchange on I-95 (new park and ride lot)
- Courthouse Road widening
- Route 1 improvements

Continued focus on Tourism:

- Sports tourism
- Promoting Stafford's tourism assets



Staff improvements

- Finalization of director hiring process
- Conversion of two contract positions at the cost of $29,838

Board Priorities

PUBLIC SAFETY

- Five additional deputy positions
- Fire engine crew
- Fire and Rescue Volunteer Program process improvement
- Fire and Rescue Volunteer Service Coordinator
- Hazardous duty pay improvement

EDUCATION

- Funding of growth needs
- Supplemental growth allocation for priorities
- Children Services Act increase for Private and Public Day School

SERVICE EXCELLENCE

- 2% salary increase
- Targeted market-based pay increase
- Eight staff positions
- Classification and compensation study
- Skill-based training program for staff development

INFRASTRUCTURE

- Courts funding strategy
- ERP Study
- Innovation fund
- Talent Management System
- Asset management system

ECONOMIC DEVELOPMENT

- Two positions with allocated conversion funding
- Downtown Stafford mixed-use community
- Merchant Cap focus on public/private partnerships

FISCAL RESPONSIBILITY

- Revised Capital Improvement Program (CIP) year-end allocation process
- Annual CIP reporting tool
- Vehicle replacement process
- SAFER grant funding strategy

FY2019
OTHER SERVICES

- Capital Program
- Utilities
- Transportation
- Service Districts

Capital Program - $7.59M

Schools

The school bond funded projects are presented as a wedge. The School staff is developing data to provide the Board to make informed decisions about the timing and the location of new facilities. Presented separately from the wedge are:

- $1M for completing the new Moncure ES – part of original planned spending, not an increase of the budget for the overall project

County

The FY19 Projects are:

- **Replacement apparatus for Fire and Rescue: 3 ambulances (cash funded); 1 engine and 1 ladder – master lease funded**
- **Cardiac Monitor/defibrillator and CPR equipment replacement for Fire and Rescue – master lease funded**
- **Current year revenue of $2.9M for repair, replacement, and rehabilitation (3R) projects**
- **Use of Prior Year Fund balance of $1.2M to provide one time funding for capital needs**

The General Fund is expensing capital projects under $100K. Projects funded with current revenue and with prior year fund balance:

- **$1.8M in various 3R projects**
- **$763K for Sheriff's vehicle replacement**
- **$434K for County vehicle replacement**

Utilities - $67.6M

The Utilities system has grown significantly, adding over 100 miles of new pipe in the past five years. At the same time, the infrastructure continues to age and current staff is unable to keep up with the ever-growing demands.

Revenue Neutral Position Additions

Ensure we are able to maintain industry standards and proper water system health

New Field Crew Team (Four Positions) – Savings of $798K

Increase capacity to minimize Fats, Oils, and Grease (FOG) events in our system

Industrial Pretreatment Program Manager – Savings of $46K

Eliminates expensive overtime costs

Water Treatment Plant Operators (Two Positions) – Savings of $19K

Utilities

New Position Additions:

Enhances data collection management for making informed decisions improving public safety

GIS Analyst – Cost of $20K

Avoids unnecessary overtime costs with several new customers to check annually

Meter Tech (Part-Time to Full-Time Conversion) – Cost of $7K

Maintaining the increased workload at Lake Mooney and the aging system at Smith Lake is critical to public health and system reliability necessitating an additional mechanic

Maintenance Mechanic II– Cost of $30K

Transportation - $8.53M

Highlights:

- Virginia Railway Express subsidy down 2.5%
- Potomac Rappahannock Transportation Commission subsidy up 9.6%
- Upcoming Road Projects:

2018
Courthouse Road/Route 1 Intersection Improvements
Courthouse Road Widening
Ferry Road/Route 3 Intersection Improvements
Garrisonville Road Widening
Poplar Road Improvements, Phase III

2019
Woodstock and Telegraph Lane Safety Improvements
Flatford Road Sidewalk

Challenges:

Operating revenues continue to decline, while operating expenditures are projected to increase, creating additional pressures on available funding for future road projects

While the Fuels tax is anticipated to increase 10%, it is still well below operating levels

Service Districts

FY 2019 New Tax District Rates

Two neighborhoods were facing expensive repairs to infrastructure. Stafford worked with citizens to create service districts to help them fund those repairs.

Lake Carroll - $13K

- Purpose of the district is to repair, construct, reconstruct and maintain the Kennedy Dam
- Tax Rate: $0.144

Lake Arrowhead - $112K

- Purpose of the district is to repair, construct, reconstruct and maintain dams in the subdivision
- Tax Rate: $0.10

Supporting Community Growth Needs

Strengthening Public Safety

High Performance Investments

Positioning for the Future

FY2019 Budget Process

Date/Time	Item
March 13, 2018 2:00 p.m.	Budget Work Session
March 20, 2018 1:30 p.m.	Discussion of Financial Polices – Finance, Audit and Budget Committee Meeting
March 20, 2018 5:00 p.m.	Joint Budget Work Session with the School Board
March 27, 2018 2:00 p.m.	Budget Work Session
April 3, 2018 7:00 p.m.	Public Hearing for: (1) Tax Rate (2) FY2019 Budget (3) CIP

Date/Time	Item
April 17, 2018	Third Quarter Review
April 17, 2018 1:30 p.m.	Budget Work Session.
April 17, 2018 3:00 p.m.	Proposed Board Resolutions: (1) Adopt the FY2019 Budget (2) Approve the CIP (3) CY2018 Tax Rates
April 17, 2018 7:00 p.m.	Public Hearing for the tax rate for the Lake Arrowhead and Lake Carroll Service Districts.
April 17, 2018 7:00 p.m.	Proposed Board Resolutions to adopt the Lake Arrowhead and Lake Carroll Service Districts.

Addressing Growth - Positioning for the Future

Quick Facts	▪ Increase of $13.4M or 4.6%; of which, one time funding from prior year savings is included at $2.1M. The new revenue proposed in this budget is $11.3M or 3.9% over FY2018. ▪ Real estate tax rate is proposed at the effective rate.

Board Priority	Budget Initiatives:
Reducing the Tax Burden/Fiscal Responsibility	▪ Reduces the real estate tax rate from $0.99 to $0.965 ▪ Revised Capital Improvement Process (CIP), allocating year-end savings to one time needs $2,050,783. ▪ Developing an annual CIP reporting tool. ▪ Adding recurring funds of $50,000 and one time funds of $334,313 to provide safe, reliable transportation for our employees. ▪ Continued increasing the budget to account for the expiring SAFER grant.
Public Safety	▪ Five additional deputies added with four vehicles $606,420. ▪ A fire engine crew, funded for ½ a year $666,202. ▪ Volunteer Fire and Rescue Proposed Budget reflects improved, zero-based budgeting practice. ▪ Volunteer Service Coordinator position added, partially funded from savings in Volunteer budgets, with a net increase of $27,865. ▪ Hazardous Duty retirement improvement through Virginia Retirement System with an impact to the General Fund of $311,030.
Education	▪ Funding of population growth needs and supplemental growth allocation for priorities of $3,275,707. ▪ Increase to public day school to provide for an additional classroom $285,000. ▪ Reflects an increase of debt service of $150,536. ▪ Provides for an increase of private day school for $2,696,000.
Infrastructure	▪ Courts funding strategy to provide cash funding for the design of a new Courthouse $350,000. ▪ Includes an ERP study of $200,000. ▪ Provides for an innovation fund from one-time funding source $100,000. ▪ Adds a talent management system with one-time funding for implementation costs of $75,000.
Economic Development	▪ Two positions added that are funded primarily from temporary/contractor funding, with a net impact of $29,838. ▪ Continues the FY2018 initiative to direct 25% of Merchant's Capital Real Estate revenue to focus on projects with an increase of $33,813.
Service Excellence	▪ Includes a 2% salary increase. ▪ Targeted market-based pay increases. ▪ Eight staff positions o Four Social Services positions - as identified in the Five Year Outlook o Two Social Services positions - dependent upon Medicaid/Medicare Expansion o One Budget Analyst o One System Analyst for Information Technology ▪ Funds a classification and compensation study. ▪ Includes one time funding for skill-based training program for staff development

All Funds Schedule
Expenditures

Stafford County FY19 Proposed Budget

Revenue Plan	FY2018 Adopted	FY2019 Proposed	Changes '18 to '19	
General Fund	286,970,279	300,312,254	13,341,975	4.6%
Transportation Fund	9,561,266	6,834,913	(2,726,353)	-28.5%
Tourism Fund	1,837,500	1,875,000	37,500	2.0%
Capital Improvements Fund	6,780,430	248,500	(6,531,930)	-96.3%
Utilities Fund - Water & Sewer	65,853,229	67,595,775	1,742,546	2.6%
Other Funds				
Transportation Impact Fee - County Wide	325,000	600,000	275,000	84.6%
Hidden Lake Special Revenue Fund	111,100	111,100	0	0.0%
Lake Carroll Service District	0	13,875	13,875	100.0%
Asset Forfeiture Fund	670,000	250,000	(420,000)	-62.7%
Lake Arrowhead Service District	0	112,000	112,000	100.0%
Garrisonville Road Service District Fee	530,000	530,000	0	0.0%
Total	1,636,100	1,616,975	(19,125)	-1.2%
School Funds	189,669,170	194,582,391	4,913,221	2.6%
Total Revenues - All Funds	562,307,974	573,065,808	10,757,834	1.9%

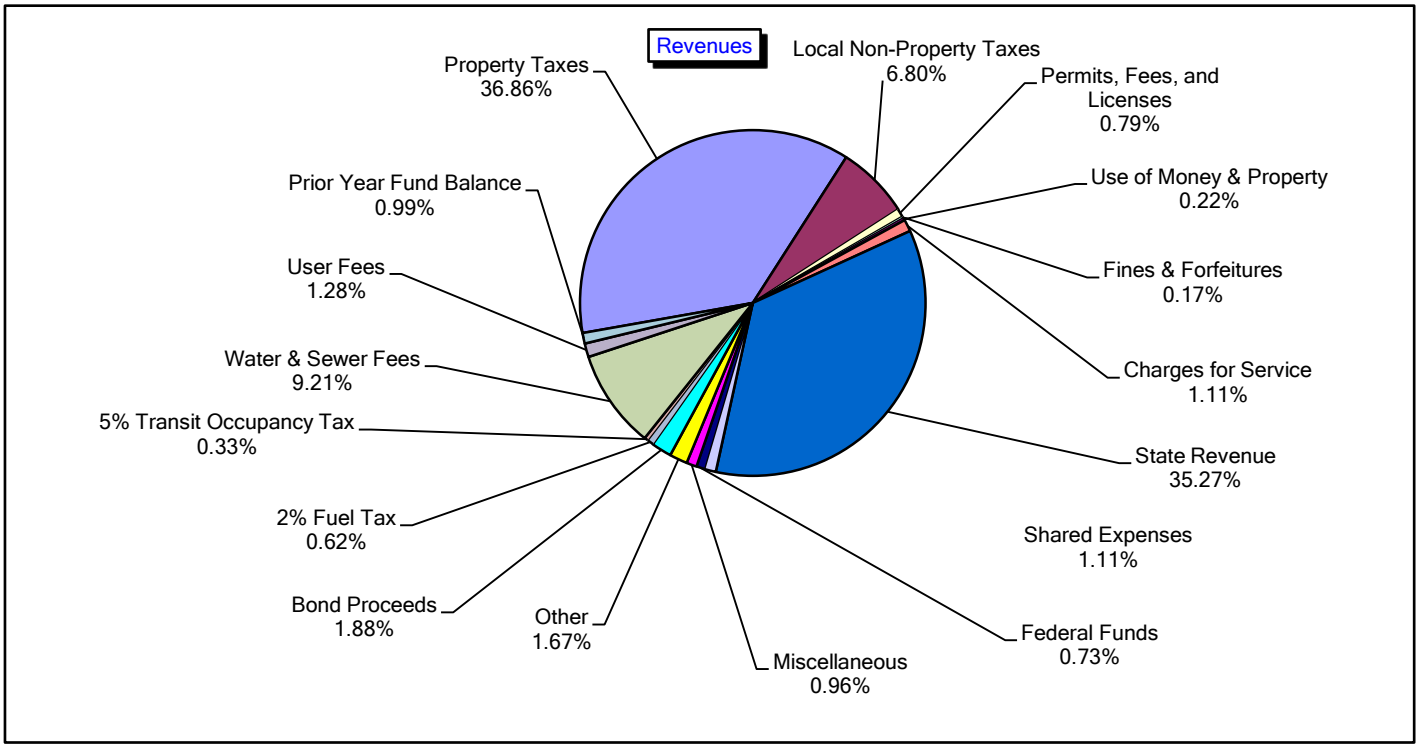
Expenditure Plan	FY2018 Adopted	FY2019 Proposed	Changes '18 to '19	
General Fund - General Government	139,572,434	144,875,166	5,302,732	3.8%
Transportation Fund	10,343,364	8,537,511	(1,805,853)	-17.5%
Tourism Fund	1,102,500	1,115,000	12,500	1.1%
Capital Improvements Fund	7,480,430	4,593,500	(2,886,930)	-38.6%
Utilities Fund - Water & Sewer	65,153,229	67,595,775	2,442,546	3.7%
Other Funds				
Hidden Lake Special Revenue Fund	111,100	111,100	0	0.0%
Lake Carroll Service District	0	13,875	13,875	100.0%
Asset Forfeiture Fund	670,000	250,000	(420,000)	-62.7%
Lake Arrowhead Service District	0	112,000	112,000	100.0%
Garrisonville Road Service District Fee	467,725	454,475	(13,250)	-2.8%
Total	1,248,825	941,450	(307,375)	-24.6%
Schools Fund and Debt Service				
School Operating & Grant Fund	291,862,001	299,698,429	7,836,428	2.7%
School Debt Service	31,315,880	31,466,416	150,536	0.5%
School Construction Fund	556,276	556,276	0	0.0%
School Nutrition Service Fund	13,610,760	13,610,760	0	0.0%
Total	337,344,917	345,331,881	7,986,964	2.4%
Total Expenditures - All Funds	562,245,699	572,990,283	10,744,584	1.9%

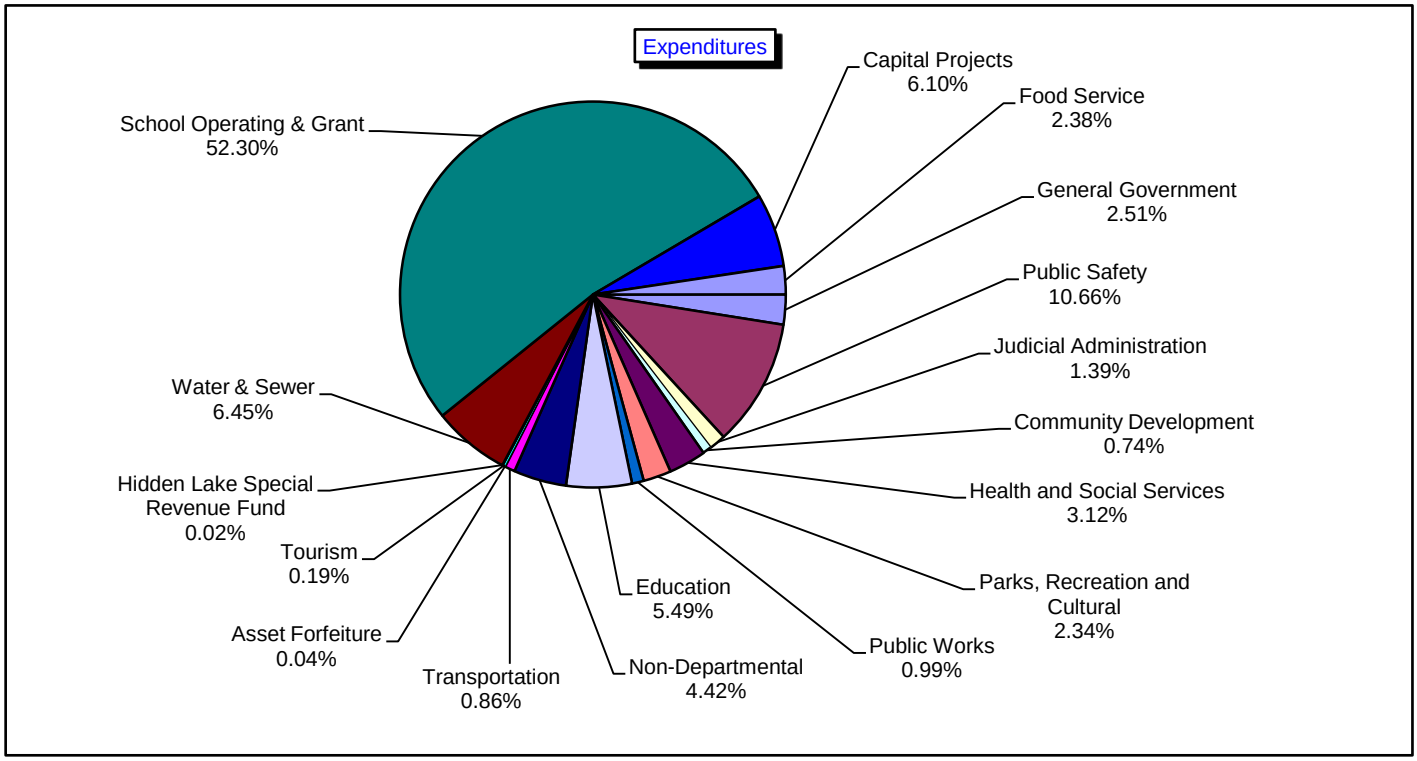
All Fund Types

	Governmental Funds				Proprietary Funds	Total
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	2019 Proposed Budget
Revenues						
Property Taxes	$210,464,577		$766,575			$211,231,152
Local Non-Property Taxes	38,974,420					38,974,420
Permits, Fees, and Licenses	4,537,404					4,537,404
Fines & Forfeitures	974,800					974,800
Use of Money & Property	1,141,676	20,000	400		76,923	1,238,999
Charges for Service	6,346,435					6,346,435
State Revenue	20,116,962		2,628,959	179,378,255		202,124,176
Shared Expenses	6,360,824					6,360,824
Federal Funds	3,773,355		416,086			4,189,441
Miscellaneous	5,504,318		9,888			5,514,206
Other	66,700		600,000	7,548,010	1,352,370	9,567,080
Bond Proceeds					10,800,000	10,800,000
2% Fuel Tax			3,548,400			3,548,400
5% Transit Occupancy Tax			1,875,000			1,875,000
Water & Sewer Fees					52,793,681	52,793,681
User Fees				7,309,850		7,309,850
Prior Year Fund Balance	2,050,783	228,500	481,580	346,276	2,572,801	5,679,940
Total	$300,312,254	$248,500	$10,326,888	$194,582,391	$67,595,775	$573,065,808
Expenditures						
General Government	$14,385,396					$14,385,396
Public Safety	60,253,135	824,000				61,077,135
Judicial Administration	7,981,317					7,981,317
Community Development	3,977,852	250,000				4,227,852
Health and Social Services	17,866,309					17,866,309
Parks, Recreation and Cultural	13,426,019					13,426,019
Public Works	5,423,095	248,500				5,671,595
Education	31,466,416					31,466,416
Non-Departmental	21,562,043	3,271,000	454,475			25,287,518
Transportation			4,863,386			4,863,386
Asset Forfeiture			250,000			250,000
Tourism			1,115,000			1,115,000
Hidden Lake Special Revenue Fund			111,100			111,100
Water & Sewer					36,978,575	36,978,575
School Operating & Grant				299,698,429		299,698,429
Capital Projects			3,800,000	556,276	30,617,200	34,973,476
Food Service				13,610,760		13,610,760
Total	$176,341,582	$4,593,500	$10,593,961	$313,865,465	$67,595,775	$572,990,283
Other Financing Sources (Uses)						
Operating Transfers In	$792,000	$4,345,000	$1,734,598	$119,920,574	$7,079,439	$133,871,611
Operating Transfers Out	(124,762,672)		(1,392,000)	(637,500)	(7,079,439)	(133,871,611)
Total Other Financing Sources (Uses)	($123,970,672)	$4,345,000	$342,598	$119,283,074	$0	$0
Fund Balance, Beginning of Year	$70,812,475	$9,472,640	$29,281,593	$36,874,947	$71,935,222	$218,376,877
Fund Balance, end of Year	$68,761,692	$9,244,140	$28,875,538	$36,528,671	$69,362,421	$212,772,462

All Fund Types Graphed

The graphs below present the FY2019 Proposed Budgets for the County Funds by Revenue Category and Expenditure Category.





STAFFORD
Virginia
George Washington's Boyhood Home

STAFFORD Virginia

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BOARD OF SUPERVISORS
Agenda Item

Meeting Date:	September 19, 2017
Title:	Adopt the FY2019 Budget Calendar
Department:	Finance and Budget
Staff Contact:	Maria Perrotte, Chief Financial Officer
Board Committee/ Other BACC:	N/A
Staff Recommendation:	Approval
Fiscal Impact:	N/A
Time Sensitivity:	See Background Report

ATTACHMENTS:

1.	Background Report	2.	Proposed Resolution R17-253

x	**Consent Agenda**		**Other Business**		**Unfinished Business**
	Discussion		**Presentation**		**Work Session**
	New Business		**Public Hearing**		**Add-On**

REVIEW:

X	County Administrator	Thomas C. Foley
X	County Attorney *(legal review only)*	Charles L. Shumate

DISTRICT:	N/A

Attachment 1
R17-253

BACKGROUND REPORT

At its November 21, 2017 meeting, staff will present a Five-Year Financial Projection (Projection) to the Board. This is a new process and work sessions with the Board will be important to understanding the basis and the results of the Projection. Staff believes this is an important component of the County's annual financial planning process and will put us in a better position to address community challenges and achieve Board priorities. This enhanced multi-year look is also consistent with the new Joint Capital Improvement Program (CIP) to provide for a community needs-based CIP.

Staff recommends approval of Proposed Resolution R17-253, which adopts the proposed budget calendar including meetings and milestones to accommodate and adopt the FY2019 Budget, CIP, and Five-Year Financial Projection.

R17-253

PROPOSED

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, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the 19th day of September, 2017:

MEMBERS:	VOTE:
Paul V. Milde, III, Chairman	
Meg Bohmke, Vice Chairman	
Jack R. Cavalier	
Wendy E. Maurer	
Laura A. Sellers	
Gary F. Snellings	
Robert "Bob" Thomas, Jr.	

On motion of , seconded by , which carried by a vote of , the following was adopted:

A RESOLUTION ADOPTING THE FY2019 BUDGET CALENDAR

WHEREAS, the Budget Calendar includes new processes for the Board and County staff; and

WHEREAS, the Board and the School Board have adopted a Joint Capital Improvement Program (CIP); and

WHEREAS, staff is preparing a Long Term Financial Projection to be presented to the Board in November, and is scheduling follow up work sessions;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 19th day of September, 2017, that it be and hereby does adopt the FY2019 Budget Calendar as follows:

August

Friday, August 11, 2017	All requests for County CIP projects due (bond funded projects)
Thursday, August 31, 2017	Schools submit CIP conformation/adjustments based on final review by the School Board

September

Tuesday, September 19, 2017	Present FY2017 year-end projections to the Board of Supervisors

October

Monday, October 2, 2017	CIP Technical Review Committee (TRC) meeting – Receives Projects
Tuesday, October 10, 2017	CIP TRC meeting – Initial projects review
Tuesday, October 17, 2017	1st Quarter Review (FY2018 and preliminary FY2019 overview/FAB meeting)
Monday, October 23, 2017	CIP TRC meeting to rank projects

November

Week of November 6, 2017	CIP Oversight Committee (OSC) Meeting #1 (Project overviews/reviews)
Week of November 11, 2017	CIP OSC Meeting #2 (revenues, affordability, and final recommendations)
Tuesday, November 21, 2017	Present 5-year Financial Projection to the Board of Supervisors; work session during meeting/dinner break – General Fund revenue and expenditure assumptions including local support for Schools

December

Week of December 4, 2017	CIP OCS Meeting #3 (Finalize recommended CIP)
Tuesday, December 5, 2017	5-year Financial Projection (Board of Supervisors work session continuation (2:00 p.m. to 4:00 p.m.) Transportation, Utilities, and CIP
Tuesday, December 19, 2017	FY2017 Presentation of the CARF and audit results
Tuesday, December 19, 2017	Presentation of the OSC recommended CIP to the Board of Supervisors and School Board (during meeting/ dinner break)

January

Saturday, January 20, 2017	Work session 5-year Financial Projection at the Board of Supervisors annual retreat
Tuesday, January 23, 2018	FY2018 Mid-year review

March

Tuesday, March 6, 2018	Presentation of the proposed FY2019 budget
Tuesday, March 13, 2018	Full Board of Supervisors budget work session – General Fund revenue and expenditures
Tuesday, March 20, 2018	Joint budget work session with the School Board (during meeting/dinner break)
Tuesday, March 20, 2018	Board of Supervisors authorize budget public hearings
Tuesday, March 27, 2018	Full Board of Supervisors budget work session – debt, financial policy limitations/affordability, CIP

April

April dates TBD	Budget work sessions (scheduled as needed)
Tuesday, April 3, 2018	Budget public hearings – FY2019 budget, CIP, and CY2018 tax rates
Tuesday, April 17, 2018	FY2018 Third Quarter budget review
Tuesday, April 17, 2018	Adopt FY2019 budget, CIP, and CY2018 tax rates

STAFFORD
Virginia
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Policy and Goals

The County follows a series of policies and practices to guide the development of the annual budget. The application of these policies and practices promote a consistent approach to budgeting and assists the Board of Supervisors in maintaining fiscal stability and accountability.

Student Government Day. Mock Board of Supervisor's meeting.

Included in this section are the following:

Board of Supervisor's Priorities

B.E.S.T Values of Stafford County Employees

County Planning Processes

Comprehensive Plan

Principles of High Performance Financial Management

Budget Procedures Calendar

Utilities Fiscal Policy

Budget Guidelines, Basis of Accounting, and Basis of Budgeting

Board Of Supervisors' Priorities

Mission

Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include

- Fiscal Responsibility
- Education
- Public Safety
- Infrastructure
- Economic Development and
- Service Excellence

The FY2019 Proposed Budget addresses the Boards Priorities for the Community as follows:

Public Safety

- Five additional deputy positions
- Fire engine crew
- Fire and Rescue Volunteer Program process improvement
- Fire and Rescue Volunteer Program Manager position
- Hazardous Duty pay improvement

Education

- Funding of growth needs
- Supplemental growth allocation for priorities
- Children Services Act increase for Private and Public Day School

Service Excellence

- 2% salary increase
- Targeted market based-pay increase
- Eight staff positions
- Classification and compensation study
- Skill-based training program for staff development

Infrastructure

- Courts funding strategy
- Enterprise Resource Planning System study
- Innovation Fund
- Talen Management System

Economic Development

- Two positions with allocated conversion funding
- Downtown Stafford mixed-use community
- Market cap focus on public/private partnerships

Fiscal Responsibility

- Revised Capital Improvement Plan (CIP) reserve process
- Year-end allocation to CIP 3% reserve policy
- Annual CIP reporting tool
- Vehicle replacement process
- SAFER grant funding strategy
- Asset management system

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
Building Facility and Maintenance Plan	Five year plan	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.
Capital Improvements Program	Ten year plan	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.
Compensation Philosophy	Organizational Policy	To develop a balanced and meaningful strategy that is competitive with comparative peers, supports the County's vision, mission, and values, is affordable, and understood by employees	Allows for allocation of resources to predetermined strategic goals & objectives.
Comprehensive Plan	Long range plan	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.
Economic Development Strategic Plan	Five year plan	Economic Development director's plans are developed with review & coordination by the County Administrator's Office.	Allows for allocation of resources to predetermined strategic goals & objectives.
Facilities Master Plan	Fifteen year plan	Provides for long-term planning for parks and facilities that intergrate with the 10-year CIP allowing for adequate planning for debt service requirements and operating expenditures	Provides budget constancy, planning & direction for future resource allocation and decision-making.
Five Year Operating Budget Plan	Five year operating plan	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.
Grounds Maintenance Plan	Three year plan	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.
Human Services Plan	A long-range plan that identifies key activities to improve the service delivery system and provides existing human services agencies guidance when developing goals	Identifies existing services within the County delivered by various County, partner, community and faith based agencies. Assesses community needs, including gaps and the possible need for more collaboration. Also defines the needs and priority of those issues facing the community.	Identifies key activities to be carried out as next steps and provides budget planning and/or reallocation of existing resources for identified needs.

County Planning Processes

	Type of Process	Description of Process	Budget Impacts
Parks and Recreation Facilities Plan	Fifteen year Facilities Plan for parks and open space	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 10-year CIP.	Long term planning for parks and facilities that integrate with the 10-year CIP allowing for adequate planning for debt service requirements and operating expenditures.
Public Safety Staffing Plan	Long-term plan	To guide how and when to increase the number of employees in law enforcement and fire rescue operations.	Recommends allocation of resources to predetermined strategic goals & objectives.
Redevelopment Master Plan	Five-ten year plan to stimulate private sector investment in four areas of the County identified by the Board of Supervisors: Boswell's Corner, Courthouse, Falmouth and the Southern Gateway	The Master Redevelopment Plan was adopted as an element of the Comprehensive Plan and therefore was fully vetted with the affected communities as well as through public hearings at the Planning Commission and the Board of Supervisors	Recommends the reallocation of CIP and budget allotments to incentivize and jump start private investment in the Board'
Technology Strategic Plan	Five year plan	The Strategic Plan addresses software compatibility with County systems; hardware compatibility with County infrastructure; reduction of system duplication; security of networks and adopting new ways of providing more efficient and effective technologies such as cloud solutions and software as a service.	Projects are submitted in the CIP & approved in the fiscal year budget in the years in which they impact.
Transportation Plan	Long-range plan	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.
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.

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.

View of Crow's Nest from Accokeek Creek

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.

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.

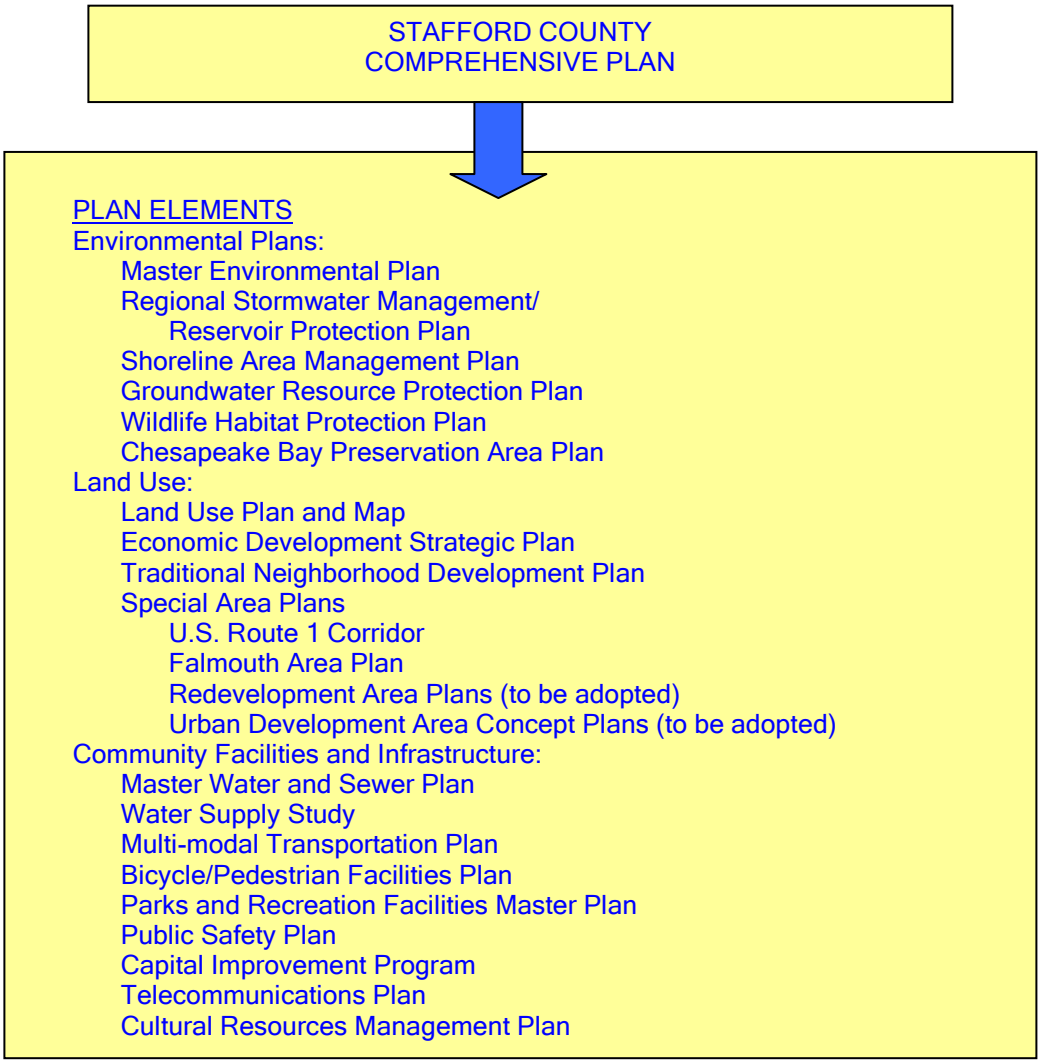
Public Facility Projections – are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

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.



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.

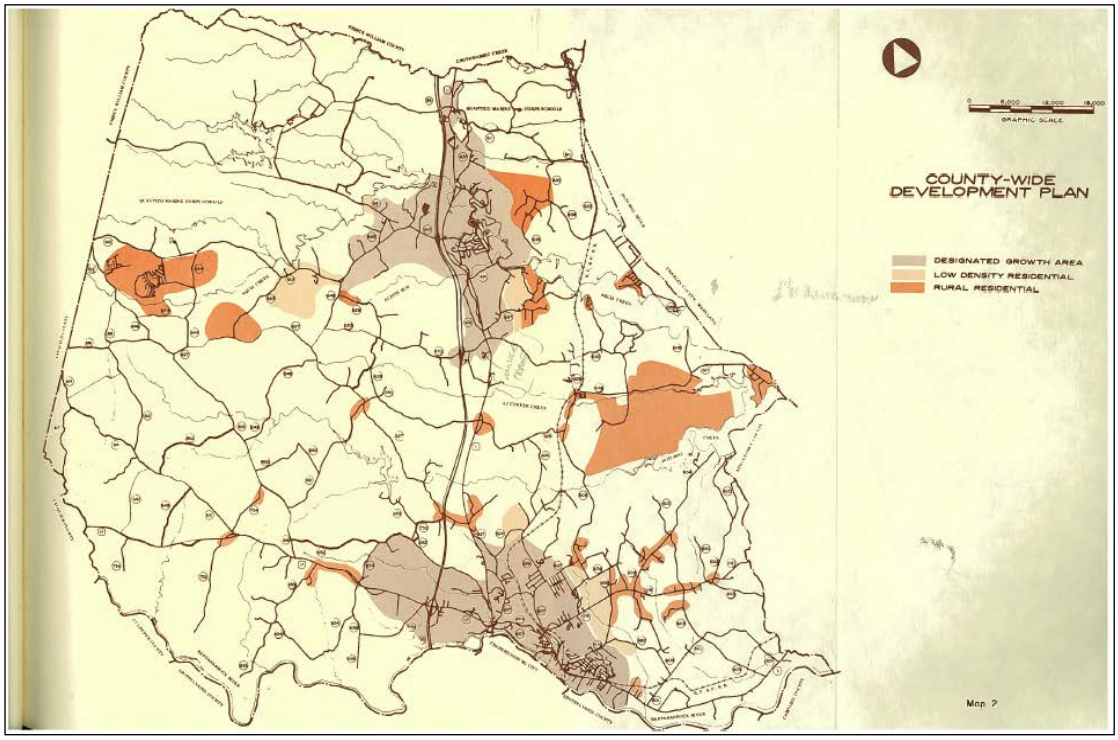
The Code of Virginia includes specific expectations of a locality's Comprehensive Plan. It identifies what shall be required and may be included:

> "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.

Principles Of High Performance Financial Management

Last Revision: Resolution R17-113, 04/18/2017

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 3.0% of the assessed valuation of taxable real property.

- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.

- 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, with a goal of 2% by 2018.

        - 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. If funds are available from Positive Results of Operation after all reserves are at policy levels, the first $250,000 will be transferred to the Purchase of Development Rights reserve before moving remaining funds to the Capital Projects Reserve.

    6. Any remaining monies available after the reserve minimums are fully funded will go to the Capital Projects Reserve.

    7. Schools capital project 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. Funds above the minimum level may be added to the reserve from unspent school funds.

- Rollback Tax Revenue will be dedicated to the County's Purchase of Development Rights and land conservation programs.

- 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 3% of general government expenditures will be set aside for pay-as-you-go capital projects. An amount equal to 1% of the schools' 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 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 public meetings.

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.

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.

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.

        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.

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 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.staffordcountyva.gov/ , 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 basis of accounting determines when transactions should be recognized for financial statements.

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

The basis of budgeting determines when revenues and expenditures are recognized for budgetary purposes.

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, accounting standards, 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 variables used in the revenues projections.

Aquia Episcopal Church, built between 1751 and 1757, this renowned house of worship is one of the oldest colonial churches still actively used in America today.

The General Fund Revenues section includes the following:

- Revenue projections
- Property tax analysis
- Personal property tax analysis
- Personal property tax rates and effective rates
- Other local taxes
- Intergovernmental revenues
- Other local revenue

The General Fund Revenues are presented in the FY2019 Proposed Budget in accordance with the Auditor of Public Accounts Uniform Financial Reporting Manual. This presentation provides greater comparability to other localities in the Commonwealth and to annual financial statements.

Revenue Projection

	FY2017 Actuals	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Property Taxes					
Real Estate Property Tax	$ 154,921,257	$ 160,500,000	$ 164,748,572	$ 4,248,572	2.6%
Roll Back [1]	252,602	250,000	250,000	-	0.0%
Public Service Corps	4,467,984	4,467,436	4,293,340	(174,096)	-3.9%
Personal Property	36,478,864	35,514,738	37,816,000	2,301,262	6.5%
Mobile Homes	163,494	180,800	149,412	(31,388)	-17.4%
Machinery & Tools	2,269	-	-	-	0.0%
Merchants Capital	1,112,683	972,000	1,107,253	135,253	13.9%
Penalties & Interest	2,099,712	1,980,000	2,100,000	120,000	6.1%
Total Property Taxes	$ 199,498,865	$ 203,864,974	$ 210,464,577	$ 6,599,603	3.2%
Local Non-Property Taxes					
Sales & Use	13,641,300	13,250,000	14,445,750	1,195,750	9.0%
Consumer Utility	9,719,278	9,915,292	9,499,080	(416,212)	-4.2%
Motor Vehicle Licenses	2,522,370	2,500,000	2,525,000	25,000	1.0%
Bank Stock Taxes	503,926	440,000	519,044	79,044	18.0%
Recordation Taxes	3,661,902	3,180,000	3,525,196	345,196	10.9%
Meals Tax	8,022,545	8,100,000	8,369,000	269,000	3.3%
Other Taxes	92,172	84,000	91,350	7,350	8.8%
Total Local Non-Property Taxes	$ 38,163,493	$ 37,469,292	$ 38,974,420	$ 1,505,128	4.0%
Permits, Fees, and Licenses					
Animal License & Fees	66,069	65,200	11,200	(54,000)	-82.8%
Zoning Permits & Fees	617,993	741,300	519,900	(221,400)	-29.9%
Fire and Rescue Charges	490,037	424,000	477,680	53,680	12.7%
Building Permits & Fees	3,106,142	2,454,707	3,214,947	760,240	31.0%
Securities Fees	326,562	228,817	313,677	84,860	37.1%
Total Permits, Fees, and Licenses	$ 4,606,803	$ 3,914,024	$ 4,537,404	$ 623,380	15.9%
Fines & Forfeitures					
Court Fines and Fees	536,789	578,000	537,000	(41,000)	-7.1%
Court Maintenance Fees	46,212	50,000	46,200	(3,800)	-7.6%
Delinquent Court Fines and Fees	208,467	350,000	390,000	40,000	11.4%
Other	102	-	1,600	1,600	0.0%
Code Administrative	-	2,000	-	(2,000)	-100.0%
Total Fines & Forfeitures	$ 791,570	$ 980,000	$ 974,800	$ (5,200)	-0.5%
Use of Money & Property					
Interest	201,320	81,600	401,890	320,290	392.5%
Rental of Property	523,368	594,686	739,786	145,100	24.4%
Total Use of Money & Property	$ 724,688	$ 676,286	$ 1,141,676	$ 465,390	68.8%
Charges for Services					
Excess Fees of Clerk	205,585	152,000	205,500	53,500	35.2%
Miscellaneous Charges	372,328	345,214	413,184	67,970	19.7%
Animal Services Fees	23,136	20,640	23,000	2,360	11.4%
Ambulance Charges	2,003,206	2,300,000	2,000,000	(300,000)	-13.0%
Parks and Recreation Charges	1,723,461	1,801,753	1,700,751	(101,002)	-5.6%
Planning Charges	965,936	757,500	940,000	182,500	24.1%
Code Administrative Charges	1,097,256	792,285	1,064,000	271,715	34.3%
Total Charges for Services	$ 6,390,908	$ 6,169,392	$ 6,346,435	$ 177,043	2.9%

Revenue Projection

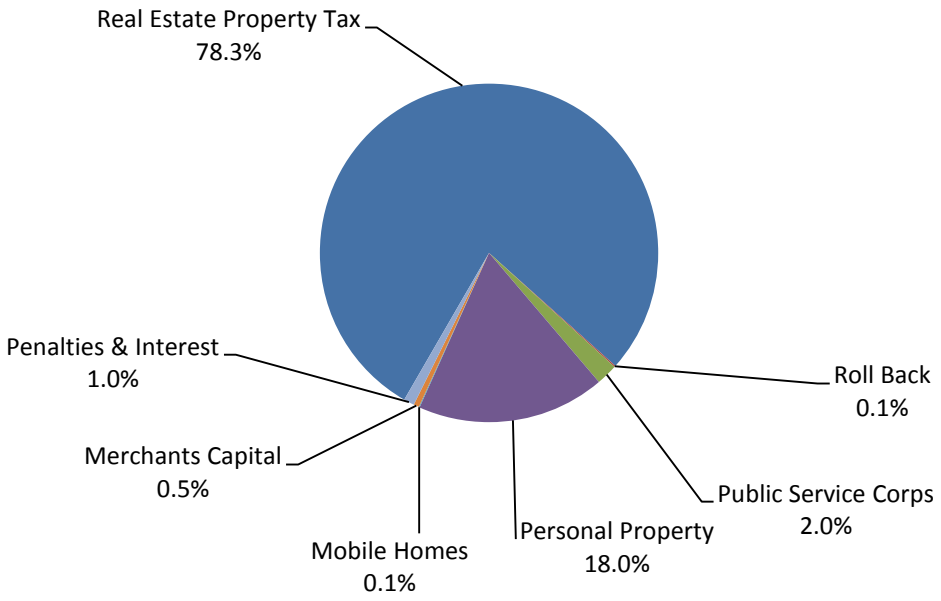
	FY2017 Actuals	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
State Revenue					
Other State Sources	1,236,724	916,112	1,073,352	157,240	17.2%
Personal Property PPTRA	12,542,261	12,542,262	12,542,261	(1)	0.0%
DMV Revenue	62,000	47,000	67,500	20,500	43.6%
State Social Services	1,654,988	1,959,922	2,107,711	147,789	7.5%
Children's Services Act	3,151,205	2,754,845	4,326,138	1,571,293	57.0%
Total State Revenue	$ 18,647,178	$ 18,220,141	$ 20,116,962	$ 1,896,821	10.4%
Shared Expenses					
Commonwealth's Attorney	1,079,609	1,104,225	1,120,126	15,901	1.4%
Sheriff	3,843,335	3,966,800	3,986,132	19,332	0.5%
Commissioner of Revenue	256,210	258,012	264,318	6,306	2.4%
Treasurer	256,382	261,945	256,870	(5,075)	-1.9%
Registar/Electoral Board	53,204	50,000	55,000	5,000	10.0%
Clerk of Circuit Court	786,624	689,387	678,378	(11,009)	-1.6%
Total Shared Expenses	$ 6,275,364	$ 6,330,369	$ 6,360,824	$ 30,455	0.5%
Federal Funds					
Federal Payment in Lieu of Taxes	6,005	6,200	6,000	(200)	-3.2%
Public Safety Categorical	58,453	-	-	-	0.0%
Federal Social Services	3,066,671	3,339,184	3,767,355	428,171	12.8%
Total Federal Funds	$ 3,131,129	$ 3,345,384	$ 3,773,355	$ 427,971	12.8%
Miscellaneous Revenue					
Grant Revenue	36,802	358,000	358,000	-	0.0%
Federal Grant Revenue (2)	677,671	1,129,284	742,185	(387,099)	-34.3%
Other State Grants	602,473	725,175	593,904	(131,271)	-18.1%
Payment in Lieu of Taxes	340,000	340,000	340,000	-	0.0%
Other Misc. Revenue	2,585,860	2,607,664	2,505,389	(102,275)	-3.9%
Misc. Social Services	41,863	38,150	33,250	(4,900)	-12.8%
Sales	8,834	1,000	10,200	9,200	920.0%
Proffers	1,474,416	-	-	-	0.0%
Defaulted Securities	117,059	-	-	-	0.0%
Sheriff Misc. Revenue	452,004	447,822	640,531	192,709	43.0%
Total Miscellaneous Revenue	$ 6,336,982	$ 5,647,095	$ 5,223,459	$ (423,636)	-7.5%
Transfers In/Other					
Transfer in from Tourism Fund	730,497	735,000	760,000	25,000	3.4%
Transfer in from Transportation Fund	26,000	40,000	32,000	(8,000)	-20.0%
Transfer in from R-Board	238,984	281,622	280,859	(763)	-0.3%
Other Financing Sources	122,820	71,700	66,700	(5,000)	-7.0%
Prior Use of Fund Balance	-	-	2,050,783	2,050,783	0.0%
Total Transfers In/Other	$ 1,118,301	$ 1,128,322	$ 3,190,342	$ 2,062,020	182.8%
Total Revenue	$ 285,685,281	$ 287,745,279	$ 301,104,254	$ 13,358,975	4.6%

(1) The FY2018 Adopted Budget is restated to include Roll Back Taxes to provide compartive data with FY2019 Proposed Budget.
(2) The FY2018 Adopted Budget is retated to include a change to Federal Grants which projects the SAFER Grant for Fire and Rescue personnel.

Revenue Projection

Property Taxes

This graph depicts the percentage allocation of property taxes by category.



Other Revenues

This graph depicts the percentage allocation of other revenues in the General Fund by category.

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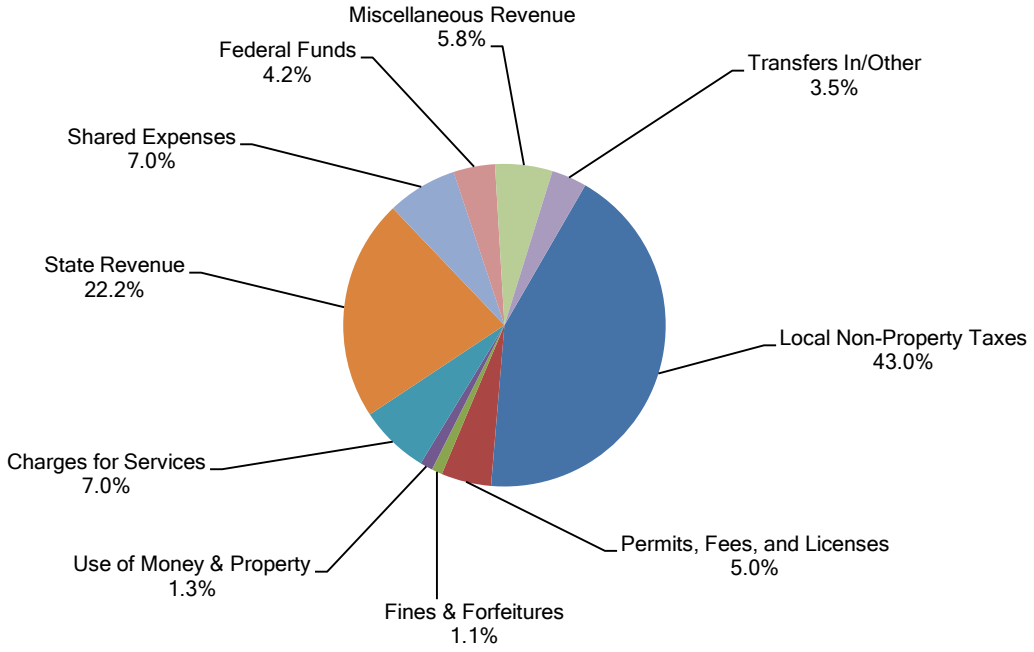


Fund Balance Analysis

This schedule indicates the allocation of the general fund balance at June 30, 2017 and the budgeted estimate for the end of FY2018. 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.
- 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, with a goal of 2% by 2018.
    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
- After reserves are met, the first $250,000 of any remaining monies will be allocated to the Purchase of Development Rights program.
- Any remaining monies available after the reserve minimums and the allocation of funding for the Purchase of Development Rights will go to the Capital Projects Reserve.
- School's Capital Project 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. Funds above the minimum level may be added to the reserve from unspent school funds.

As of June 30, 2017, all reserves were fully funded.

FY2018

Beginning Fund Balance	$70,812,475
➢ Revenue Stabilization Reserve	5,728,303
➢ Stafford Opportunity Fund	500,000
➢ Capital Projects Reserve	4,370,561
➢ Schools' Capital Project Reserve	1,500,000
➢ Other reservations	29,,531,280
➢ Unassigned	$34,369,821 (12%)

FY2019

The County expects that all reserves will continue to be fully funded. 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

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Restated	FY2019 Proposed
Fund balance, beginning of year	$66,143,355	$70,278,366	$70,812,475	$70,812,475
Revenues	274,292,250	285,658,095	287,673,579	301,037,554
Other Financing Sources	27,186	27,186	71,700	66,700
Total revenues & other financing sources	$274,319,436	$285,685,281	$287,745,279	$301,104,254
Local School Operating/Capital transfer	(113,254,828)	(112,072,288)	(116,406,746)	(119,920,574)
Debt Service - General Gov't & Schools	(42,425,467)	(44,665,779)	(45,607,413)	(45,607,413)
Expenditures	(114,504,130)	(128,413,105)	(125,731,120)	(135,576,267)
Total expenditures & transfer	($270,184,425)	($285,151,172)	($287,745,279)	($301,104,254)
Fund balance, end of year	$70,278,366	$70,812,475	$70,812,475	$70,812,475
Fund Balance Allocation				
Non-spendable	$181,993	$691,811	$691,811	$691,811
Restricted	3,189,177	3,276,037	3,276,037	3,276,037
Committed:	10,672,838	19,234,206	19,234,206	19,234,206
Assigned	23,332,365	13,240,600	11,485,915	11,485,915
Unassigned	32,901,993	34,369,821	36,124,506	34,259,649
% of revenues	12.0%	12.0%	12.5%	12.0%
Target Unassigned Fund Balance [1]	32,901,993	34,369,821	36,124,506	34,259,649
Variance above (below)	0	0	0	0
Fund balance, end of year	$70,278,366	$70,812,475	$70,812,475	$70,812,475

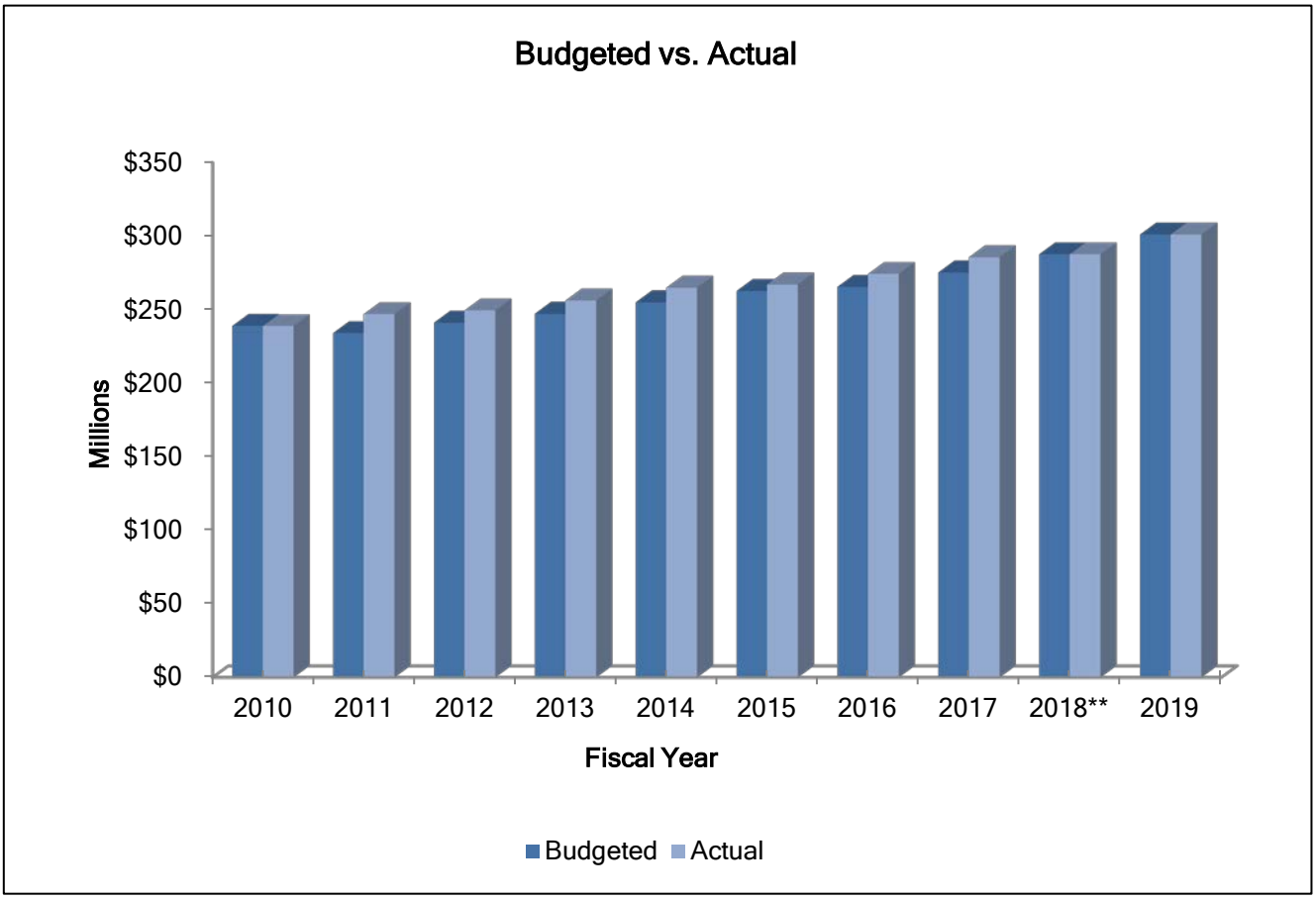
[1] Assumes undesignated fund balance and revenue stabilization reserve will be calculated based on the greater of the current year's or next year's revenues.

Ten-Year Revenue Analysis

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

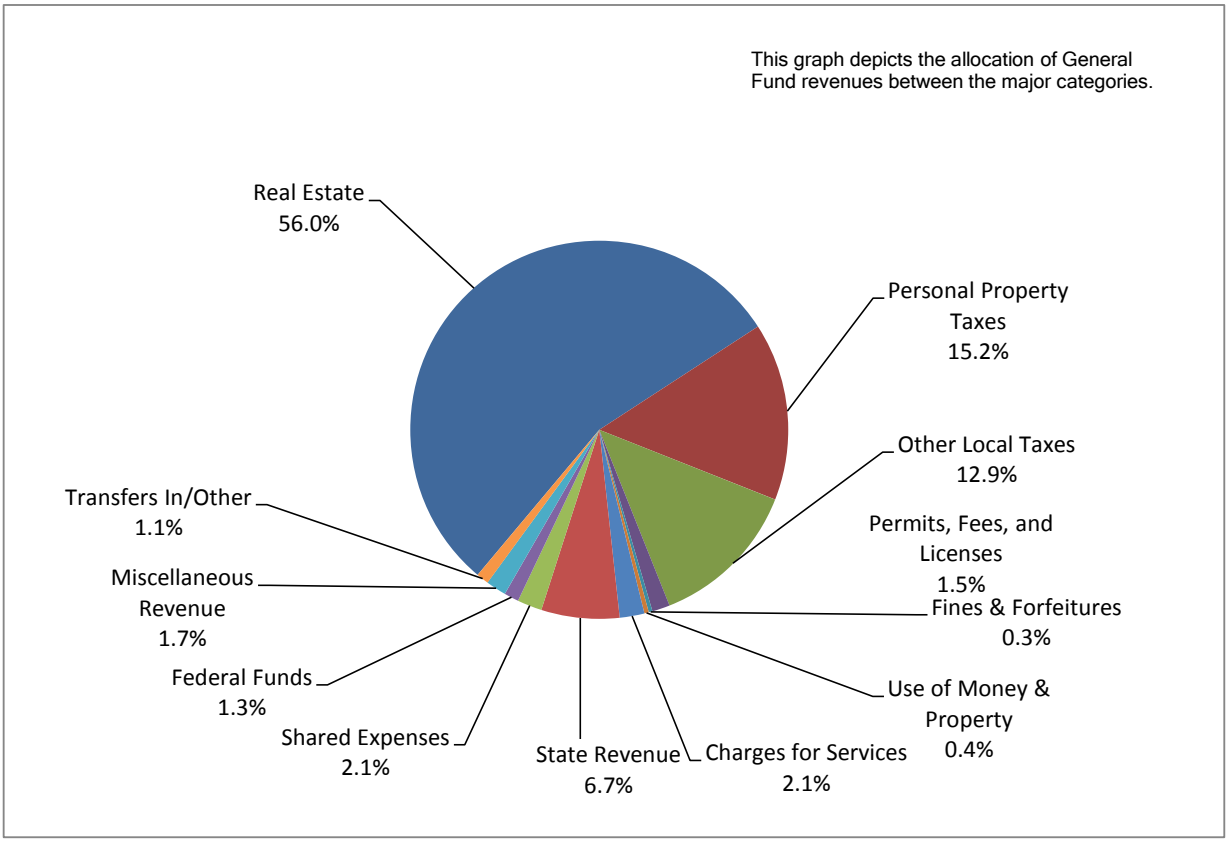
Fiscal Year	Budgeted Revenues	vs.	Actual Revenues		Prior Year % Change
2010	238,985,663		238,872,052		0.0%
2011	234,149,653		247,028,581		3.4%
2012	241,174,370		249,558,058		1.0%
2013	247,291,942		256,235,437		2.7%
2014	255,015,445		264,973,284		3.4%
2015	262,739,908		267,159,993		0.8%
2016	265,534,885		274,319,436		2.7%
2017	275,311,159		285,685,281		4.1%
2018**	287,683,279		287,683,279	*	0.7%
2019	301,104,254		301,104,254	*	4.7%
Average					1.9%

*Budget
** FY2018 Budget is ammended to include Federal Grant and Roll Back Tax Revenue.



General Fund Revenue

Category	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19		Budget as % of Total
Real Estate	160,500,000	164,748,572	$4,248,572	2.6%	54.7%
Personal Property Taxes	43,364,974	45,716,005	2,351,031	5.4%	15.2%
Other Local Taxes	37,469,292	38,974,420	1,505,128	4.0%	12.9%
Permits, Fees, and Licenses	3,914,024	4,537,404	623,380	15.9%	1.5%
Fines & Forfeitures	980,000	974,800	(5,200)	-0.5%	0.3%
Use of Money & Property	676,286	1,141,676	465,390	68.8%	0.4%
Charges for Services	6,169,392	6,346,435	177,043	2.9%	2.1%
State Revenue	18,220,141	20,116,962	1,896,821	10.4%	6.7%
Shared Expenses	6,330,369	6,360,824	30,455	0.5%	2.1%
Federal Funds	3,345,384	3,773,355	427,971	12.8%	1.3%
Miscellaneous Revenue	5,647,095	5,223,459	(423,636)	-7.5%	1.7%
Transfers In/Other	1,128,322	3,190,342	2,062,020	182.8%	1.1%
Total	$287,745,279	$301,104,254	$13,358,975	4.6%	100.0%



FY2018 Adopted Budget is restated to include a Federal Grant Revenue for Fire and Rescue and Roll Back Taxes

General Fund Revenue Analysis

General Property Taxes	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed	Changes '18 to '19	
Real Property	$154,921,257	$160,500,000	$164,748,572	$4,248,572	2.6%
Roll Back	252,602	250,000	250,000	0	0.0%
Public Service Corps	4,467,984	4,467,436	4,293,340	(174,096)	-3.9%
Personal Property	36,478,864	35,514,738	37,816,000	2,301,262	6.5%
Merchants Capital	1,112,683	972,000	1,107,253	135,253	13.9%
Mobile Homes	163,494	180,800	149,412	(31,388)	-17.4%
Machinery & Tools	2,269	0	0	0	0.0%
Penalties	1,359,311	1,230,000	1,350,000	120,000	9.8%
Interest	740,401	750,000	750,000	0	0.0%
Total	$199,498,865	$203,864,974	$210,464,577	$6,599,603	3.2%

*FY2018 Adopted Budget is ammended to include Roll Back Taxes and a Federal Grant for Fire and Rescue.

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate $164.7 million in FY2019, approximately 54.7% of general fund revenues. Each penny on the tax rate yields approximately $1.6 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, 2018. Taxable assessed value of real property grew to $17.5 billion, an increase of 9%, reflecting the continuing recovery of market conditions.

Change in Assessed Value	
Agricultural	-3%
Residential	9%
Multifamily	34%
Commercial	5%
Total Increase	9%

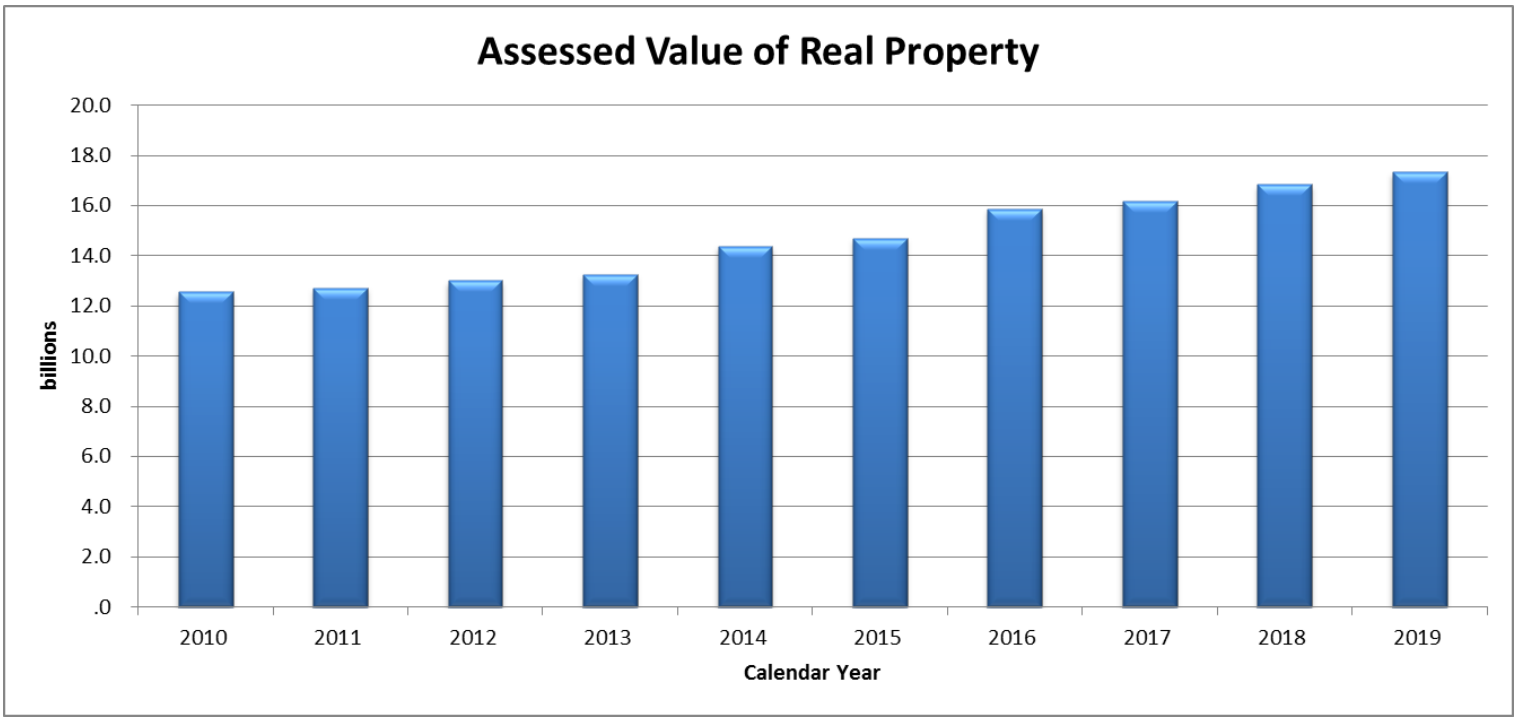
The real estate tax rate for calendar year 2018 is proposed at $0.965, a reduction from the current rate of $0.99. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

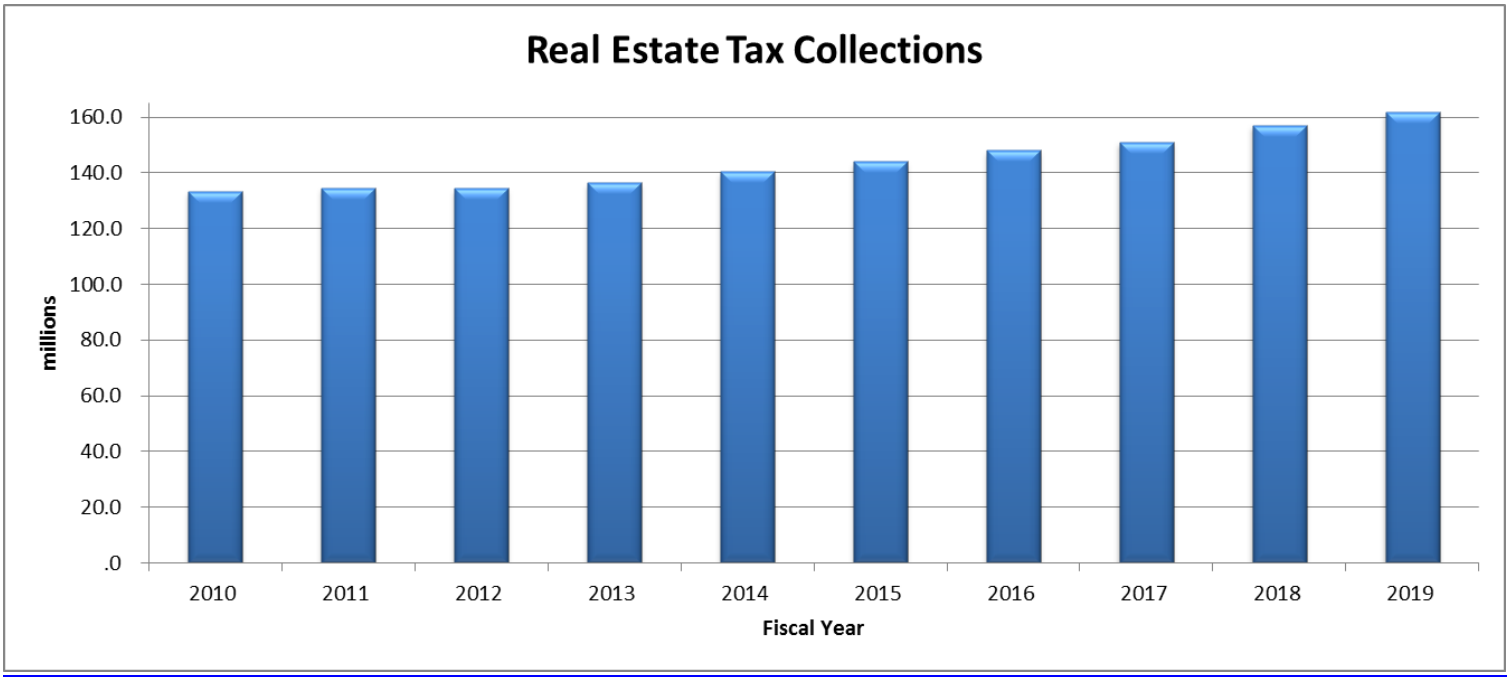
The FY2019 real property revenue projection is based on the following assumptions:

- 1.5% growth in properties in the County
- $0.965 real estate tax rate
- Collection rate of 98.0%

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 the upcoming year and 2.0% per year thereafter. It is assumed that the real estate tax rate remains level or the effective rate is adopted in assessment years.





Personal Property

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

Vehicles

Nationwide, vehicle sales have rebounded from the lows seen during the recession, but new car sales have begun to level off. At midyear, it appears that new car sales are slightly below the prior year and the depreciation of used cars is reporting slight declines in levels. The FY2019 projection assumes that this trend continues.

The Personal Property rate is proposed at the 2017 rate of $6.46 per $100.00 of assessed value, which is established at forty percent (40%) of estimated fair market value. The effective rate would be stated as $2.58 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 Fire and Rescue and Sheriff's deputy volunteers 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, effectively eliminating this tax.

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, effectively eliminating these taxes.

Merchants' Capital

Merchants' capital is defined as inventory of stock on hand; daily rental vehicles as defined in § 58.1-2401; and all other taxable personal property of any kind whatsoever, except money on hand and on deposit and except tangible personal property not offered for sale as merchandise, which tangible personal property shall be reported and assessed as such.

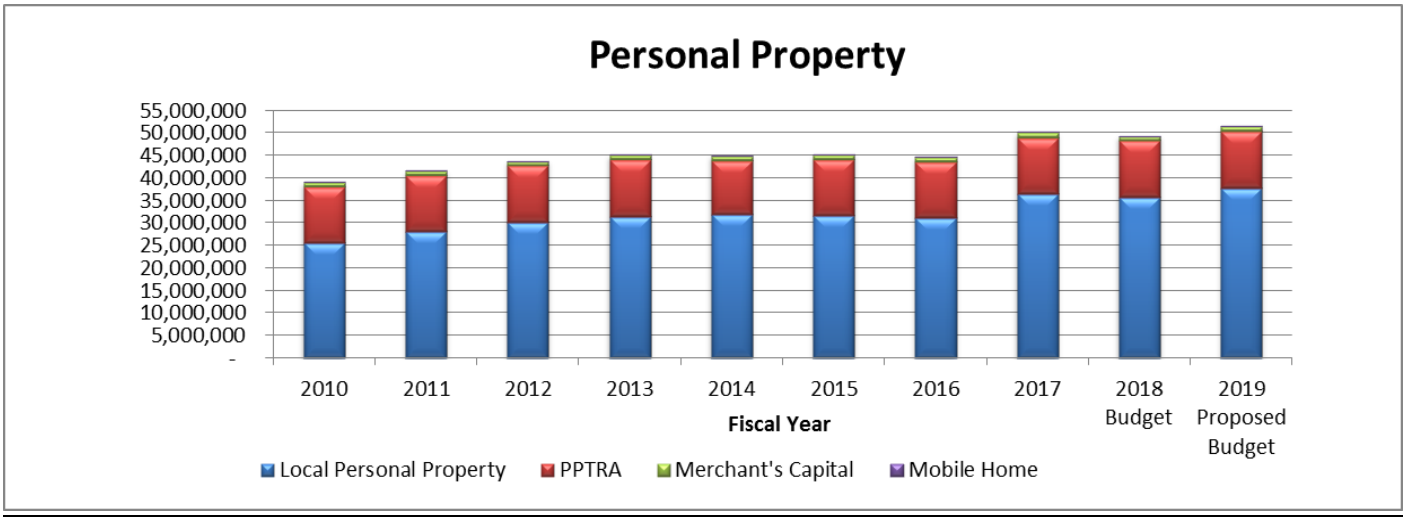
In 2016, the Board adopted a special category of Merchants' Capital for pharmaceutical wholesalers, setting the rate at $0.00.

The following table lists the personal property tax rates for calendar year 2018:

Classification	Rate	Effective Rate
Tangible Personal Property		
Aircraft	$0.0001	$0.0000
Boats or Watercraft	$0.0001	$0.0000
Business Property	$5.49	$1.92
Camping Trailers & Recreational Vehicles	$5.49	$2.20
Computer Equipment	$5.49	$1.92
Disabled Veteran's Vehicle	$0.0001	$0.0000
Motor Vehicles Specially Equipped for Disabled	$0.10	$0.04
Personal Property Volunteer F&R	$0.0001	$0.0000
Personal Property Volunteer Sheriff	$0.0001	$0.0000
All Other	$6.46	$2.58
Motor Carrier Transportation	$0.0001	$0.0000
Machinery & Tools	$0.0001	$0.0000
Merchants' Capital of Pharmaceutical Wholesalers	$0.0000	$0.0000
Merchants' Capital	$0.50	$0.20
Mobile Homes	$0.965	$0.965

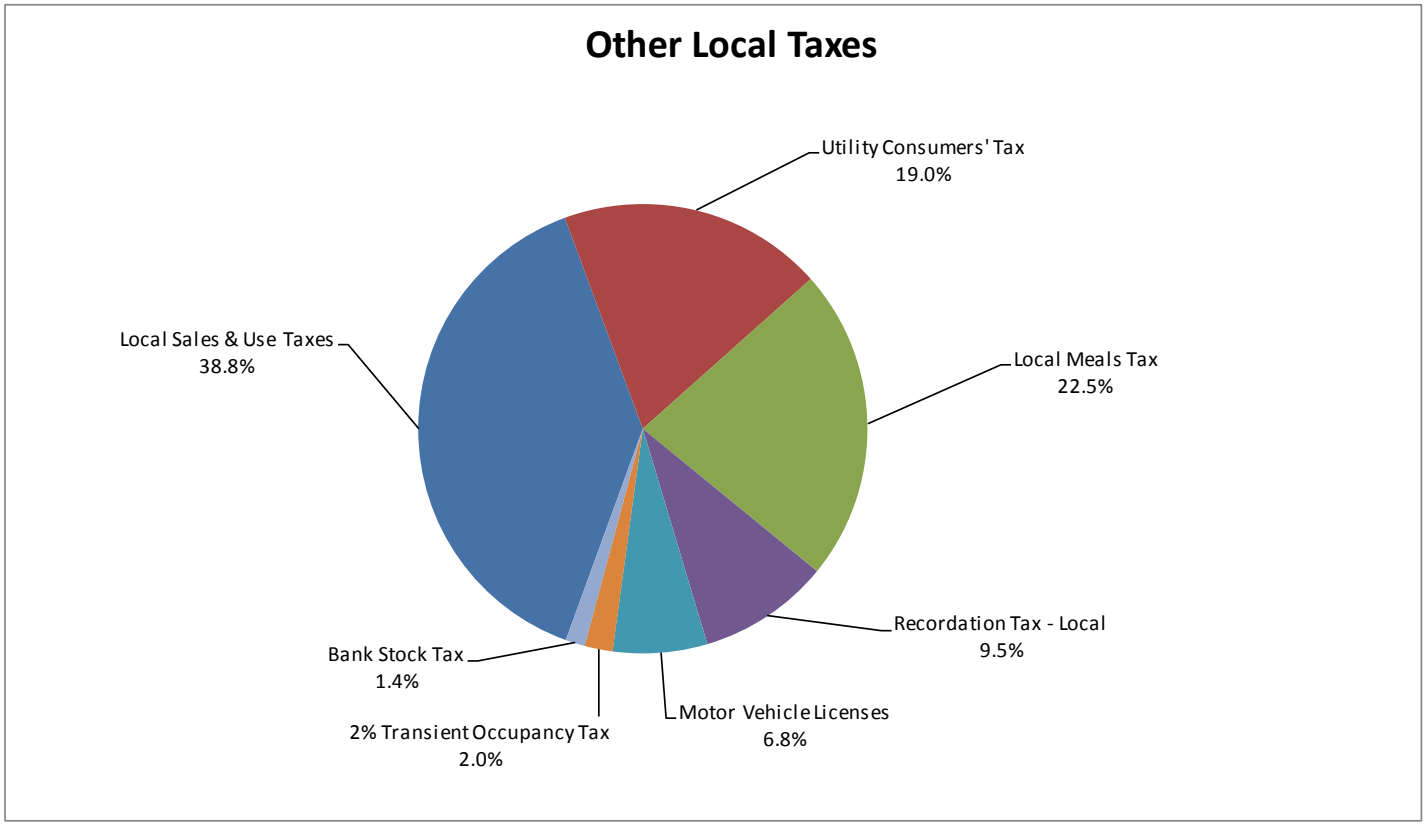
Personal Property Tax Relief Act

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	FY2017 Actual	FY2018 Adopted	FY2019 Proposed	Changes '18 to '19	
Local Sales & Use Taxes	$13,641,300	$13,250,000	$14,445,750	$1,195,750	9.0%
Utility Consumers' Tax	7,307,986	7,504,000	7,087,788	(416,212)	-5.5%
Local Meals Tax	8,022,545	8,100,000	8,369,000	269,000	3.3%
Recordation Tax - Local	3,661,902	3,180,000	3,525,196	345,196	10.9%
Motor Vehicle Licenses	2,522,370	2,500,000	2,525,000	25,000	1.0%
2% Transient Occupancy Tax	730,497	735,000	750,000	15,000	2.0%
Bank Stock Tax	503,926	440,000	519,044	79,044	18.0%
Total	$36,390,526	$35,709,000	$37,221,778	$1,512,778	4.2%

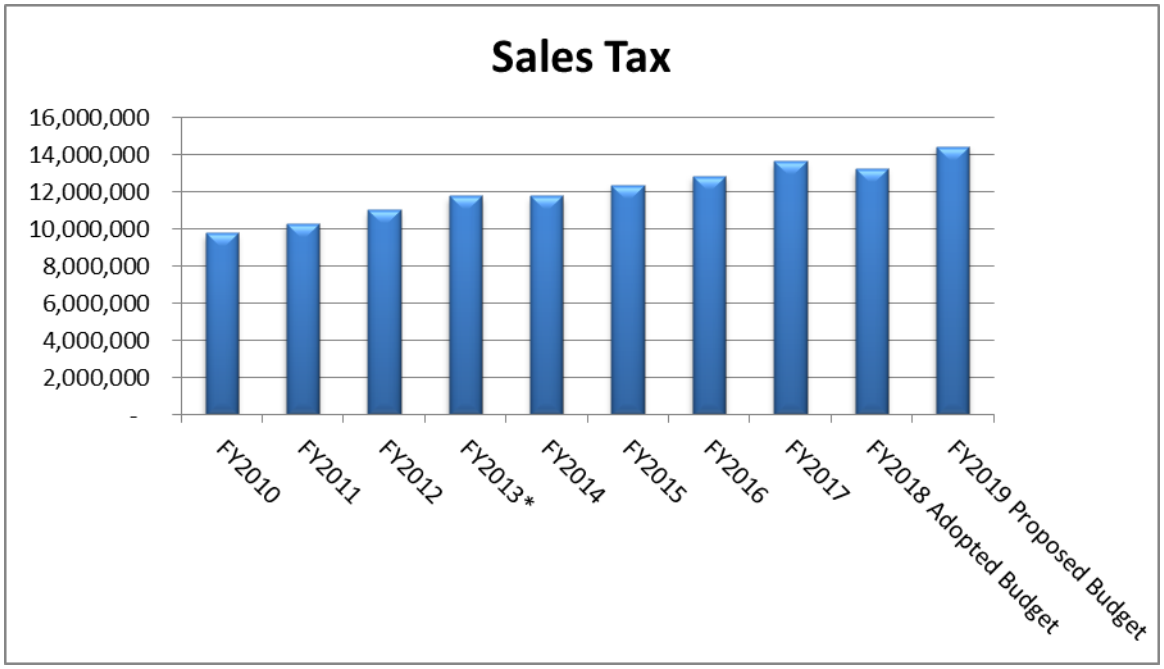


Local Sales & Use Tax

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.

Sale tax revenue for the fiscal year (through December 2017) is 5.4% higher than the same period in FY2017. The FY2019 forecast recognizes that growth and conservatively considers historical trends.

This chart reflects the recent history of sales tax revenue:



*FY2013 receipts reflect a one-time adjustment of $337k for a prior year adjustment.

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

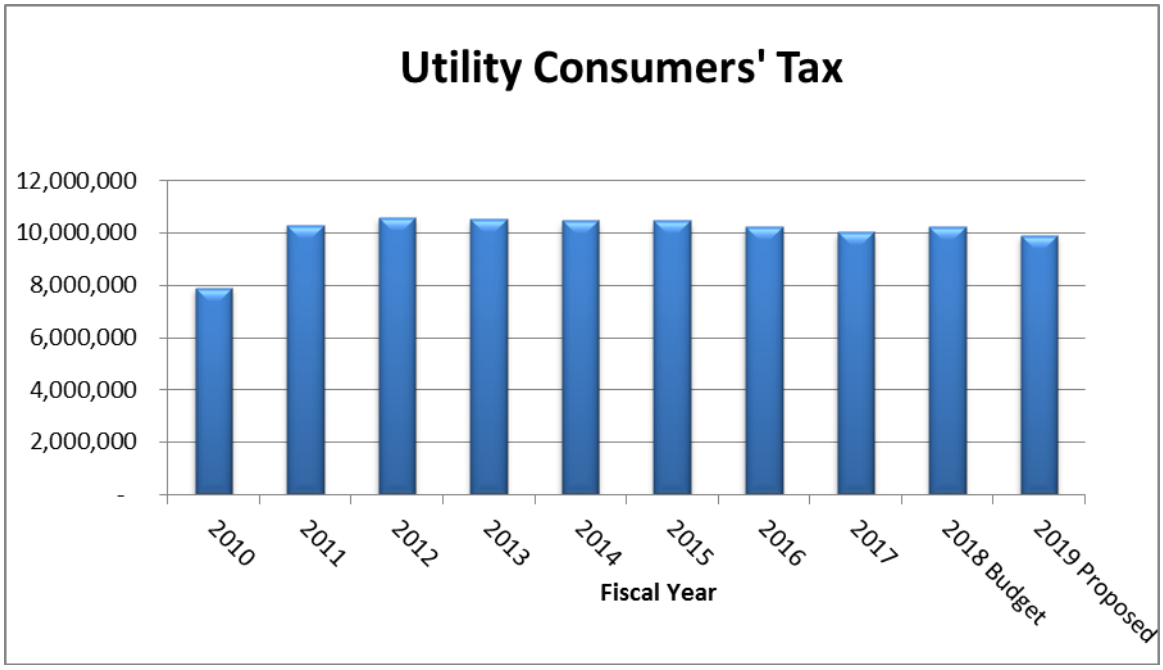
The "State Communications Sales and Use Tax" applies to the following services:

- 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.

Revenues generated by these taxes has decreased slightly, the FY2019 forecast reflects that trend.



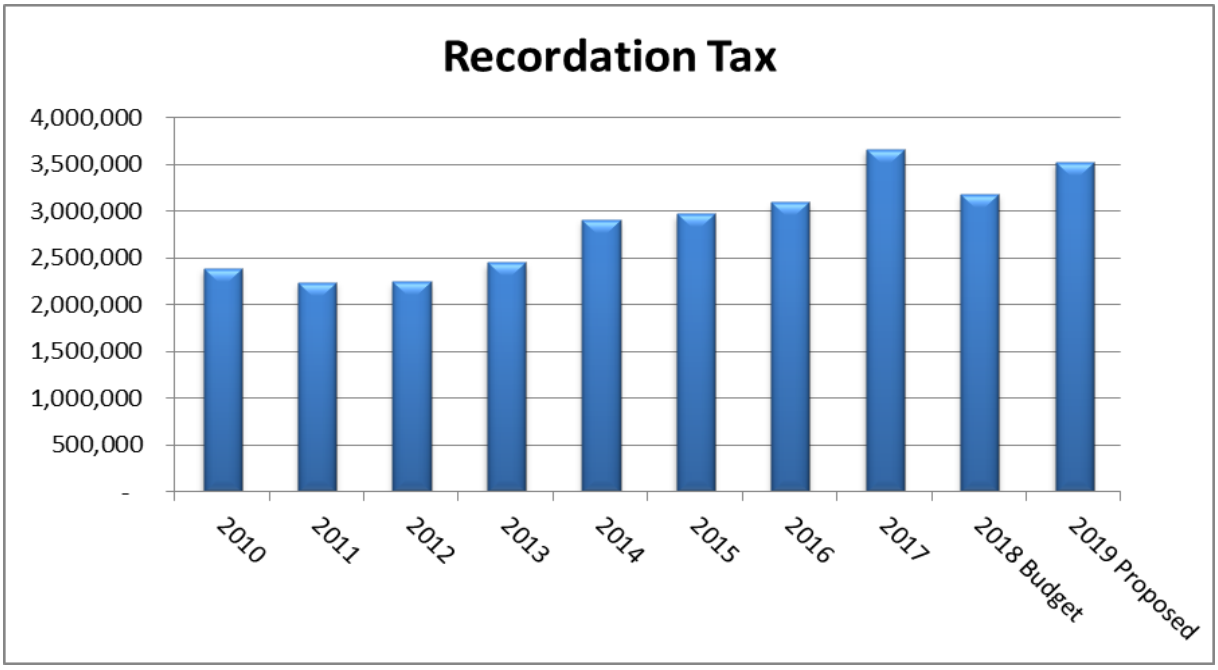
Local Meals Tax

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. Meals tax revenue in the current year (through December 2017) is 4.3% higher than the same period in FY2017. The FY2019 forecast recognizes that growth and conservatively considers historical trends.

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 in FY2017 was higher than normal due in part to the increase in multi-family property in the County. The FY2019 budget assumes a more modest, sustainable projection of 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 budget assumes $2.5 million for this fee, consistent with recent history.

Transient Occupancy Tax

Transient occupancy taxes are collected in accordance with Section 58.1-3819 of the Code of Virginia (1950), as amended. It is a tax on hotels/motels not to exceed 5% of the amount charged for the occupancy of any room or space occupied for a period of less than 30 days. Of the 5% tax, 3% are dedicated to promote tourism, travel or business that generates tourism or travel in the locality and recorded in the Tourism Fund. The remaining 2% are transferred to the General Fund. Revenues designated to tourism are shown in the Tourism Fund (under “Other Funds”).

Bank Stock Taxes

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

General Fund Revenue Analysis

Service Charges & Other	FY2017 Actual	FY2018 Adopted	FY2019 Proposed	Changes '18 to '19	
Permits, Fees, and Licenses					
Animal License & Fees	66,069	65,200	11,200	(54,000)	-82.8%
Zoning Permits & Fees	617,993	741,300	519,900	(221,400)	-29.9%
Fire and Rescue Charges	490,037	424,000	477,680	53,680	12.7%
Building Permits & Fees	3,106,142	2,454,707	3,214,947	760,240	31.0%
Securities Fees	326,562	228,817	313,677	84,860	37.1%
Total Permits, Fees, and Licenses	$ 4,606,803	$ 3,914,024	$ 4,537,404	$ 623,380	-32.0%
Charges for Services					
Excess Fees of Clerk	205,585	152,000	205,500	53,500	35.2%
Miscellaneous Charges	372,328	345,214	413,184	67,970	19.7%
Animal Services Fees	23,136	20,640	23,000	2,360	11.4%
Ambulance Charges	2,003,206	2,300,000	2,000,000	(300,000)	-13.0%
Parks and Recreation Charges	1,723,461	1,801,753	1,700,751	(101,002)	-5.6%
Planning Charges	965,936	757,500	940,000	182,500	24.1%
Code Administrative Charges	1,097,256	792,285	1,064,000	271,715	34.3%
Total Charges for Services	$ 6,390,908	$ 6,169,392	$ 6,346,435	$ 177,043	2.9%

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. 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 interests. Departments of Public Works and Planning & Zoning continually review and revise fees to capture the costs associated with the processing of development applications.

Ambulance Fees

The United States Census Bureau estimates that 90% of Virginians have health insurance coverage. In some areas of the Commonwealth, more than 92% 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 December, 2013. The current approved rates are:

Basic Life Support	$ 505.00
Advanced Life Support - 1	$ 656.50
Advanced Life Support - 2	$ 808.00
Loaded Mile	$ 12.12

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

Parks and recreation charges include charges for gymnastic, aquatic, recreation programs, admission fees and field and property rentals. These fees are budgeted at $1.7 million in the proposed budget.

General Fund Revenue Analysis

Intergovernmental	FY2017 Actual	FY2018 Adopted	FY2019 Proposed	Changes '18 to '19	
State - Shared Expenses					
Commonwealth's Attorney	$1,079,609	$1,104,225	$1,120,126	$15,901	1.4%
Sheriff	3,843,335	3,966,800	3,986,132	19,332	0.5%
Commissioner of Revenue	256,210	258,012	264,318	6,306	2.4%
Treasurer	256,382	261,945	256,870	(5,075)	-1.9%
Registar/Electoral Board	53,204	50,000	55,000	5,000	10.0%
Clerk of Circuit Court	786,624	689,387	678,378	(11,009)	-1.6%
State & Federal - Social Services	4,763,522	5,337,256	5,908,316	571,060	10.7%
State -Childrens Services Act	3,151,205	2,754,845	4,326,138	1,571,293	57.0%
State Categorical Aid:					
State Reimbursement	503,168	390,446	282,993	(107,453)	-27.5%
State Fire Program Fund	418,496	418,495	430,425	11,930	2.9%
Emergency Medical Service	119,932	115,746	115,746	0	0.0%
State - Non Categorical Aid	523,443	469,000	505,592	36,592	7.8%
Federal	677,671	1,129,284	742,185	(387,099)	-34.3%
Total	$16,432,801	$16,945,441	$18,672,219	$1,726,778	10.2%

State Shared Expenses

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

State & Federal - Social Services

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

State - Children's Services Act

Mandated services under the Children's Services Act (CSA) are partially reimbursed by the state. Stafford continues to maximize the use of community based services and collaborating in partnership with all of the mandated agencies within the CSA system. The FY2019 Proposed Budget increase of $1.6 million is due largely to the projected increase in private day school. The projected expenditures have increased $2.7 million, with a projected state funding of 55.6%. The remaining CSA revenues support other mandated services under this act. This budget assumes that we will continue to collaborate with the Schools and other agencies, enabling us to serve an increasing number of these children in the local environment.

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 agencies.

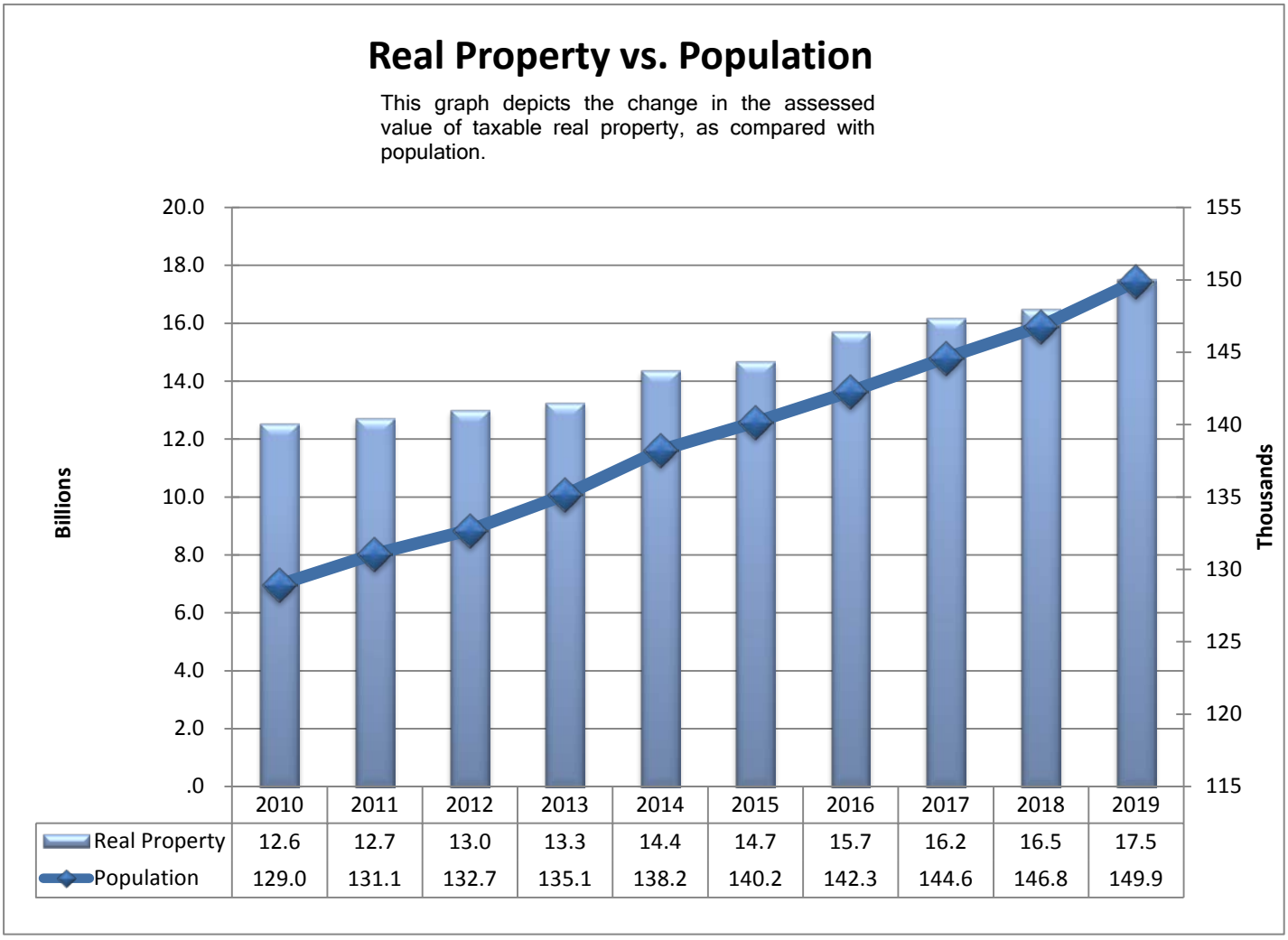
State Non-Categorical Aid

These revenues are collected by the Commonwealth and shared with the County. The 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.

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 most recent reassessment was completed January 1, 2018. The reassessment, reflecting the continuing recovery of market conditions, resulted in an increase of 9% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 9%; the value of commercial properties increased by 5%.



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Real Property	12.6	12.7	13.0	13.3	14.4	14.7	15.7	16.2	16.5	17.5
Population	129.0	131.1	132.7	135.1	138.2	140.2	142.3	144.6	146.8	149.9

General Fund Expenditures

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

The Belmont spring house was used for refrigeration. The water from the spring maintained a constant, cool temperature inside making it ideal for long-term food storage.

Who Are We?

The General Fund Expenditures section includes:

- Overall Summary of the budget
- Ten year analysis of expenditures
- Summary of General Fund by Functional Area
- Departments presented by Functional Area
    - General Government
    - Public Safety
    - Judicial Administration
    - Community Development
    - Health and Social Services
    - Parks, Recreation and Cultural
    - Public Works
    - Education
    - Non-Departmental

General Fund Expenditures

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes Adopted to Proposed	
General Government					
Board of Supervisors	646,421	690,417	744,733	54,316	7.9%
Commissioner of the Revenue	2,513,752	2,734,035	2,810,796	76,761	2.8%
County Administrator	1,102,004	1,279,031	1,331,804	52,773	4.1%
County Attorney	881,835	1,087,135	1,105,325	18,190	1.7%
Electoral Board and Registrar	606,677	511,896	530,236	18,340	3.6%
Finance and Budget	1,620,712	1,645,344	1,725,341	79,997	4.9%
Geographic Information System	578,622	628,041	645,222	17,181	2.7%
Human Resources	471,849	572,534	638,334	65,800	11.5%
Information Technology	1,669,834	1,959,379	2,307,238	347,859	17.8%
Office of Community Engagement	170,073	378,233	391,833	13,600	3.6%
Treasurer	1,919,170	2,117,629	2,154,534	36,905	1.7%
Total General Government	12,180,949	13,603,674	14,385,396	781,722	5.7%
Public Safety				0	
Sheriff	23,985,463	24,797,425	25,766,796	969,371	3.9%
Fire & Rescue Services [1]	17,842,443	20,595,483	21,566,667	971,184	4.7%
15th District Court Unit	340,716	370,626	373,636	3,010	0.8%
Code Compliance	4,165,996	4,118,570	4,421,141	302,571	7.3%
Rappahannock Juvenile Detention Center	1,437,912	1,282,739	1,215,307	(67,432)	-5.3%
Rappahannock Regional Jail	7,338,974	7,399,552	6,909,588	(489,964)	-6.6%
Total Public Safety	55,111,504	58,564,395	60,253,135	1,688,740	2.9%
Judicial Administration					
Circuit Court	259,876	370,772	371,940	1,168	0.3%
Clerk of the Circuit Court	1,507,418	1,557,332	1,582,112	24,780	1.6%
Commonwealth Attorney	3,088,202	3,178,431	3,246,892	68,461	2.2%
Court Deputies	2,520,157	2,428,495	2,539,195	110,700	4.6%
General District Court	88,291	117,250	117,648	398	0.3%
Juvenile and Domestic Relations	98,057	114,700	114,700	0	0.0%
Magistrate	8,103	8,830	8,830	0	0.0%
Total Judicial Administration	7,570,104	7,775,810	7,981,317	205,507	2.6%
Community Development					
Cooperative Extension Program	170,069	185,197	190,975	5,778	3.1%
Economic Development	638,939	696,012	734,670	38,658	5.6%
Community Development Partner Agencies	502,777	504,029	497,114	(6,915)	-1.4%
Planning and Zoning	2,413,680	2,486,743	2,555,093	68,350	2.7%
Total Community Development	3,725,465	3,871,981	3,977,852	105,871	2.7%
Health and Social Services					
Human Services	6,609,563	5,900,882	8,645,892	2,745,010	46.5%
Health and Social Services Partner Agencies	1,314,332	1,351,233	1,373,500	22,267	1.6%
Social Services	5,981,335	7,118,802	7,846,917	728,115	10.2%
Total Health and Social Services	13,905,230	14,370,917	17,866,309	3,495,392	24.3%
Parks, Recreation and Cultural					
Parks and Recreation	7,611,246	7,689,415	7,898,005	208,590	2.7%
Parks, Recreation and Cultural Partner Agencies	226,070	226,070	226,070	0	0.0%
Regional Library	5,179,040	5,238,040	5,301,944	63,904	1.2%
Total Parks, Recreation and Cultural	13,016,356	13,153,525	13,426,019	272,494	2.1%
Public Works					
Engineering	462,803	655,843	599,553	(56,290)	-8.6%
Community Facilities	4,314,298	4,474,978	4,823,542	348,564	7.8%
Total Public Works	4,777,101	5,130,821	5,423,095	292,274	5.7%

General Fund Expenditures

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Changes Adopted to Proposed	
Education					
Operating Budget Transfer	112,072,288	115,726,560	119,002,267	3,275,707	2.8%
Shared Serviced/Audit	0	115,307	115,307	0	0.0%
Public Day School Transfer	518,000	518,000	803,000	285,000	55.0%
One-time Capital Funds (Debt Service Savings)	0	46,879	0	(46,879)	-100.0%
Debt Service	31,245,546	31,315,880	31,466,416	150,536	0.5%
Total Education	143,835,834	147,722,626	151,386,990	3,664,364	2.5%
Non-Departmental					
Transfer to Capital Projects Fund [2]	1,006,866	250,000	4,345,000	4,095,000	1638.0%
Transfer to Transportation Fund	3,055,000	497,098	497,098	0	0.0%
To School Construction	6,547,000	0	0	0	0.0%
Lease or Bond proceeds	1,175,535	0	0	0	0.0%
Armed Services Memorial	134,687	0	0	0	0.0%
Non-Departmental	2,459,086	3,210,516	3,919,983	709,467	22.1%
County Debt Service	13,420,233	14,716,031	14,140,997	(575,034)	-3.9%
Vehicle Replacement Program County	0	50,000	434,313	384,313	768.6%
Vehicle Replacement Program Sheriff	559,447	713,000	763,000	50,000	7.0%
Capital Outlay	2,670,775	3,555,185	1,760,750	(1,794,435)	-50.5%
Capital Outlay One-Time (Courthouse Ramp-up)	0	559,700	543,000	(16,700)	-3.0%
Total Other	31,028,629	23,551,530	26,404,141	2,852,611	12.1%
Grand Total	$ 285,151,172	$ 287,745,279	$ 301,104,254	$ 13,358,975	4.6%

[1] FY2018 Adopted Budget includes SAFER grant position funding

[2] FY2018 Adopted Budget is amended to include a purchase and development rights funding projection. FY2019 proposes to transfer funding for all projects over $100,000 to the Capital Projects Fund.

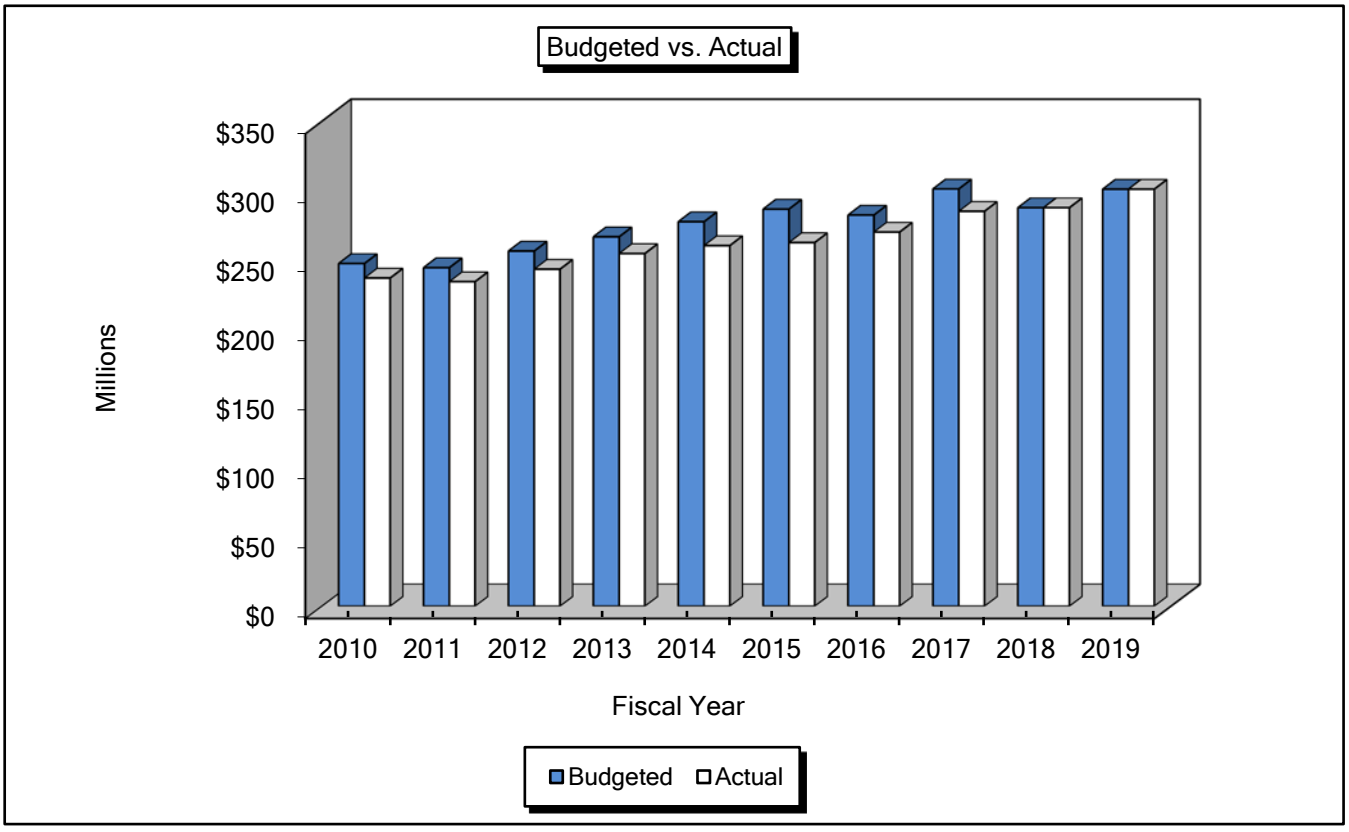
Ten-Year Expenditure Analysis

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY2018 reflects the adopted budget and FY2019 reflects the proposed budget. The average change for this ten-year period is calculated to be 3.4%.

Fiscal Year		Budgeted Expenditures	vs.	Actual Expenditures	Prior Year % Change
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		266,799,089		254,755,569	4.6%
2014		277,636,988		260,455,578	2.2%
2015		286,725,870		262,639,311	0.8%
2016		282,423,525		270,184,431	2.9%
2017		301,241,798		285,151,172	5.5%
2018	(1),(2)	287,745,279		287,745,279	6.5%
2019		301,104,254		301,104,254	5.6%
Average					3.4%

(1) FY2018 Adopted Budget includes SAFER grant position funding

(2) FY2018 Adopted Budget includes a purchase and development rights funding projection. FY2019 proposes to transfer fundings for all projects over $100,000 to the Capital Projects Fund.

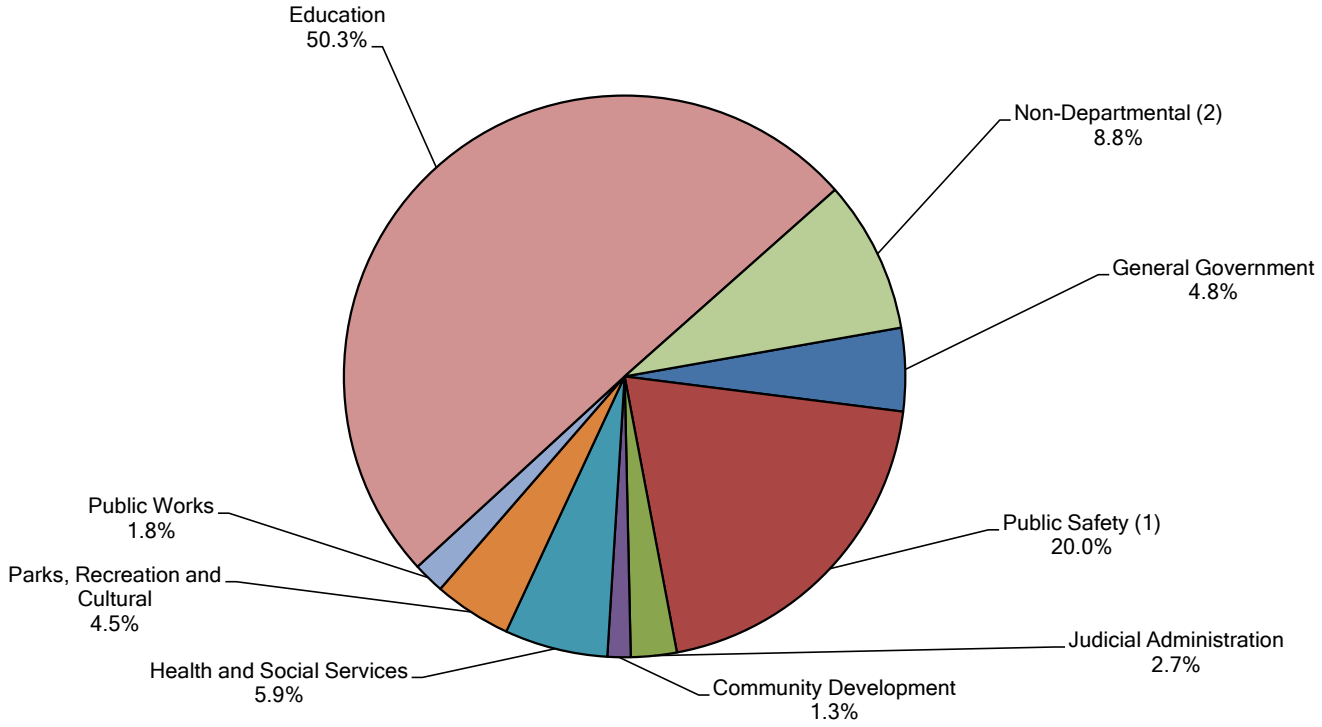


General Fund Expenditures by Functional Area

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
General Government	$12,180,949	$13,603,674	$14,385,396	$781,722	5.7%
Public Safety [1]	55,111,504	58,564,395	60,253,135	1,688,740	2.9%
Judicial Administration	7,570,104	7,775,810	7,981,317	205,507	2.6%
Community Development	3,725,465	3,871,981	3,977,852	105,871	2.7%
Health and Social Services	13,905,230	14,370,917	17,866,309	3,495,392	24.3%
Parks, Recreation and Cultural	13,016,356	13,153,525	13,426,019	272,494	2.1%
Public Works	4,777,101	5,130,821	5,423,095	292,274	5.7%
Education	143,835,834	147,722,626	151,386,990	3,664,364	2.5%
Non-Departmental [2]	31,028,629	23,551,530	26,404,141	2,852,611	12.1%
Total Expenditures	$285,151,172	$287,745,279	$301,104,254	$13,358,975	4.6%

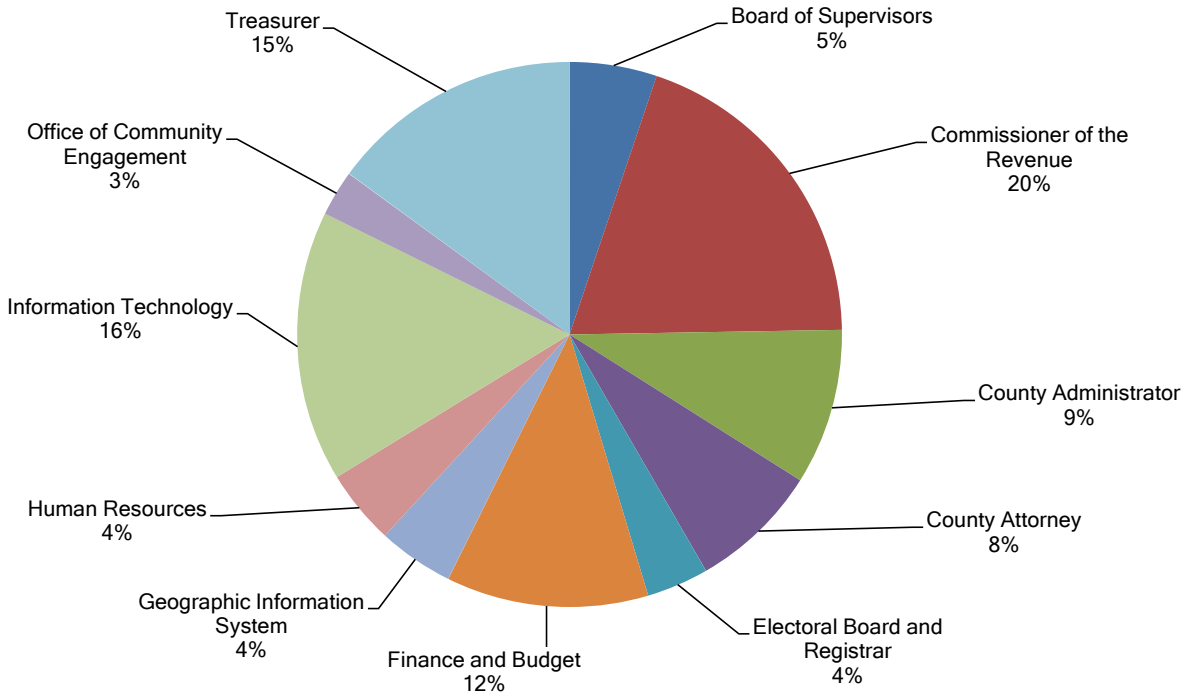
[1] FY2018 Adopted Budget includes SAFER grant position funding

[2] FY2018 Adopted Budget is amended to include a purchase and development rights funding projection. FY2019 proposes to transfer funding for all projects over $100,000 to the Capital Projects Fund.



General Government

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Board of Supervisors	$646,421	$690,417	$744,733	$54,316	7.9%
Commissioner of the Revenue	2,513,752	2,734,035	2,810,796	76,761	2.8%
County Administrator	1,102,004	1,279,031	1,331,804	52,773	4.1%
County Attorney	881,835	1,087,135	1,105,325	18,190	1.7%
Electoral Board and Registrar	606,677	511,896	530,236	18,340	3.6%
Finance and Budget	1,620,712	1,645,344	1,725,341	79,997	4.9%
Geographic Information System	578,622	628,041	645,222	17,181	2.7%
Human Resources	471,849	572,534	638,334	65,800	11.5%
Information Technology	1,669,834	1,959,379	2,307,238	347,859	17.8%
Office of Community Engagement	170,073	378,233	391,833	13,600	3.6%
Treasurer	1,919,170	2,117,629	2,154,534	36,905	1.7%
Total Expenditures	$12,180,949	$13,603,674	$14,385,396	$781,722	5.7%



Mission

Stafford County Board of Supervisors will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government and by working to meet its priorities for the community which include Education, Public Safety, Infrastructure, Economic Development and Service Excellence, all encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden.

Thinking Efficiently

The agendas and all supporting materials for each Board of Supervisors and Standing Committee meetings are accessible on the County's website for citizens to review in advance of each meeting. This saves money on printing. The agendas, which can be hundreds of pages, are uploaded onto iPads for Board members use. The agenda process should be fully automated in FY2018 eliminating hours of staff time and paper usage.

In 2017, members of the Board of Supervisors helped break ground on the Courthouse Road widening project. Features of the project include a new traffic signal at Colonial Forge High School., more than 1,000 new commuter parking spaces and four lanes of roadway from Ramoth Church Road to I-95.

Who Are We?

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.

Executive Management & Leadership

- 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.
- The Chairman and Vice-Chairman of the Board are elected annually by the members of the Board.

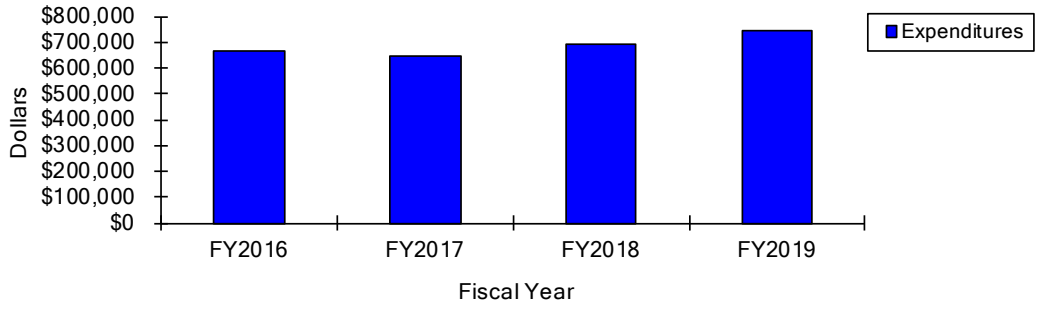
Citizen Information/Community Awareness

- Regular meetings are held in the Board of Supervisors' chambers, located on the ground floor of the George L. Gordon Government Center, on the first and third Tuesday of each month. All Board meetings are open to the public.

Board of Supervisors

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$251,497	$235,058	$226,131	$226,131	$0	0.00%
Operating	414,838	411,363	464,286	518,602	54,316	11.70%
Local Tax Funding	$666,335	$646,421	$690,417	$744,733	$54,316	7.87%
Funded Positions						
Part-Time Positions	7	7	7	7	0	0.00%



Total Budget

$744,733

Notable Changes

Operating

- Increase in meeting expenses
- Increase in dues and memberships that are calculated on population estimates
- Increase in office supplies based on historical usage
- Increase in contracts
- Increase in audit fee based on estimate

Unfunded

- Annual Legislator's Dinner $ 1,800

Goals/Objectives

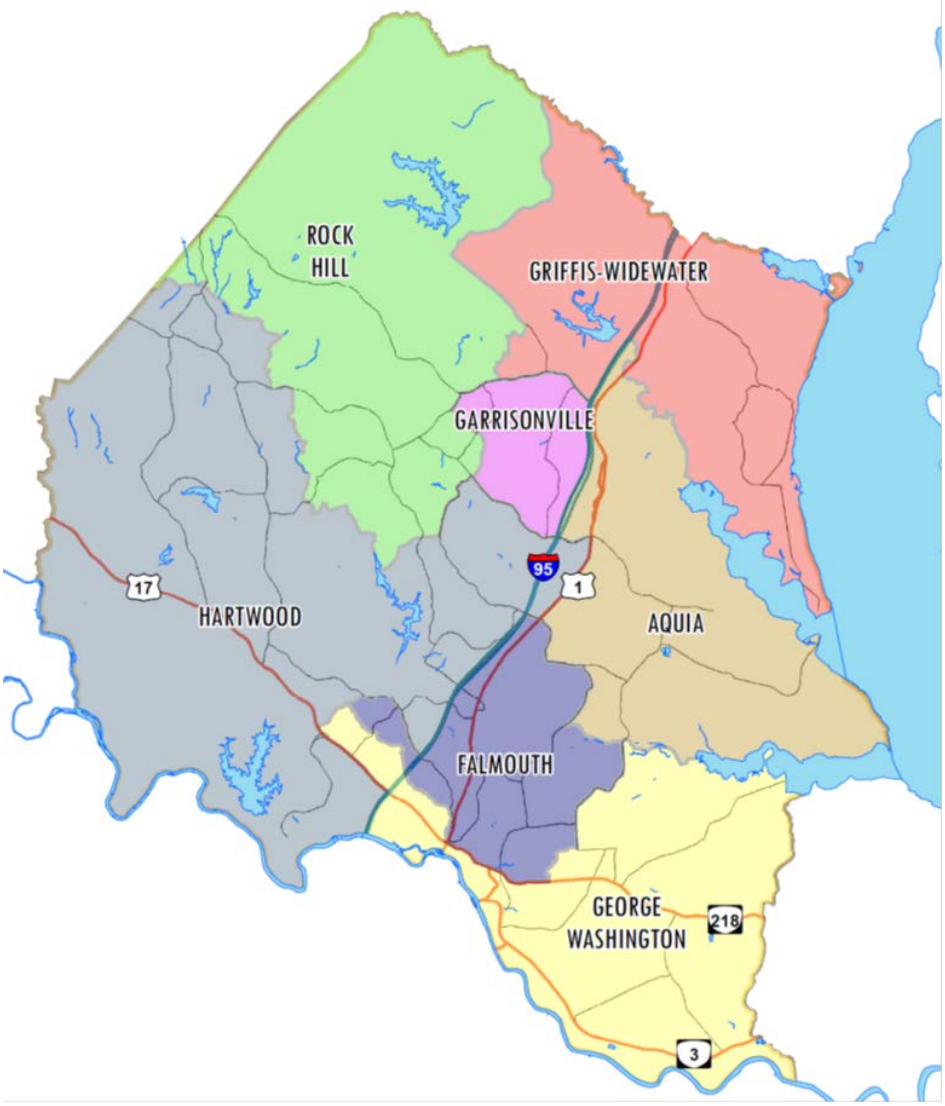
- Continue to promote a safe, healthy and prosperous community through responsible and accountable government by working to meet the Board's priorities for the community, which include Education, Public Safety, Infrastructure, Economic Development, and Service Excellence (Service Level 1, 2, 3, 4, 5, 6 & 7)
- Enhance Public Safety by consideration of the proposed staffing plan for the Sheriff's Office and Fire and Rescue (Service Level 1)
- Demonstrate fiscal responsibility with balanced County and School budgets, reducing the tax burden, and upgrading the County's bond rating with all rating agencies to AAA (Service Level 4, 5, & 6)
- Citizen Action Officer engages staff, outside vendors/businesses/VDOT, etc. to address constituent inquiries presented to the Board (Service Level 7)
- Establish and implement policies that maintain a high quality of life for County residents and visitors (Service Level 1, 2, 3, 4, 5, 6 & 7)

The above goals support the Board of Supervisors priorities for the community as well as Principles of High Performance Financial Management and the County's BEST Values

Service Levels

		FY2017 Actual	FY2018 Plan	FY2019 Budget
1.	Board of Supervisor Meetings	23	24	24
2.	Ordinances Adopted/Considered	37	55	55
3.	Resolution Adopted/Considered	392	400	400
4.	County Bond Rating Fitch	AAA	AAA	AAA
5.	Moody's	aA2	AA1	AAA
6.	S & P	AAA	AAA	AAA
7.	BOS requests for constituent assistance processed	665	600	700

Election District Boundaries



Accomplishments

- Obtained AAA bond rating from Fitch
- Obtained positive outlook from Moody's
- Broke ground on the Courthouse Road Widening Project, a $35.9 million project in partnership with VDOT
- Dedicated the Armed Services Memorial on July 15, 2017
- Completed the Safety Improvement Projects on Truslow Road and Poplar Road, Phases I and II (a Youth Drive Taskforce initiative)
- Completed Phase II improvements at Emery Mill Park
- Initiated HB221 and SB1248 resulting in tax deferral for property owners adjoining Lake Mooney
- Expanded the Purchase of Development Rights Program (PDR), which saved more than 10,000 acres and retired 2,967 development rights

Did You Know?

Under Virginia's Traditional Form of Government established in the Constitution of 1870, Stafford's citizens elect five Constitutional Officers: Clerk of the Circuit Court, Commissioner of the Revenue, Commonwealth's Attorney, Sheriff and Treasurer. The Board appoints a County Administrator and the County Attorney. The County Administrator, Constitutional Officers, and County Attorney share responsibilities for County government operations. The Board approves budgets and appropriations for all County agencies.

Commissioner of the Revenue

Mission

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

Thinking Efficiently

We are in the process of implementing new technologies that will allow us to increase our customer service and streamline our business processes.

The Stafford County Government Center was named in honor of Mr. George L. Gordon, who served as Commissioner of the Revenue for 57 years (1942 to 1999).

Who Are We?

Personal Property Tax

- Assesses all tangible personal property i.e., vehicles, trailers, motor homes, business property, machinery & tools, merchants capital, and mobile homes.

State Income Taxes

- Provides service to the taxpayers of Stafford in the filing of their state individual income taxes.

Food and Beverage, Transient Occupancy, & Short Term Rental Taxes

- Responsible for the remittance of the food and beverage, transient occupancy, and short-term rental tax.

Audit

- Ensures uniformity in the taxation of business property and promotes compliance in the assessment of tangible business property and all excise taxes collected by the business and held in trust for the county.

Real Estate Division

- Responsible for maintaining all real property records for the purpose of assessment and taxation.

Reassessment

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

Land Use

- Allows for agricultural, horticultural and forest land to be assessed at use value, rather than its market value.

Tax Relief for the Elderly and Disabled

- 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.

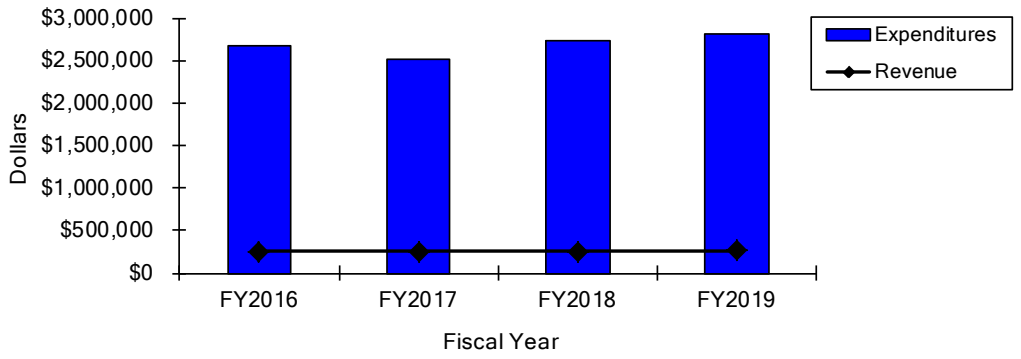
Disabled Veterans Tax Relief

- A state instituted program exempting disabled veterans and their surviving spouses from local real estate taxes. Veterans with permanent disabilities that are 100% service related qualify for the program. Qualified applicants will receive relief on their house and up to one acre of land.

Commissioner of the Revenue

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$2,342,569	$2,276,232	$2,441,328	$2,515,238	$73,910	3.03%
Operating	320,233	237,520	292,707	295,558	2,851	0.97%
Total	2,662,802	2,513,752	2,734,035	2,810,796	76,761	2.81%
Revenue	257,301	256,280	258,012	264,318	6,306	2.44%
Local Tax Funding	$2,405,501	$2,257,472	$2,476,023	$2,546,478	$70,455	2.85%
Funded Positions						
Full-Time Positions	29	29	29	29	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



Total Budget

$2,810,796

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Operating

- Increase in contractual agreements

Unfunded

- Costar Membership for Commercial Appraisers $3,350
- Increase in IAAO Dues $ 400
- IAAO Annual Conference $2,000

Goals/Objectives

- Provide accurate, timely and equitable assessments. This will ensure the tax burden is spread equally among taxpayers. We are providing service to the taxpayers and the County by ensuring the tax system is respected and accepted by the citizens of Stafford County through continuing to focus on accuracy and equity. (Service levels 2, 3, 4, 5, 6, 7, 8, 9, 10)
- 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.
- Utilize wireless technology to allow for on-site data collection. This will improve the accuracy of assessments and improve our efficiency.
- Move towards a paperless system. In addition to new online tax filings, paper filings are digitized and easily retrievable through an electronic content management system. (Service levels 1)
- Ensure that every property owner understands the assessment process and how property values are derived. (Service levels 1, 6, 7)
- Continue to work with Economic Development to provide revenue models and other revenue data critical to their economic development efforts and in locating and registering businesses on to the tax rolls.
- Promote professionalism through education, training, licensing and accreditation.

The above goals support the Board of Supervisors Priorities for the community and the County's BEST values.

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Customers Assisted (phone calls & walk-ins)	48,901	36,500	48,500
2.	Real Estate Changes (transfers, splits, boundary line adjustments)	7,756	6,000	7,850
3.	Real Estate Special Programs (land use, elderly & disabled tax relief, veterans tax relief)	2,715	850	3,000
4.	Business accounts	5,859	6,400	6,400
5.	VA tax returns	5,613	7,200	7,000
6.	Vehicles assessed	163,762	30,000	131,000
7.	New business registrations	147	500	200
8.	Military tax exemptions	1,775	2,300	2,400
9.	Business site visits	75	2,200	100
10.	Disabled vet applications	185	550	600

Accomplishments

- Opened a new customer service center which will enable us to better serve the citizens.

Did You Know?

Personal Property staff of the Commissioner of the Revenue's Office offers state income tax preparation for all citizens of Stafford County. They also act as customer service agents between the Department of Taxation and the taxpayer.

County Administration

Mission

To help fulfill the Board of Supervisors priorities for the community, which include Public Safety, Education, Economic Development, Infrastructure, Service Excellence, all encompassed by Fiscal Responsibility and Reducing the Tax Burden 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

- Staff digitized all signed resolutions, ordinances and proclamations for easy access and is working toward a fully automated Board agenda package by the end of FY18.

The employees in this picture are 10-year Stafford Government employees being awarded special pins for their service. Many of these employees are graduates of programs and activities initiated by County Administration to

Who Are We?

County Administration oversees the day to day operations of the Stafford County Government to ensure that employees provide high quality services that help build a great community. To achieve this goal, County Administration staff engages in five primary areas:

Executive Management and Leadership

- Oversees services, programs and activities over which the Board of Supervisors and County Administrator have authority.
- Leads and encourages professional development among staff

Legislative Facilitation

- Facilitates the development and implementation of the County budget, the levying of County taxes; assists in appointment of members of authorities, commissions and committees; adopts the County's Comprehensive Plan; approves and enforces related ordinances.
- Coordinates annual legislative initiatives for the Board.

Staff Support to the Board of Supervisors

- Coordinates preparation of agenda materials for the Board of Supervisors and Board committee meeting. Processes resolutions, ordinances, and proclamations as approved by the Board,
- Assists in office management, preparation of statistical and financial reports including budget preparation, and coordinate special events.

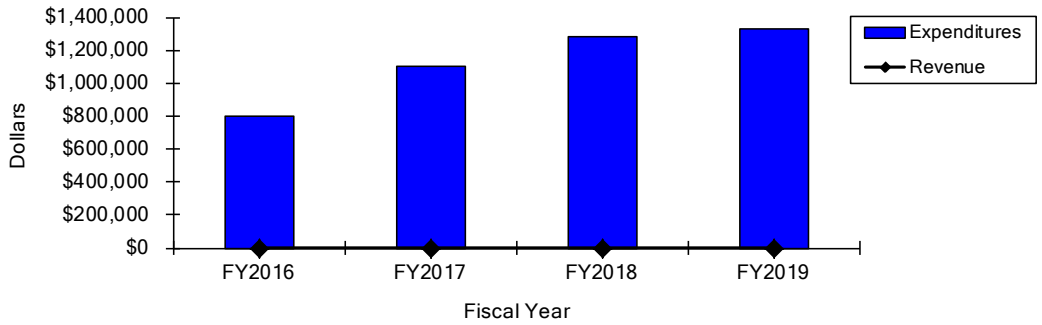
Community Building

- Facilitates community building initiatives by bringing together different aspects of a community including businesses, health care, education, recreation, and public infrastructure to help build a place where residents can work toward a common future.

County Administration

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Personnel	$764,897	$1,074,708	$1,244,914	$1,270,422	$25,508	2.05%
Operating	38,044	27,296	34,117	61,382	27,265	79.92%
Local Tax Funding	$802,941	$1,102,004	$1,279,031	$1,331,804	$52,773	4.13%
Funded Positions						
Full-Time Positions	7	8	8	8	0	0.00%
Part-Time Positions	0	1	1	1	0	0.00%



Unfunded

- Webinars $1,000
- Misc. Leadership Courses $1,000

Total Budget

$1,331,804

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- Additional funding for seminars and conferences based on historical data
- Increase in office supplies based on historical usage
- Increase in dues and memberships based on increased population
- Increase in mobile phones due to additional staff
- Additional funding for meeting expenses

Goals/Objectives

- Maintain AAA bond ratings with Standard and Poor's and Fitch Rating Services and work toward AAA rating with Moody's. (Service Level 1, 2 & 3)
- Continue to provide support to the Board of Supervisors and their priorities for the community (Service Level 5)
- Maintain and retain a professional workforce to carry out the Board of Supervisors priorities for the community. (Service Level 5)
- Serve as model high performing local government for other municipalities in Virginia and the nation. (Service Level 1, 2, 3, 4, 5, 6, 7 &10)

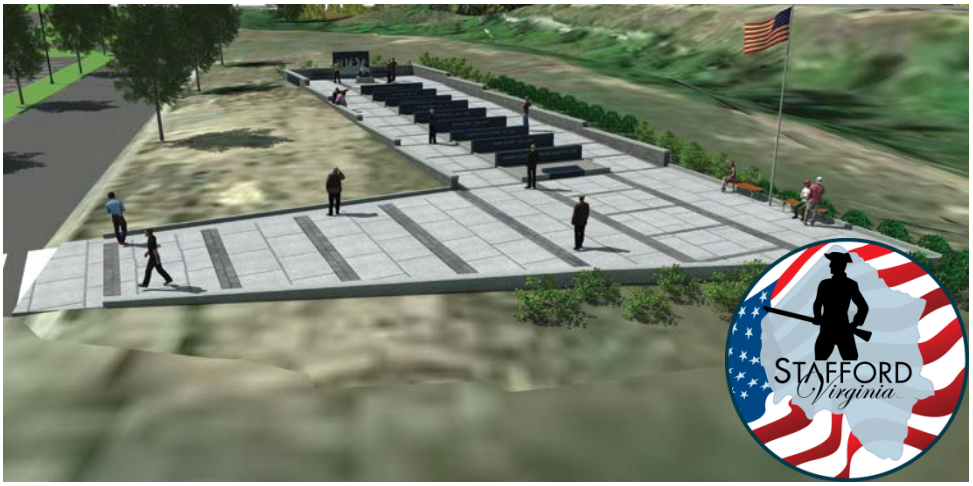
The above goals support the Board of Supervisors' priorities and the County's Principles of High Performance Management.

The above goals support the Board of Supervisors Service Excellence Priority and the Board-approved Communication Plan.

County Administration

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Bond Rating - Fitch	AAA	AAA	AAA
2.	Bond Rating - Standard & Poor's	AAA	AAA	AAA
3.	Bond Rating - Moody's	aA2	AA1	AAA
4.	BOS Requests for Constituent Assistance Processed	665	600	700
5.	BOS Agenda Items	424	508	525
6.	BOS Action Items	401	688	650
7.	BOS Resolutions	292	376	400
8.	BOS Ordinances	37	46	55
9.	BOS Proclamations	23	35	35
10.	FOIA Requests	203	189	250



An initiative of the Board of Supervisors, Stafford is built an Armed Services Memorial and successfully raised all the funds for construction.

Accomplishments

- The Virginia Recreation and Park Society honored Stafford County at its 63rd annual conference: Embrey Mill Park was recognized with the Best New Facility (Parks, Playgrounds, Greenways, and Trails Award); and
- (Retired) Colonel Glenn Trimmer was selected as recipient of the Distinguished Volunteer Service Award for his work at the Stafford Civil War Park.
- Completion of safety improvements to Truslow Road and Poplar Road Phase I and II, initiatives of the Youth Driver Safety Task Force

Did You Know...

Stafford County performed a Cultural Resource Study of Slavery-Related Buildings and Sites in the County in an effort to document and save disappearing historical sites? The County won both national and state recognition for their efforts.

County Attorney

Mission

Our mission is to provide high-quality and timely legal counsel, representation, and advice to the Board of Supervisors, the County Administrator, County departments and staff, and the Constitutional Officers and their staffs.

Thinking Efficiently

- Works with the County Administrator, County departments and staff, and the Constitutional Officers and their staffs to standardize and implement procedures, processes, and documents to improve internal efficiency and response time.
- Partners with the County Administrator and County departments and staff, to identify and realize efficiencies and cost-savings in County services and programs, and maximize limited current and potential future County resources, including exploring combining government and County department services and programs where permitted, appropriate, legally advisable, and financially positive.

Sign at the entrance of the County Attorney's Office.

Who Are We?

We Advise

- The Board of Supervisors, County Administrator, County departments and staff, and Constitutional Officers and their staffs, providing assistance with (i) the interpretation of federal, state, and County laws, ordinances, resolutions, and regulations; and (ii) the enforcement of the County Code and County ordinances, resolutions, regulations, policies, and decisions.
- The boards, commissions, committees, and subcommittees created, and members appointed, by the Board of Supervisors, including the Planning Commission, the Telecommunications Commission, and the Tow Boards.

We Represent

- The Board of Supervisors, the County and County staff, and, to a lesser extent, Constitutional Officers and their staffs, in both state and federal courts, and before state and federal executive departments and agencies.

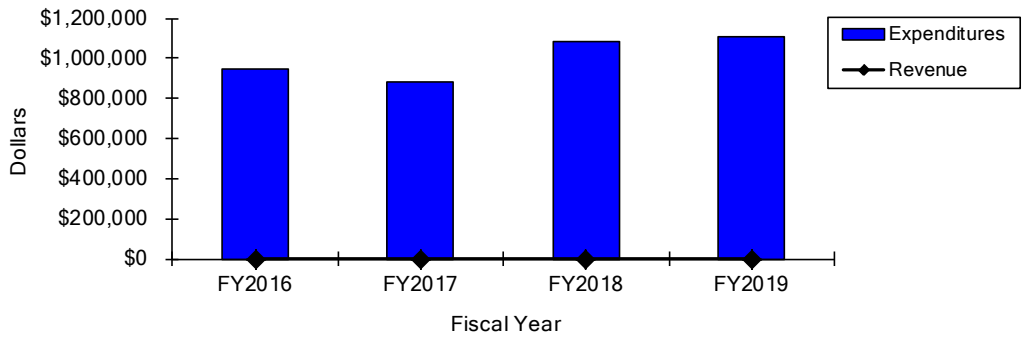
Our Additional Functions

- We draft, review, and approve (i) ordinances and resolutions for the Board of Supervisors' consideration; (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 the acquisition of real property by the County; (v) leases and license agreements; (vi) memoranda of agreement/understanding; (vii) public hearing advertisements; (viii) Freedom of Information Act and subpoena responses; and (ix) Conflict of Interests Act advice and opinions.
- We assist in the interpretation and enforcement of the County's zoning and solid waste provisions.
- In bankruptcy cases, we file claims to collect debts owed to the County for utilities fees, and real and personal property taxes.
- We handle garnishments filed in the courts against County employees.

County Attorney

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$806,836	$810,143	$861,145	$879,335	$18,190	2.11%
Operating	136,090	71,692	225,990	225,990	0	0.00%
Local Tax Funding	$942,926	$881,835	$1,087,135	$1,105,325	$18,190	1.67%
Funded Positions						
Full-Time Positions	7	7	7	7	0	0.00%



Total Budget

$1,105,325

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Goals/Objectives

- Advise and assist County staff in support of the Board's economic, recreational, and public safety policies, efforts, and goals, including the Board's strategic plan; its desire to highly prioritize public safety; its desire to bring additional higher education facilities in the County, and providing high quality, top-notch passive and active recreational parks and facilities. (Service Levels 1, 3, and 4)
- Review and prepare land transaction documents, helping to ensure that impacts of Board-approved development is mitigated and dedicated, as proffered; and agricultural land is conserved and preserved through adopted County programs, like the Purchase of Development Rights (PDR) Program and Transfer of Development Rights (TDR) policies. (Service Level 2)
- In support of the Board's fiscally conservative financial policies, advise and assist County staff in procuring goods and services, and carrying out Board-approved transportation improvements, from procurement through construction, including property acquisition and condemnation, when necessary. (Service Levels 1 and 3)
- Advise and support Human Resources in personnel and employment matters, under state and federal laws, in support of the Board's goal to provide quality, knowledgeable, and responsive customer service to the public, while ensuring a work-life balance for employees. (Service Level 1)
- Defend and protect the County's interests, with the assistance of outside counsel in some matters, in bankruptcy and litigation, including, but not limited to, various land use cases and construction claims/cases in support of minimizing, to the extent possible, the County's potential financial liability, in support of the Board's individual legislative actions and the Board's financial policies. (Service Levels 1, 3, and 4)

The above goals support the Board of Supervisors Priorities and the County's BEST Values.

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1	Response to legal advice requests from the Board, Planning Commission, and other BACCs; County Administration, County departments and staff; and Constitutional Officers and their staffs (manual tracking (approx.))	519	425	425
2	Deed review and drafting (manual tracking (approx.))	224	200	200
3	Litigation (active, open cases, not including bankruptcy or condemnations) ((manual tracking) (approx.))	32	40	40
4	Bankruptcy (newly filed cases) (manual tracking (approx.))	65	100	70

A judge's gavel presented to the County Attorney's Office and one of the many books in the County Attorney's Office library, this one particularly being of note as it memorializes Virginia court decisions from 1730.

Accomplishments

- Supported the Board's efforts to realize cost savings and greater fiscal efficiency by drafting and reviewing mutual aid and cooperative agreements entered into between the County and non-profit entities and adjacent localities.
- Drafted deeds and agreements to assist in the purchase and conservation of an additional 125 acres of land on the Crow's Nest peninsula.
- Facilitated a multidisciplinary approach between legal staff and County departments to successfully update the County's form construction contract, affording the County more protection in compliance with the procurement laws of the Commonwealth.

Did You Know?

Stafford County is a traditional form of government, and the positions of Clerk of the Court, Sheriff, Commissioner of the Revenue, Treasurer, and Commonwealth Attorney are required by the Virginia Constitution and voted on by the residents of Stafford County. The position of County Attorney, however, is authorized by statute in the Virginia Code, and the County Attorney is appointed by and serves at the pleasure of the Board of Supervisors.

Registrar and Electoral Board

Mission

To ensure the opportunity to register and vote is available to all eligible residents

The Stafford County Office of Voter Registration was established in 1971, as required by the Virginia General Assembly.

Who Are We?

- Appointed Constitutional Officer
- Conduct voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, the directives of the State Board of Elections, under the guidance of the Stafford County Electoral Board
- Maintain voter registration records, candidate files, and election results while providing for their safekeeping and retention in accordance with applicable laws
- Core Functions
  - Voter Registration
  - Candidate Support
  - Political Party Support
  - Elections
  - Public Education
  - Records Retention

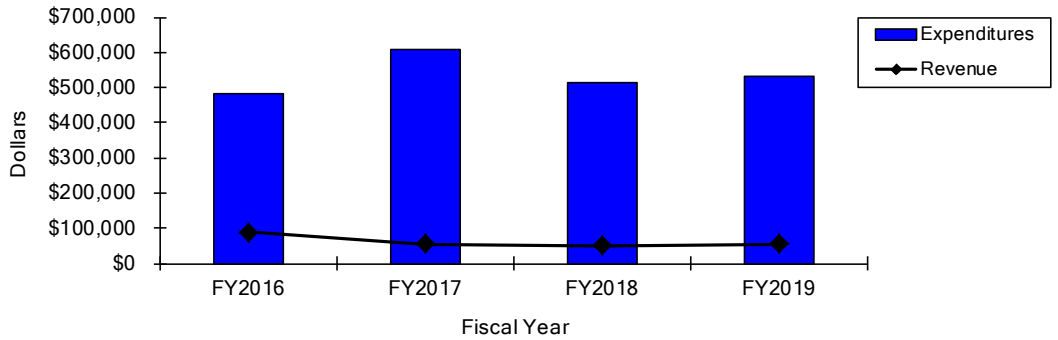
Thinking Efficiently

- 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 and Electoral Board

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$346,650	$404,505	$370,556	$382,896	$12,340	3.33%
Operating	134,351	202,172	141,340	147,340	6,000	4.25%
Total	481,001	606,677	511,896	530,236	18,340	3.58%
Revenue	88,586	55,082	50,000	55,000	5,000	10.00%
Local Tax Funding	$392,415	$551,595	$461,896	$475,236	$13,340	2.89%
Funded Positions						
Full-Time Positions	3	3	3	3	0	0.00%
Part-Time Positions	1	1	1	1	0	0.00%



Total Budget

$530,236

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay
- Funded half of agency request for election workers

Operating

- Funded half of agency request for election worker increase

Unfunded

• Additional increase for staff	$10,000
• Additional Hours Needed for part-time staff	$2,500
• Increasing Costs for election workers/funded half of request	$9,500
• Increasing Costs for contracts/funded half of request	$6,000
• Increasing Costs of Voter Turnout and Paper Ballots	$15,000
• Increasing Costs of Sending Voter Cards Via Vendor	$2,000
• Increasing Costs and More Vote by Mail	$6,000
• FAX Machine not Included in FY17	$500
• Electoral Board	$1,200
• Increasing Costs of office supplies	$1,200

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

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

Service Levels

	CY2017 Actual	CY2018 Estimates	CY2019 Estimate
Voting age population (Weldon at UVA extrapolation - 80%)	125,000	128,000	132,000
Registered voters (Mid-November annual actual)(Incl. "Inactive")	81,783	93,000	94,500
High school seniors	2,200	2,200	2,200
% of eligible voters registered (80% historic "ceiling")	73	75	75
Registrants growth (year-to-year) (Mid-November annual actual)	+2,147	+1,000	+1,500
Voter registration transactions	90,000	45,000	45,000
Elections	2	2	2
Voters on election day(s)	56,186	37,000	40,000

Did You Know?

- The 45 days immediately prior to every election is the Absentee period where eligible citizens can vote by mail or in-person
- Stafford has nearly 1,300 military and/or overseas voters
- Stafford has over 400 election officials, who according to state law, need to attend training before every election
- 2200 High School Students turn 18 every year and become eligible voters

Mission

To partner with County leadership, departments and the citizens to build a great community by safeguarding, accounting for and promoting the most efficient use of County resources in a transparent, responsible and accountable manner.

Thinking Efficiently

- Purchasing and Accounting staff take advantage of Council of Governments cooperative purchasing agreements.
- Re-negotiated insurance contracts to include enhanced coverage for Fire & Rescue volunteers and cyber insurance with minimal cost increase.
- Electronic meeting documents on tablets are used by staff as an alternative to paper copies. This provides a record for future reference, and documents are shared easily.
- Purchasing card program - streamlines the procure-to-pay process under the small purchase regulations. The County is a partner in a consortium which increases the level of rebate that is received by the aggregate amount spent. The rebate provides annual revenue to the County.
- Risk Management is partnering with School staff to coordinate training programs, enhancing the offerings to employees at no cost

In 2012 a mural was unveiled showcasing 350 years of history, all on one wall. Famous figures include George Washington, Abraham Lincoln, Pocahontas, Captain John Smith, Gari Melchers, Moncure Conway and George Mason. The timeline is on display at the Government Center along the outdoor wall under the covered walkway.

Who Are We?

Accounting
- Produces the Comprehensive Annual Financial Report (CAFR).
- Supports all County departments, vendors and outside agencies.
- Maintains accounting of all County funds.
- Creates paychecks, W2's, vendor accounts payable checks and 1099's.

Budget
- Develops a balanced budget that meets the needs of the community in compliance with County policies and legal requirements.
- Develops, publishes and implements the County's budgets and capital improvement plan.
- Provides financial planning and analytical services to the County Administrator and Board of Supervisors.
- Coordinates debt management, financial policies and issuance of debt.
- Develops and publishes the five year financial outlook.

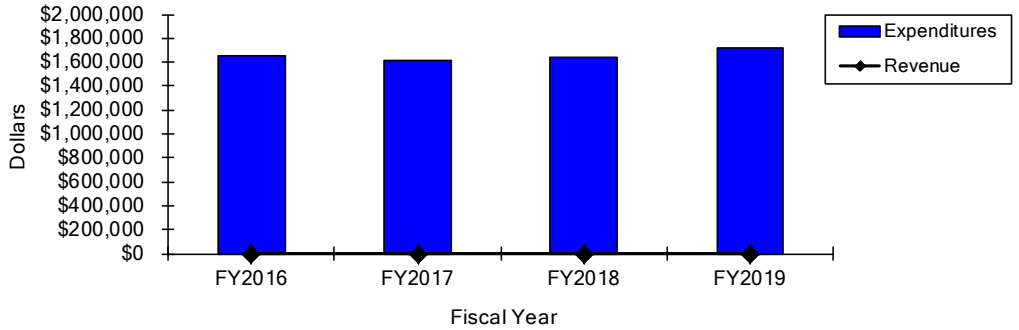
Purchasing
- Administers all bids and proposals for the County and the School Board.
- Administers the P-Card Program.
- Disposes of County surplus property.
- Issues purchase orders and standard contracts for services and supplies.
- Ensures the County adheres to the Virginia Public Procurement Act.

Risk Management
- Secures insurance for all property, liability and vehicles.
- Coordinates with County employees regarding workers' compensation and other insurance claims.
- Develops safety programs and promotes safe working conditions in cooperation with School staff.

Records Management
- Retains and destroys public records in compliance with the Virginia Public Records Act.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$1,538,725	$1,522,274	$1,537,174	$1,607,621	$70,447	4.58%
Operating	115,233	98,438	108,170	117,720	9,550	8.83%
Local Tax Funding	$1,653,958	$1,620,712	$1,645,344	$1,725,341	$79,997	4.86%
Funded Positions						
Full-Time Positions	15	15	15	16	1	6.67%



Total Budget

$1,725,341

Notable Changes

Personnel

- New position Budget Analyst
- 2% salary increase
- Targeted market adjustments

Operating

- Contractual increases

Unfunded

- Seminars and Conferences $3,000

Goals/Objectives

- Complete timely monthly financial reports and the Comprehensive Annual Financial Report (CAFR) with an unmodified audit opinion. (Service level 1,2 & 3)
- Provide the County Administrator an unassigned fund balance estimate by September 1st that is within 2 ½% of the final audited figure. (Service level 4)
- Increase rebate from P-card usage. (Service level 5)
- Honing and adherence to financial policy to enhance the County's credit ratings. (Service levels 1,2,3,4,5, & 6)

The above goals support the Board's Principles of High Performance Financial Management to "prudently manage the people's resources" and the County's Budget Guidelines, Basis of Accounting and Basis of Budgeting policy while meeting the Board of Supervisors Priorities for the community.

The above goals support our B.E.S.T. values.

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Department receives GFOA award for both Budget and CAFR	Applica-tions in process	Yes/Yes	Yes/Yes
2.	CAFR Finalized	12/18/17	11/30/18	11/30/19
3.	Length of time (days) to complete monthly closing.	14.4	14	14
4.	Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure)	Yes	Yes	Yes
5.	P-Card rebate	$21,778	$29,000	$21,800
6.	Full compliance to County's financial policies	Yes	Yes	Yes

Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 35th consecutive year
- Received the GFOA Distinguished Budget Award for the 30th consecutive year
- Enhanced the County's bond Rating; Moody's Aa1 with a positive outlook; Fitch and S&P are rated at AAA
- Supported the new Joint Capital Improvement Program initiative by chairing the Technical Review Committee and presenting information to the Oversight Committee.
- Enhanced the long term financial planning with the in-depth five year financial outlook.
- Conducted auctions of County surplus, raising $98,900.
- Conducted an ongoing defensive driving training which helps improve our employee driving habits and makes them more aware of potential hazards.

Geographic Information Systems

Mission

The mission of the GIS Office, under the Information Technology Department, is to provide spatial analysis, mapping, and mapping interfaces to County departments and external customers. Our citizens are empowered thru our websites and spatial data and provide personal assistance through our walk-in counter.

Thinking Efficiently

Promoting and enhancing the capabilities of our mapping websites thru targeted applications, have allowed the gradual reduction of GIS software licenses in the county, saving money on annual maintenance costs.

A GIS Analyst is GPS'ing County tourism signs. These descriptive signs are geo-catalogued and then added to the County's asset database for future maintenance.

Who Are We?

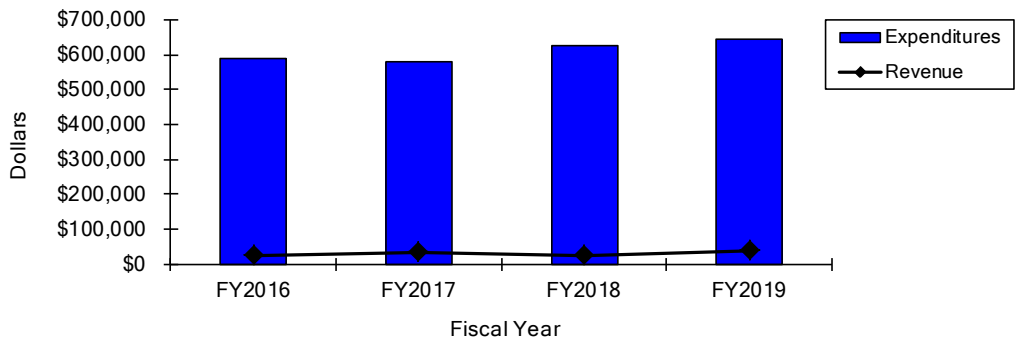
Geographic Information Systems

- 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.

Geographic Information Systems Stafford County FY19 Proposed Budget

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$392,143	$383,105	$400,020	$408,700	$8,680	2.17%
Operating	196,309	195,517	228,021	236,522	8,501	3.73%
Total	588,452	578,622	628,041	645,222	17,181	2.74%
Revenue	24,832	34,968	25,000	38,750	13,750	55.00%
Local Tax Funding	$563,620	$543,654	$603,041	$606,472	$3,431	0.57%
Funded Positions						
Full-Time Positions	5	5	5	5	0	0.00%



Total Budget

$645,222

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- Contractual increases

Goals/Objectives

- Provide high quality and timely spatial analysis and mapping services to County departments and Constitutional Offices. (Service Level 1, 2, 3, 4)
- Continue development of targeted applications for specific county departments. (Service Level 1, 2, 3)
- Continue working with Public Safety departments by providing timely 911-Dispatch mapping updates. (Service Level 1, 2)
- Continue to provide the EOC Office, when activated and in training, with targeted mapping data, based on incident scope.
- Provide a County website that is a one-stop-shop for citizens to find easy-to-understand, high-quality, actionable government services, news and information. The GIS website empowers citizens and helps businesses use the most current and detailed mapping information available.

The above goals support the Board of Supervisors Priorities for the community, and the County's BEST values.

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1. GIS Interactive & Static Web Site number of Hits http://data-staffordva-gis.opendata.arcgis.com/	972,800	1,118,720	1,230,592
2. GIS Map Sales - External Customers	N/A	836	850
3. Street Atlases (Internal) (Sheriff, Fire & Rescue, Utilities)	275	300	350
4. Street Atlases (External)	50	100	150

Accomplishments

- Implemented eleven targeted GIS internet applications for specific community groups. Themes include Parks & Recreation Facilities maps, VDOT transportation projects, zoning, street atlas, Commissioner of the Revenue tax maps and historic resources.
- Designed the GIS County open data site to empower citizens and outside entities to consume external-facing map services into their existing applications.

Did You Know?

Stafford County increased its occupied structures, street segments, and parcels by almost 4% in 2017, from the previous year. This determination was made by GIS entities added:

- 36 major & minor sub plats approved
- 203 street segments (existing & new)
- 709 parcels
- 1958 structures

Human Resources

Mission

Provide strategic and collaborative human resource leadership and guidance to recruit, develop, motivate and retain a diverse and high-performing workforce.

Provide support and guidance for organizational development and employee engagement initiatives.

Thinking Efficiently

- Human Resources leads the County's wellness efforts with a Wellness Committee that organizes a Wellness Fair each year as well as ongoing wellness activities. The goal is to help employees live healthier lives, which in turn could help decrease the County's health insurance costs.

The Wellness Committee hosted the annual Health Fair in October in order to promote health and wellbeing with 132 employees participating in the event.

The flu shot is provided to employees at no cost.

Who Are We?

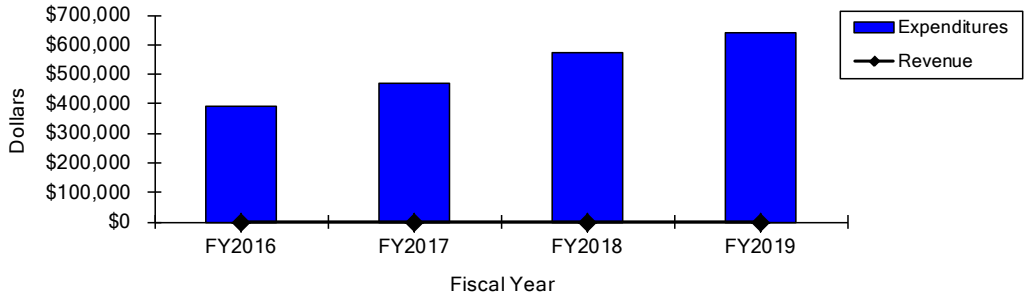
Human Resources works to recruit and retain talented employees and to engage them in providing the highest quality customer service to each other, to citizens and to other customers. Staff does this through:

- Facilitation and guidance on recruiting highly qualified employees for vacancies throughout the organization.
- Efficient administration of all employee benefits including:
  - Medical, vision, prescription, and dental coverage
  - Retirement and life insurance benefits through the Virginia Retirement System
  - Annual and sick leave accruals
  - Wellness programs and
  - Supplemental benefit programs such as deferred compensation plans, optional life insurance, and flexible spending accounts.
- Promoting and maintaining a competitive classification and compensation system.
- Offering and encouraging professional development opportunities for employees to enhance their customer service, supervisory, and leadership skills.
- Providing departmental support in workforce strategies, programs, policies and plans.
- Supporting employee relations to ensure a productive, cooperative, and respectful workplace.

Human Resources

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$366,193	$448,159	$524,324	$513,124	($11,200)	-2.14%
Operating	24,128	23,690	48,210	125,210	77,000	159.72%
Local Tax Funding	$390,321	$471,849	$572,534	$638,334	$65,800	11.49%
Funded Positions						
Full-Time Positions	3	5	5	5	0	0.00%
Part-Time Positions	2	1	1	1	0	0.00%



Total Budget

$638,334

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Budgeted payroll adjusted to live payroll

Operating

- Additional funding for Talent Management Software recurring cost
- Contractual increases

Goals/Objectives

- Manage a health insurance program that enhances employee engagement including education on available tools to become better healthcare consumers. (service levels 10 and 11)
- Monitor and evaluate employee turnover to determine trends and areas of concern in order to enhance employee retention and satisfaction moving forward. (service levels 7, 8, and 9)
- Implement a Talent Management System which will enhance our ability to make strategic workforce decisions and increase employee engagement in performance management, succession planning, and learning management. (service levels 5, 6, and 7)
- Implement different wellness activities for employees including walking competitions and health education seminars to encourage wellness behaviors so that employees live healthier lives and mitigate health care increases.(service levels 3 and 4)
- Evaluate current wellness initiates and determine how to take our Wellness Program to the next level to encourage more participation and continue to mitigate future health insurance costs. (service levels 3 and 4)
- Revise and update policies in the Employee Manual as needed to ensure they align with the culture and strategic objectives for the County and also ensure that they are compliant with state and federal laws. (service levels 1 and 2)
- Ensure that our total compensation system is competitive in the region/industry. (service levels 12 and 13)
- Provide employees a variety of professional development opportunities including the Leadership Institute, B.E.S.T. University, and other classes and training. (service level 6)

The above goals support our B.E.S.T. values and the Board's Service Excellence Priority for the Community

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Number of HR policies reviewed	0	2	3
2.	Number of HR policies updated	0	2	3
3.	Number of wellness activities offered to employees (seminars, walks, etc.)	15	18	22
4.	Number of employees attending annual Health Fair	135	132	150
5.	Number of promotions	101	110	125
6.	Number of professional development courses/programs offered to employees (customer service, leadership training, supervisory skills, etc.)	7	10	12
7.	Turnover rate (full time)*	8.1%	9.0%	7.5%
8.	Turnover rate for Sheriff employees (full time)*	10.0%	11.2%	9.0%
9.	Turnover rate for Fire and Rescue employees (full time)*	5.1%	6.4%	5.0%
10.	Number of on-site Anthem seminars and/or webinars offered.	10	15	20
11.	Percent of employees engaged in condition care programs who are moderate to high risk (reported by calendar year)	13%	25%	30%
12.	Number of salary surveys completed (our own and others included)	36	40	40
13.	Number of individual positions reviewed and/or reclassified	31	40	400

*Turnover rate excludes retirements, terminations, and separations during the academy.

Did You Know?

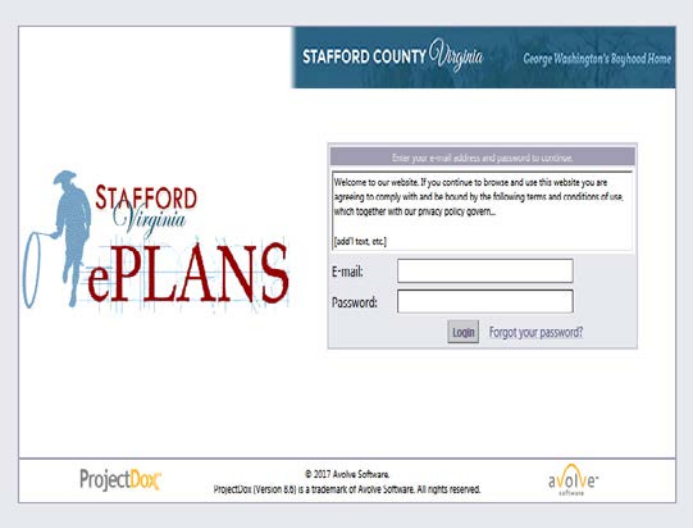
Stafford County provides reimbursement for college courses when you are enrolled in a degree program, up to a maximum of $1,500 per year, as long as you receive a grade of B or better.

Mission

The mission of the Information Technology Department is to provide hardware and software information systems, 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

As old physical servers reach end-of-life, IT has been steadily creating virtual servers, instead of buying new physical servers for every application. Not only does this reduce the physical footprint in the County's data centers, but it has significantly reduced the costs for air conditioning and power. Over the last two years, IT has reduced its peak electricity load by 32%.



The County's newly launched electronic plan submission and electronic plan review system, including an online application submittal and payment option.

Who Are We?

Network Services

- Manages, secures and maintains the County's local area network and wide area network.
- Manages internet, email, data and VoIP telephone services.
- Provides support for servers, desktops, laptops, telephones, mobile devices, and audio visual systems.
- Manages the County website and media streaming.

Operations

- Provides computer operations support for County data centers.
- Manages the help desk.
- Maintains computer inventory and software licenses.
- Coordinates purchases of hardware and software for County departments.

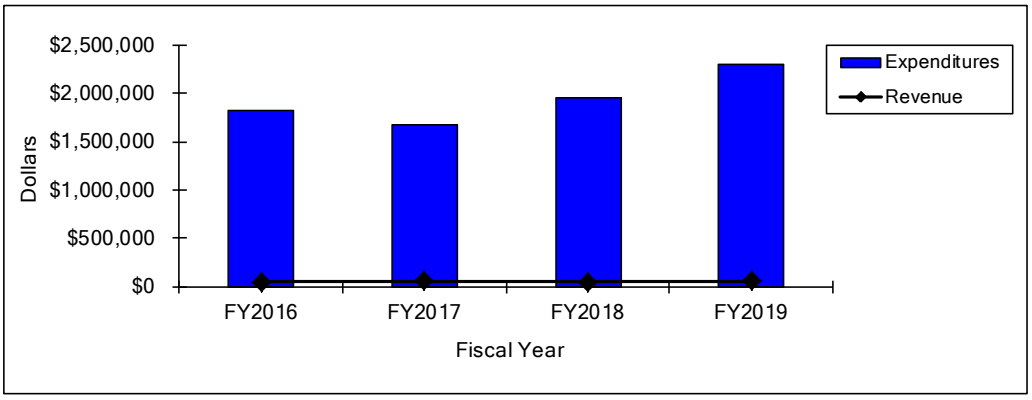
Applications

- Systems analysis, programming and application procurement.
- Implementation services are provided to County departments and Constitutional Offices for enterprise and desktop applications.
- Maintains application system security.
- Provides database administration.
- End-user support for enterprise applications

Information Technology

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$1,426,023	$1,340,090	$1,541,189	$1,673,506	$132,317	8.59%
Operating	394,013	329,744	418,190	633,732	215,542	51.54%
Total	1,820,036	1,669,834	1,959,379	2,307,238	347,859	17.75%
Revenue	49,563	60,611	49,000	60,000	11,000	22.45%
Local Tax Funding	$1,770,473	$1,609,223	$1,910,379	$2,247,238	$336,859	17.63%
Funded Positions						
Full-Time Positions	12	12	14	15	1	7.14%
Part-Time Positions	2	2	0	0	0	#DIV/0!



Total Budget

$2,307,238

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- One new System Analyst position

Operating

- Increase in contracts and added services for new security protocols
- Funding for additional software

Goals/Objectives

- Provide high quality and timely IT services to County departments and Constitutional Offices. (Service Level 1, 2, 3, 4, 5)
- Enhance the integration of ePlans with the County's Land Information System (Hansen). (Service Level 1, 2, 3)
- Develop Onbase into an enterprise-wide document management system by introducing it into more departments and adding workflow and mobile capabilities. (Service Level 1, 2, 3)
- Continue working to meet PCI DSS (Payment Credit Card Industry Data Security Standard) requirements by completing a PCI Self-assessment. (Service Level 1, 2, 3)
- The Strategic Technology Plan (STP) has been delivered and accepted by the County. Funding of STP projects will be included in the FY19 budget and CIP. (Service Level 1)
- Continue working with Public Safety departments to assist with maintaining the CAD/RMS system and providing 7 by 24 hour on-call IT support. (Service Level 1, 2, 5)
- Continue to strengthen disaster recovery capability using virtualization and redundant SAN storage between the Administration Center data center and Public Safety Center data center per the recommendations in the STP. (Service Level 5)
- Provide a County website that is a one-stop-shop for our citizens to find easy-to-understand, high-quality, actionable government services, news and information. The GIS website empowers citizens and helps businesses use the most current and detailed mapping information available. (Service Level 6, 7)

The above goals support the Board of Supervisors Priorities for the community, and the County's BEST values.

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1. Hours providing direct services (help calls and projects) (Track IT)	21,500	21,600	21,700
2. Help Desk calls solved (TrackIT)	3,500	3,600	3,700
3. Project Requests Completed (TrackIT)	725	750	775
4. Average number of minutes to solve a help call	51	50	49
5. % of up-time	99%	99%	99%
6. Website Visitors - staffordcountyva.gov	1,128,750	1,200,000	1,250,000
7. Website Page Views - staffordcountyva.gov	3,307,500	3,400,000	3,450,000

Accomplishments

- Connected five remote sites to the fiber network (Berea FS, Brooke FS, Utilities Field Ops, Woodlands Pool and Embrey Mill Park).
- Replaced thirty-one wiring closet switches in the Administration Center and Public Safety Center that were end-of-life.
- Upgraded Cisco UCS servers, related network equipment and software.
- Configured and performed internal user training for the cloud-based electronic plan submission and electronic plan review system for an FY18 go live. This includes an online application submittal and payment option.
- Upgraded the financial systems end user reporting package with Cognos Analytics. This will enhance the ability to deliver data across the organization.
- Performed a major upgrade of the 911 Computer Aided Dispatch (CAD) system to a new mission-critical database platform that improves system availability and system performance.
- Completed major Audio/Visual systems upgrades to the Board Chambers in the County Administration Building including a new electronic voting system for board members.

Did You Know?

The 30th of November is known as Computer Security Day. It was started in 1988 to help raise awareness of computer related security issues and viruses.

Office of Community Engagement

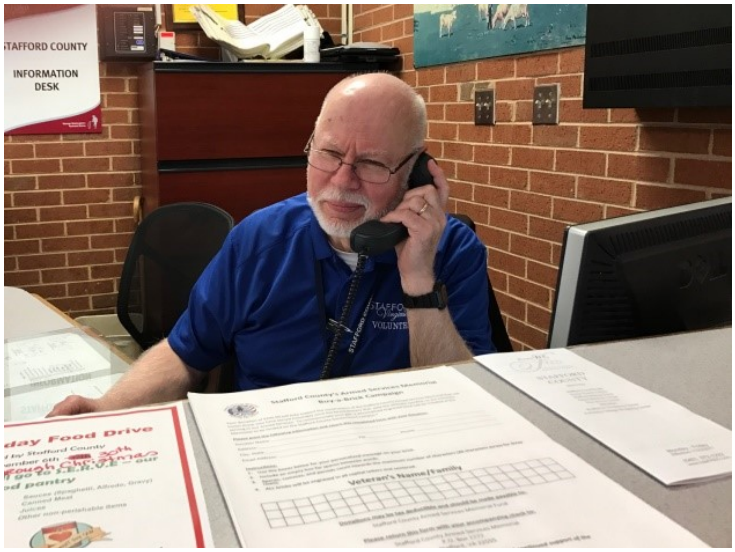
Mission:

Citizens Assistance and Volunteer Services provide information and support to internal and external partners that enhance the community life.

The communications group strives to have a fully informed and engaged citizenry who are aware and educated on important issues.

Thinking Efficiently

- Partnered with Social Services staff in the creation and implementation of the new "Good Samaritan Program" that is designed to provide assistance to those elderly citizens that need a helping hand.
- Communications staff sends all mass messages and newsletters via email to save on printing and paper costs. As well, most invitations for County events are sent via email.



Stafford County has over 200 volunteers.

Who Are We?

The Community Engagement Department is comprised of Citizens Assistance and Volunteer Services and Communications. Formerly known as Public Information, the new designation reflects Stafford's desire to more fully engage both its citizens and employees in the efforts of the County.

Citizen Assistance and Volunteer Services:

- Acts as an information clearing house for Stafford citizens and visitors including providing Ombud services for problem solving and compliant processing.
- Offers citizens the convenience of a 311 call center.
- Provides citizen education and outreach to include a citizen's academy, third grade tours and a student government program offered throughout the year.

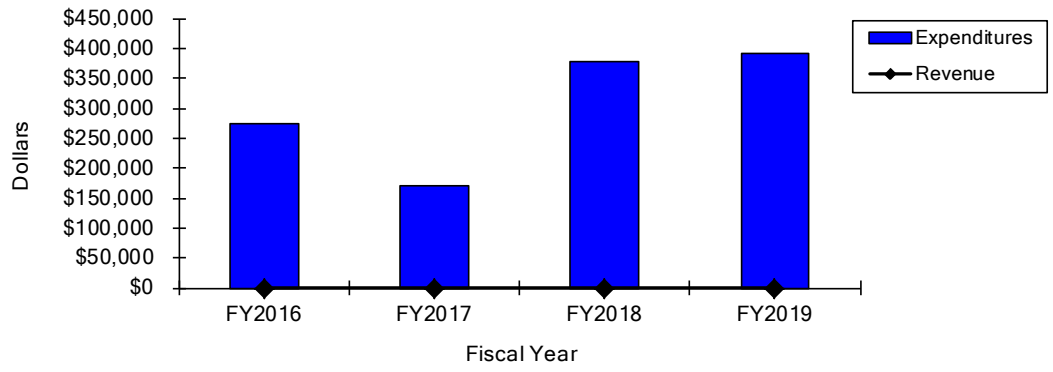
Communications:

- Serves as the main information connection 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, website and social media.
- Staff is guided by a Board-approved strategic communications plan that supports the Board of Supervisors goals and priorities.
- Support and plan special events and initiatives of the Board of Supervisors, such as the ribbon cutting for the Armed Services Memorial, the grand opening of Crow's Nest and the groundbreaking for the new Animal Shelter.
- Provide spokesperson services during regular work and emergencies.
- Coordinate media services.
- Facilitate the website and government cable channel.

Office of Community Engagement

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$234,526	$137,605	$343,159	$349,759	$6,600	1.92%
Operating	$40,158	$32,468	35,074	42,074	7,000	19.96%
Local Tax Funding	$274,684	$170,073	$378,233	$391,833	$13,600	3.60%
Funded Positions						
Full-Time Positions	2	2	3	3	0	0.00%
Part-Time Positions	0	1	1	1	0	0.00%



Total Budget

$391,833

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- Additional operating expenses for new program director of Community engagement

Unfunded

- Community Engagement Coordinator personnel $89,574
- Community Engagement Coordinator operating $2,500

Goals/Objectives

- Enhance volunteer programs through Citizens Assistance and continue to increase savings to County through volunteer services. (service level 2)
- Ensure that citizen' and customer' inquires and concerns are addressed in a timely and efficient manner through use of Citizens Assistance Office and services they provide.
- Develop more proactive and effective means of communication with employees and the public by using different technologies such as social media as well as public engagement initiatives to reach diverse groups. (Service Level 3)

The above goals support the Long Range Human Services Plan, Board of Supervisors Priorities for the community and the County's BEST values.

Office of Community Engagement

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Total number of volunteer hours	40,000	35,000	48,000
2.	Savings realized through use of Citizen Assistance Volunteers	$1.3M	$1.12M	$1.82M
3.	Live Help Chats	1,100	1,200	1,500
4.	Supported special events	15	15	17
5.	Magazines and Newsletters	100	125	130
6.	Press Releases and Media Advisories	110	130	135

Chairman of the Board of Supervisors Paul Milde and a dog available for adoption at the groundbreaking for the new 17,000 square foot Animal Shelter

Stafford's new Armed Services Memorial opened on July 15, 2017.

Accomplishments

- A total of 65 county residents participated in the 2017 Citizens Academy.
- More than 400 third grade students from nine different county elementary schools participated in Stafford's Third Grade Tour Program.
- More than 90 high school seniors participated in the 2017 Student Government Day program. This program is a partnership between the Government and the Schools to introduce students to the importance and operations of their local government.
- Communications wrote an award nomination for the County's efforts to preserve open space and won a National Association of Counties Achievement Award.
- Communications staff acted as the staff liaison to the Armed Services Memorial Commission for the last five years, coordinating in the efforts to raise funds, design and build the Armed Services Memorial. The $866,000 project was completed and opened to the public in July 2017.
- Communications staff supported Tourism staff in the Fox 5 Zip Trip visit to Stafford County. The DC television station broadcasted its whole morning show live from Stafford.

Mission

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

- Enhancements to *my*Stafford Customer Portal. Now citizens can research historical real estate and personal property tax billing information and make scheduled payments.
- Electronic tax payment files now processed through relationship banking services has increased efficiencies, cost savings and timeliness of payment processing.
- Collaborated with merchant vendor and online permitting vendor to launch acceptance of payments for the online permitting process

Serving citizens in the Treasurer's Office.

Who Are We?

Cashiering Division

- Processes citizen tax payments, utility payments and all other County service fees and revenues.
- DMV Select Services

Revenue Collection Division

- Answers citizen telephone and live chat inquiries
- Processes tax payments for mortgage companies, title companies, leasing companies and lawyer settlement companies
- Daily processing and reconciliation of revenues collected from a variety of online payment vendors
- Handles all county NSF and returned unpaid checks
- Administer treasurer refunds of overpayment
- Administers daily processing and reconciliation of State and Estimated Tax payments.

Delinquent Collections Division

- The delinquent collections division administers the various collection methods available by law, including wage and bank liens and Bill in Equity sales.
- 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
- Communicate with Utilities and Landfill Department to ensure cash flow levels are maintained for operational requirements, while maximizing investment potential.

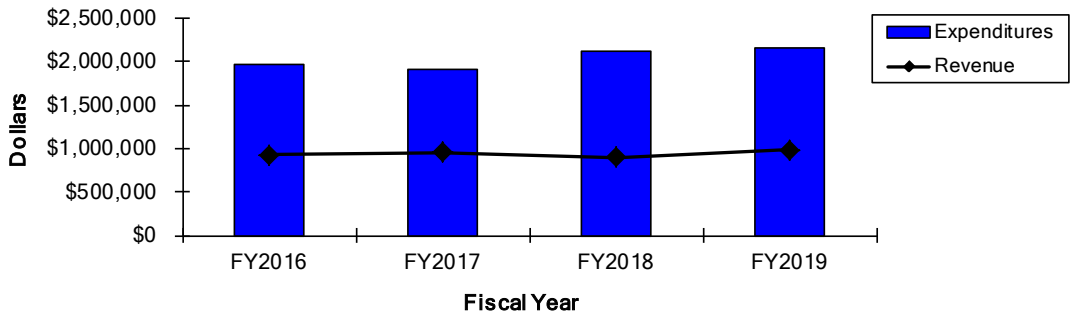
Banking and Investment Operations Division

- Oversees and administers daily cash management and banking activities related to the receipts, disbursements and investments of all local and state revenues.

Treasurer

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$1,518,591	$1,527,469	$1,637,960	$1,671,760	$33,800	2.06%
Operating	448,715	391,701	479,669	482,774	3,105	0.65%
Total	1,967,306	1,919,170	2,117,629	2,154,534	36,905	1.74%
Revenue	928,349	957,125	898,545	986,870	88,325	9.83%
Local Tax Funding	$1,038,957	$962,045	$1,219,084	$1,167,664	($51,420)	-4.22%
Funded Positions						
Full-Time Positions	17	18	18	18	0	0.00%
Part-Time Positions	3	3	3	3	0	0.00%



Total Budget

$2,154,534

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Operating

- Increase in contractual agreements

Unfunded

- None

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.

- Reduce incoming phone calls by enhancing tax account information on *my*Stafford Customer Portal and tax bills, providing more robust tax information and instructions for payment options for citizens. (Service level 1)
- Promote FEE FREE online payment option with *my*Stafford Customer Portal from personal checking account for tax payments, utility payments and dog tag licenses. (Service Level 17 & 19)
- Marketing initiatives to increase acceptance of e-billing features to further promote paperless initiatives while achieving additional cost efficiency savings. (Service Levels 6,7 & 8)
- Utilize batch processing systems to automate and streamline collection processes which further increase efficiency savings with the collection of taxes and utility accounts. (Service Levels 6,7 & 8)

The above goals support the Board of Supervisors Priorities for the community and the County's B.E.S.T. values

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1. Phone calls	33,615	37,000	35,000
2. DSO delinquent collection efforts	45,200	42,000	44,000
3. DMV Stops	10,386	10,950	10,600
4. Delinquent collection actions	548	500	500
5. Returned Checks	2,012	2,000	2,200
6. Delinquent notices	67,066	67,000	68,000
7. Real Estate & Personal Property tax bills	299,064	300,000	302,000
8. Utility bills	431,776	430,000	432,000
9. Permit fees collected	43,286	44,000	44,800
10. Landfill Passes & Coupons	1,519	1,700	1,650
11. Meals tax payments	3,370	3,600	3,600
12. State income estimates	3,424	3,700	3,500
13. State income returns	1,084	1,200	1,100
14. Dog tags sold	6,827	6,000	4,000
15. DMV Select transactions	21,584	21,000	24,000
16. Lockbox payments processed - taxes	54,933	60,000	60,000
17. Online payments - taxes and utilities	195,694	200,000	204,000
18. EBOX-Electronic tax & utility payments	117,004	115,000	125,000
19. Online Payments - dog tag licenses	1,900	1,900	2,400
20. Delinquent Court Fines & Fee Collection notification efforts	22,838	9,000	15,000

Accomplishments

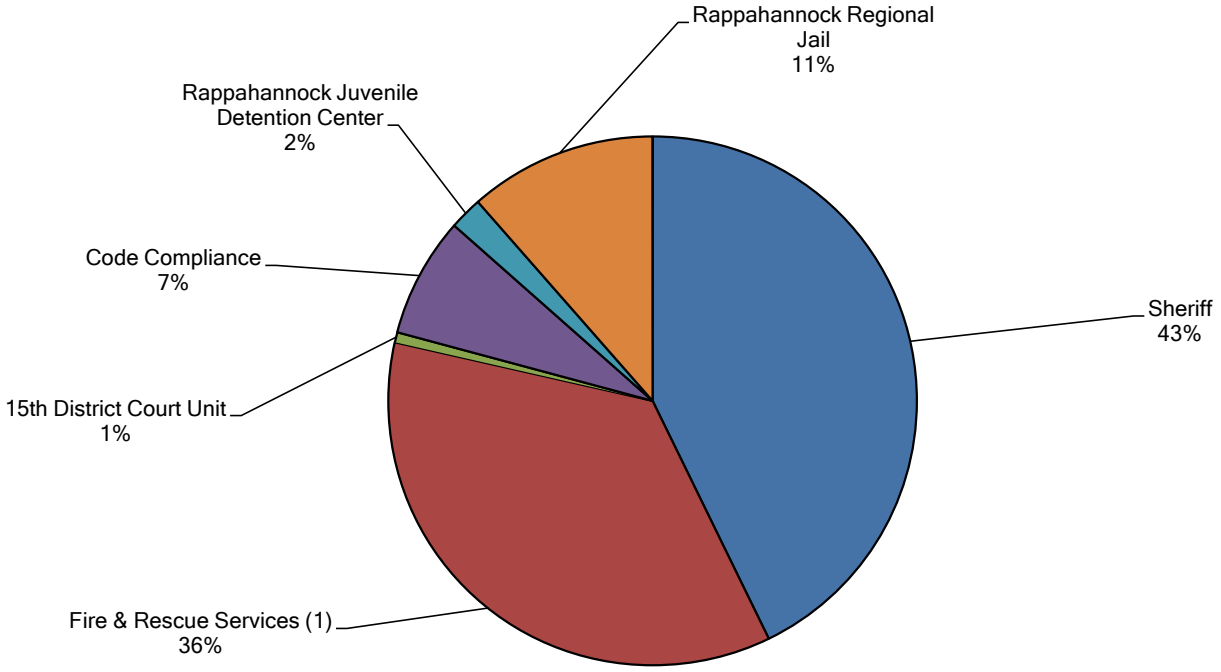
- myStafford Portal where citizens can make tax and utility payments conveniently online now has over 24,000 registered users!
- myStafford Portal was a 2017 recipient of Innovations in American Government Award **"Bright Ideas"** designation presented by the Harvard Kennedy School Ash Center Democratic Governance and Innovation.
- Treasurer Laura Rudy presented proposal to Board of Supervisors on efficiencies to implement Lifetime Dog licensing and was adopted by Board of Supervisors effective November 2017.

Did You Know?

- The Treasurer's Office provides DMV Select services and now sells the EZPass Flex transponders.

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Sheriff	$23,985,463	$24,797,425	$25,766,796	$969,371	3.9%
Fire & Rescue Services [1]	17,842,443	20,595,483	21,566,667	971,184	4.7%
15th District Court Unit	340,716	370,626	373,636	$3,010	0.8%
Code Compliance	4,165,996	4,118,570	4,421,141	302,571	7.3%
Rappahannock Juvenile Detention Center	1,437,912	1,282,739	1,215,307	(67,432)	(5.3)%
Rappahannock Regional Jail	7,338,974	7,399,552	6,909,588	(489,964)	(6.6)%
Total Expenditures	$55,111,504	$58,564,395	$60,253,135	$1,688,740	2.9%

[1] FY2018 Adopted Budget includes SAFER grant position funding



Mission

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, and evaluating and adjusting resources.
  These efforts include partnering with the Stafford County Public Schools for DARE program delivery, providing a drug take-back box at the Public Safety Building, and adjusting resources to address emerging issues including the heroin/opioid trafficking epidemic and internet/fraud crime issues.
- The Sheriff's Office has a strong linkage to the community through programs designed to engage community members to assist the Office build a stronger, safer community including SCAM Busters, National Night Out, and Neighborhood Watch.

Sheriff's Unmanned Aircraft

Who Are We?

Law Enforcement Operations

- Patrolling the County, preventing crime, investigating accidents, enforcing traffic laws, responding to calls for service from the community
- Investigating Crimes, analyzing crime scenes and crime patterns, conducting computer forensic work
- Conducting special operations, including marine patrol, special events planning, ground search and rescue, unmanned aerial systems, bicycle patrol ,animal control operations, and other special services
- Serving as School Resource Officers, protecting and educating our children in the schools

Community Engagement

- Connecting with the community
- Providing special programs including, the Citizen's Police Academy, Neighborhood Watch, the Drug Awareness Resistance Education program in the schools and the Junior Deputy Academy
- Providing car seat inspections, celebrating National Night Out
- Supporting Business Watch, the Crime Solvers program and Project Life Saver (a program dedicated to finding and recovering Alzheimer patients and autistic children who wander)
- Forming citizen-law enforcement partnerships through evolving and continuous special outreach programs

Emergency Communications

- Providing emergency communications for law enforcement, firefighting and emergency medical services
- Receiving, processing, and managing approximately 165,000 law enforcement and fire incidents each year
- Receiving, processing, and managing over 280,000 911 and non-emergency telephone calls each year

Court Services

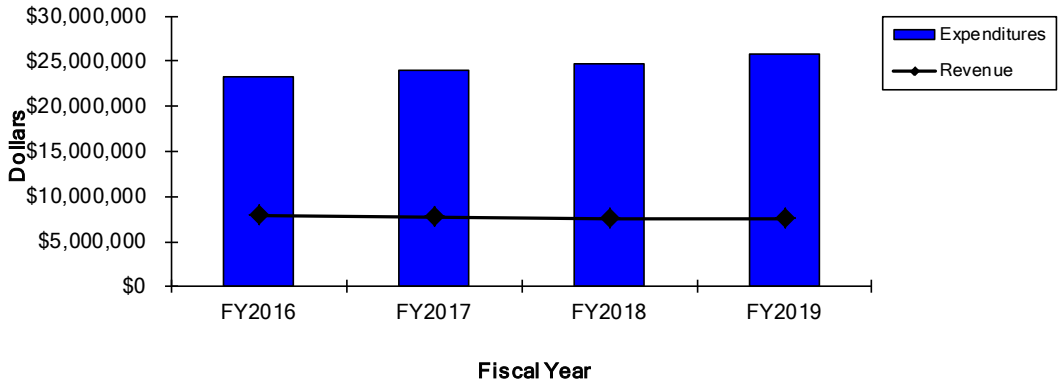
- Providing court security
- Serving civil and criminal documents on behalf of the Courts
- Transporting prisoners

Court Services Budget details and Service Levels may be found in the Judicial Administration Section of the County Budget

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$19,073,373	$19,861,148	$21,149,234	$21,726,625	$577,391	2.73%
Operating	3,612,823	3,986,556	3,608,191	3,794,971	186,780	5.18%
Capital	601,134	137,759	40,000	245,200	205,200	513.00%
Total	23,287,330	23,985,463	24,797,425	25,766,796	969,371	3.91%
Revenue	7,964,626	7,729,853	7,603,146	7,614,824	11,678	0.15%
Local Tax Funding	$15,322,704	$16,255,610	$17,194,279	$18,151,972	$957,693	5.57%

Funded Positions						
Full-Time Positions	217	227	231	236	5	2.16%
Part-Time Positions	14	13	13	14	1	7.69%



Unfunded

- 1 Full Time Admin Assistant - Animal Control personnel and operating $48,906
- 1 Full Time Deputy Sheriff I-Field Ops/Training personnel, operating and capital $131,544
- 1 Full Time Deputy Sheriff-Captain personnel, operating and capital $180,727
- 1 Full Time Deputy Sheriff-Investigator I personnel, operating and capital $118,067
- 1 Full Time Programmer/Analyst personnel and operating $82,091
- 3 Full Time Deputy Sheriff I-Field Ops Salary, benefits, operating, and 4 vehicles $445,932
- 2 Full Time Animal Caretakers personnel and operating $99,056
- 1 Part-Time to Full Time Conversion Deputy Sheriff I-DARE $36,958
- 1 Part-Time to Full Time Conversion Deputy Sheriff-Investigator I $39,510
- 1 Part-Time to Full Time Conversion-Accounting Tech I $32,042
- 1 Part-Time to Full Time Conversion-Sr. Admin Associate-CID $32,983
- Body Camera personnel and operating $253,334
- Shelter Staff Training by Vet $2,500
- 10 Bearcat Side Window Replacement at $2,000 Each $20,000
- 5 Radar Replacement at $2,000 Each $10,000

Total Budget

$25,766,796

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- 5 full-time Deputy Sheriff I
- 1 temporary part-time to regular part-time
- Budgeted payroll adjusted to live payroll

Operating

- Equipment for 5 full-time Deputy Sheriff I
- Increase in contracts
- Narcan Replenishment
- Operating for the Clandestine Lab Operations Team
- Linx-Law Enforcement Information Exchange
- Locker System Warranty

Capital

- 4 Vehicles for new deputies

Goals/Objectives

- To improve service capabilities through effective use of personnel resources, time, equipment, technology, research, and planning, in order to continue to meet the safety and security expectations of the community.(Service level 1,2,3,4,5 and 6)
- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, increase community based police programs and directed patrol through the phased implementation of recommendations in the Stafford County Sheriff's Office Staffing Study. (Service level 1,2,3,4,5 and 6)
- To enhance the successful public crime prevention and outreach programs such as the DARE Program, TRIAD, Neighborhood Watch, Business Watch, Project Life Saver, the Junior Deputy Academy and National Night Out in an effort to maintain the sense of community, improve community safety and security, and to reduce crime. (Service level 1,2,3,and 5)
- To enhance the agency focus and capabilities on the Heroin and opioid epidemic to interdict and reduce such activities and incidents by establishing and fostering strong relationships with other law enforcement agencies, the medical community, social service agencies and the Stafford County community. (Service level 1,2,3,and 5),
- To improve Internet and Fraud related crimes investigation, case management, and case closure capabilities by increased focus and resource allocation. (Service level 1,3,and 5)
- To improve care, support and adoption of animals under the charge of Animal Control through the use of modern technology, state of the art facilities and strong community relationships. (Service level 6)

The identified goals support the Board of Supervisors Priorities for the Community, the Sheriff's Office Core Values, and the County's Best Values.

Service Levels

		CY2017 Actual*	CY2018 Projected	CY2019 Planned
1.	Arrests (DUI & criminal)	5,857	5,857	5,857
2.	Accidents (property damage, fatal and injury crashes)	5,790	6,080	6,384
3.	911 call volumes	45,868	45,868	45,868
4.	Total Law Enforcement Incidents	136,786	136,786	136,786
5.	Fire Incidents Supported by ECC	22,698	22,698	22,698
6.	Animal Control complaints responded to (avg. of 10% are off-duty calls)	4,560	4,680	4,800

*CY2017 actuals 10 mths, estimates 2 mths

Court Services Budget details and Service Levels may be found in the Judicial Administration Section of the County Budget

Accomplishments

The Sheriff's Office formed new partnerships leading to additional community outreach initiatives including Autism Awareness Day, Comcast Cares Day, a community drug take-back location at the Public Safety Building and participation in opioid awareness programs.

Increased transparency efforts through increased use of social media, redesigned and expanded website, creation of the Year-In-Review program and redesign of the Sheriff's Monthly and Annual Reports.

Initiated organizational Strategic Planning to address long term issues affecting operations.

Did You Know?

The Stafford County Sheriff's Office operates a state of the art Use of Force Training Simulator to provide realistic field scenarios for deputy training in proper judgement and selection of use of force techniques. In addition, the Simulator is used for community orientation and education depicting critical situations deputies may find themselves encountering.

Mission

- One Mission,
  One Department,
  Many Partners

- Building a better community by

  1. Responding quickly to all hazards (medical, fire, technical rescue, & hazardous materials), Ensuring trained, educated, and prepared responders.

  2. Strengthening community resiliency through proactive Emergency Management.

  3. Promoting and maintaining safe working and living environments through building and fire protection systems review, investigations, and fire prevention code enforcement.

Thinking Efficiently

- Working with regional partners on group purchasing of apparatus, tools and equipment and utilizing other localities' existing contracts when available.
- Accessing State and Federal Grant opportunities to hire firefighters, equip personnel for the response to acts of violence, and continue operations during times of disaster.

Community involvement and public education is a critical component of the Fire and Rescue Department's outreach strategy. Pictured is the Falmouth Fire Station's outreach session at Conway Elementary School. In addition to traditional approaches, the department recently initiated PulsePoint - a crowd sourcing application promoting rapid bystander CPR.

Who Are We?

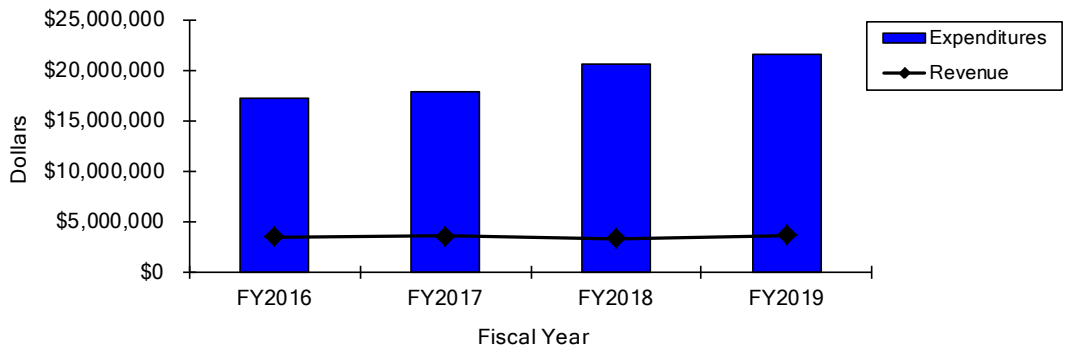
- All Hazards Emergency Response (Fire, Emergency Medical Service, Rescue, Haz-Mat, Special Services)
- Emergency Management/Community Emergency Response Team
- Training and Education (Department/County Personnel and General Public)
- Fire and injury prevention through building and fire protection systems review and fire prevention code enforcement
- Fire, explosion and environmental crime investigations
- Administrative Services
  - o Supports fire and rescue service delivery
  - o Development of ordinances and ongoing fiscal planning
  - o Financial and logistical support of fire and rescue operations and our volunteer partners
  - o Supportive customer interaction regarding ambulance billing, fire inspections, plan review, complaints, requests for information, and any other issues that need to be addressed

Fire and Rescue

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel [1]	$12,472,012	$13,638,095	$15,539,695	$16,602,962	$1,063,267	6.84%
Operating	3,997,326	3,944,965	4,923,788	4,835,705	(88,083)	-1.79%
Capital	727,711	259,383	132,000	128,000	(4,000)	-3.03%
Total	17,197,049	17,842,443	20,595,483	21,566,667	971,184	4.72%
Revenue	3,452,563	3,573,296	3,315,405	3,630,835	315,430	9.51%
Local Tax Funding	$13,744,486	$14,269,147	$17,280,078	$17,935,832	$655,754	3.79%
Funded Positions						
Full-Time Positions	120	154	156	169	13	8.33%

[1] FY2018 Adopted Budget includes SAFER grant position funding



Total Budget

$21,566,667

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay
- New engine crew funded for six months
- New Volunteer Program Coordinator

Operating

- Software for planning and records management

Goals/Objectives

Office of the County Fire and EMS Chief

- Ensure constant state of Department readiness (Mission) and maintain fiscal accountability
- Oversee Center for Public Safety Excellence (CPSE) Department Self-Assessment (Service levels 1, 2, 3, 4, 5, 6, 11)
- 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 (Service level 1)
- Meet or exceed benchmarks for response and staffing performance (Service levels 1, 2, 3, 4, and 11)
- Ensure appropriate and excellent training for all personnel, volunteer and career (Service Level 5)

Support Services Command

- Maintain fleet, facilities and equipment in a constant state of readiness (Service levels 9, 10)
- Continue construction phase for the permanent Station 14 and planning for the Fire and Rescue Training Center

Fire Marshal's Office

- Develop a comprehensive Target Hazard pre-planning system in conjunction with the Operations Command (Service levels 6, 11)
- Conduct fire, environmental, internal affairs, and background investigations (Service level 6)

Service Levels

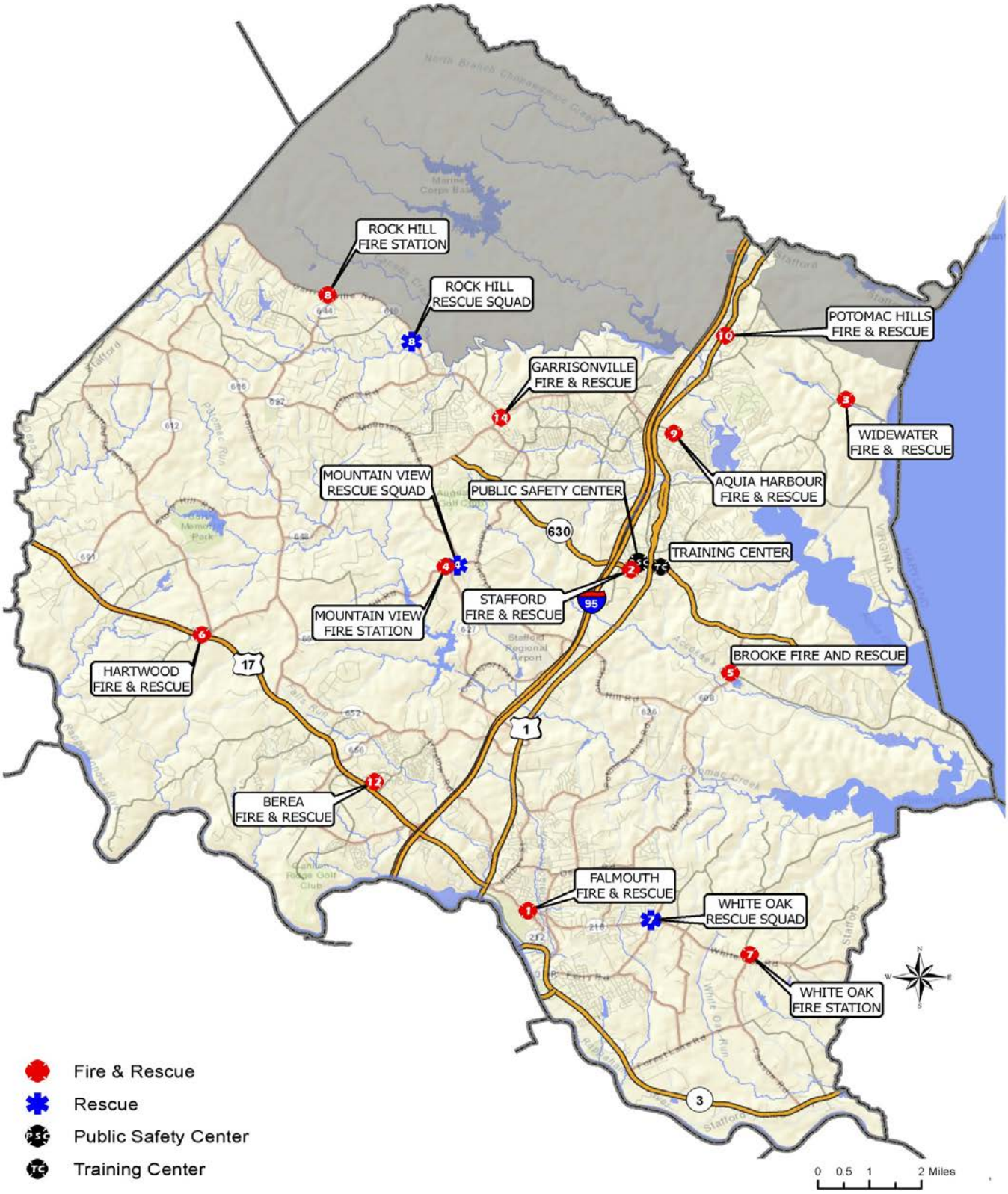
		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	On scene within 8 minutes of 9-1-1 for Priority1 calls	67%	90%	90%
2.	Restore circulation to cardiac arrest patients in cases where resuscitation efforts are initiated	15%	30%	30%
3.	Hospital discharge rate for cardiac arrest patients where resuscitation efforts are initiated	3%	15%	15%
4.	Bystander CPR and/or application of an AED prior to the arrival of Fire Department units where resuscitation efforts are initiated	47%	30%	30%
5.	Success rate of initial Firefighter and EMS certification program examinations, for training programs facilitated by the Fire Department.	92%	95%	95%
6.	Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
9.	Percentage of requests for replacement PPE filled within 24 hours	50%	100%	100%
10.	Percentage of station supply requests filled within 72 hours	50%	100%	100%
11.	Contain fires involving structures to the room and/or object of origin	48%	75%	75%

Unfunded

- 6 Full Time Fire and Rescue Technician II - personnel ½ year and one-time $212,067
- 3 Full Time Fire and Rescue Master Technician - personnel ½ year and one-time $179,662
- 3 Full Time Fire and Rescue Lieutenants - personnel ½ year and one-time $314,472
- 3 Full Time Fire and Rescue Technician II - personnel and operating $243,502
- 3 Battalion Chief - personnel, operating and capital $231,078
- 1 Deputy Chief Community Engagement - personnel and operating $165,903
- 1 Logistics - personnel and operating $81,641

Accomplishments

- Completed building improvements at the Widewater Fire Station and placed Ambulance 3 into 24/7 service.
- Implemented the ImageTrend records management system for incident reporting, becoming NEMSIS 3 compliant for EMS patient care records.
- Supported both Stafford County Utilities and Stafford County Public Schools with Confined Space Entry programs. Specifically working alongside Utilities with the Able Lake Dam.
- Graduated 6 new Paramedics from the inaugural Stafford County ALS Academy.
- Streamlined the online Volunteer application for membership, reducing time in process.
- Initiated the Center for Public Safety Excellence accreditation process by becoming a registered agency.
- A third party assessment of the Fire and Rescue System was completed. Combined career and volunteer personnel are now working on adopting recommendations.
- Completed the fleet rotation and replacement plan, decreasing 10-year costs by 2.5 Million.
- Received, equipped, and deployed three new Ambulances into fleet rotation.


ROCK HILL FIRE STATION
ROCK HILL RESCUE SQUAD
POTOMAC HILLS FIRE & RESCUE
GARRISONVILLE FIRE & RESCUE
WIDEWATER FIRE & RESCUE
AQUIA HARBOUR FIRE & RESCUE
MOUNTAIN VIEW RESCUE SQUAD
PUBLIC SAFETY CENTER
TRAINING CENTER
STAFFORD FIRE & RESCUE
MOUNTAIN VIEW FIRE STATION
BROOKE FIRE AND RESCUE
HARTWOOD FIRE & RESCUE
BEREA FIRE & RESCUE
FALMOUTH FIRE & RESCUE
WHITE OAK RESCUE SQUAD
WHITE OAK FIRE STATION
630
17
1
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Fire & Rescue
Rescue
Public Safety Center
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Volunteer Fire Rescue Organizations

The Stafford Fire and Rescue system has been working with the volunteer Fire and Rescue Association (FRA) to review and revised the funding process for volunteer stations.

- For FY2019, volunteer stations submitted a zero-based budget for station expenses.
- Those submitted budgets were reviewed by the FRA Administrative Committee who made modifications based on guidance from the County Fire Chief.
- The FRA Administrative Committee reviewed budgets were submitted to the County Fire Chief who then reviewed them, compared the submissions to a three-year historical look-back and made additional adjustments based on that historical perspective. Those reviewed budgets were then returned to the stations and submitted for the budget process.
- Additional work is needed in refining the volunteer budgeting and funding process.

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Aquia Harbour Rescue	$22,249	$22,349	$23,360	$35,080	$11,720	50.17%
Brooke Fire	22,543	23,793	23,360	36,325	12,965	55.50%
Falmouth Fire	120,347	218,406	131,250	83,432	(47,818)	-36.43%
Hartwood Fire	53,748	60,046	31,147	37,700	6,553	21.04%
Mountain View Fire	25,453	23,983	23,360	22,325	(1,035)	-4.43%
Mountain View Rescue	23,315	22,484	23,360	24,370	1,010	4.32%
Potomac Hills Fire	27,650	13,275	23,360	0	(23,360)	-100.00%
Rock Hill Fire	111,221	67,932	73,829	32,138	(41,691)	-56.47%
Rock Hill Rescue	31,120	43,812	23,360	25,350	1,990	8.52%
Stafford Fire	107,943	100,691	77,521	81,370	3,849	4.97%
Stafford Rescue	19,709	25,135	23,360	24,200	840	3.60%
White Oak Fire	24,517	22,188	23,360	24,600	1,240	5.31%
White Oak Rescue	23,218	20,250	23,360	26,610	3,250	13.91%
Widewater Fire	22,384	22,696	23,360	30,525	7,165	30.67%
Sub-Total	$635,417	$687,040	$547,347	$484,025	($63,322)	-11.57%
Length of Service Awards Program	$20,244	$20,737	$20,000	$17,000	($3,000)	-15.00%
Grand Total	$655,661	$707,777	$567,347	$501,025	($66,322)	-11.69%

15th District Court Services Unit

Mission

Our mission is a commitment to excellence in public safety through the provision of an "integrated approach" by providing effective interventions that modify delinquent behavior, meets the needs of offenders and victims, improves the lives of youth and strengthens families within Stafford County while managing our activities and resources in a responsible and proactive manner.

Staff of the 15th District Court Services Unit. Their motto is "Our All - Everyday".

Who Are We?

Juvenile Intake

- Intake services are provided 24 hours a day. Receive, review and process both civil and criminal matters for the Juvenile & Domestic Relations Court

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 youth before the court and provide timely, relevant and accurate data for dispositional decisions.

Domestic Relations

- Provide intake services and drug screens for domestic relations complaints

Probation & Parole Services

- Focusing resources on those juvenile offenders with the highest risk of reoffending by addressing the individual criminogenic/risk factors that contribute to the initiation and continuation of delinquent behavior

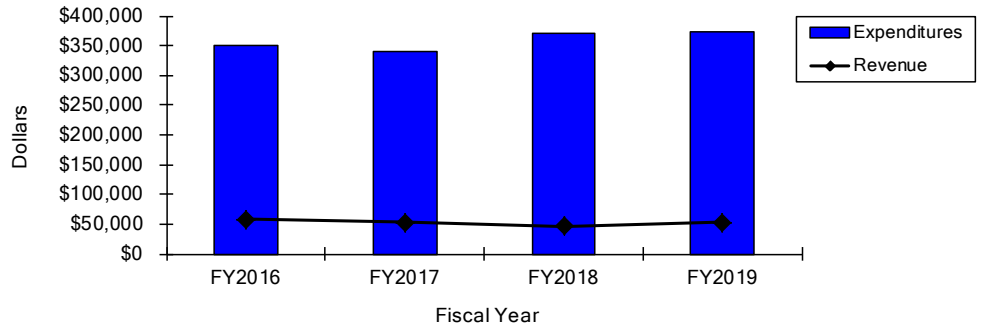
Electronic Incarceration Program

- Provides a cost effective alternative to secure detention for juvenile offenders without an increased risk to public safety.

15th District Court Services Unit

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Personnel	$161,393	$163,059	$166,776	$169,786	$3,010	1.80%
Operating	189,220	177,657	203,850	203,850	0	0.00%
Total	350,613	340,716	370,626	373,636	3,010	0.81%
Revenue	57,787	52,787	46,230	52,787	6,557	14.18%
Local Tax Funding	$292,826	$287,929	$324,396	$320,849	($3,547)	-1.09%
Funded Positions						
Full-Time Positions	2	2	2	2	0	0.00%



Total Budget

$373,636

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Goals/Objectives

- System-identified juveniles will be deterred from committing new offenses for public safety
- Only juveniles that are at high risk to public safety are placed in secure detention & appropriate juveniles are diverted from the court for public safety & service excellence
- 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 for service excellence
- Demonstrate excellence in leadership and stay on cutting edge of evidenced based practices for education

Service Levels

- CSU records reflect nearly 90% of probation/parolees were successfully discharged indicative of having completed all treatment and court ordered obligations, not warranting additional supervision by the adult system and being enrolled into school and/or gainfully employed
- CSU records and Data Resource Guide reflect approximately 91.4% of diverted juveniles successfully remained diverted from the court (149 of 163) which surpassed state average of 77.2%
- CSU records reflect 92% of probationers were successful under supervision by having no delinquency intakes during the 2016 performance

Code Compliance

Mission

Provide knowledgeable, responsive and efficient Public Works services that enhance the quality of life and safety to Stafford County citizens.

Thinking Efficiently

The County continues work to improve the processing of building permits and site plans, including the ongoing enhancements of electronic submittal and electronic review, which will save paper, reduce processing costs for applicants, and increase efficiency.

Code Compliance Building Inspection Staff utilize an automated call-in system so builders can schedule inspections at their convenience and with minimal lead time.

The Environmental Division of Code Compliance continues to implement the requirements of the Virginia Stormwater Management Program. The VSMP program consolidates local and state Stormwater requirements with the County to provide enhanced service to the development community and more effective environmental protection.

The Community Development Services Center, located on the 2nd floor of the Government Center, helps streamline the process citizens and businesses must take to obtain a permit.

Who are we?

The Department of Public Works implements the County's regulatory, transportation, and construction programs through our six Divisions:

Building Inspections

- Plan reviews and inspections for code compliance
- Inspection of damaged structures from fires and storms
- Resolution of homeowner and contractor disputes
- Inspection and resolution of landlord and tenant disputes

Environmental Programs

- Implementation of the County's Erosion and Sediment Control, Stormwater Management, and Chesapeake Bay Preservation requirements
- Assist property owners with erosion and drainage issues

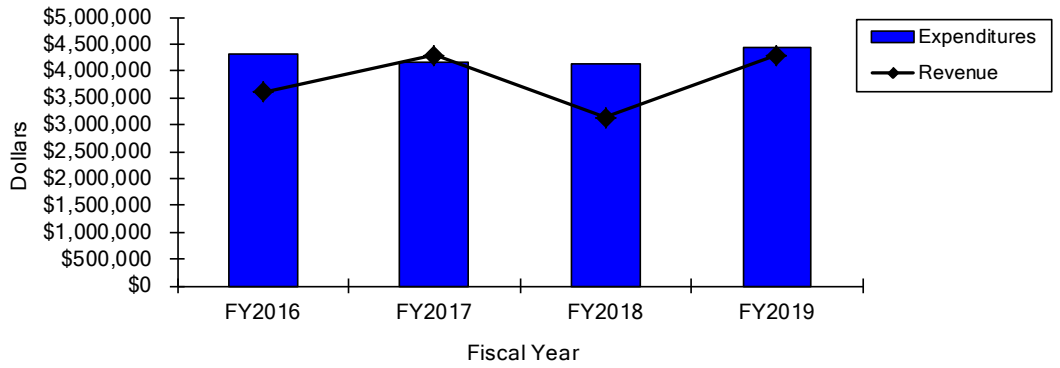
Community Development Service Center (CDSC)

- Intake and issuance of building, zoning, and fire prevention permits
- Issuance of grading permit applications for residential and commercial land development projects
- Processing of securities for commercial and residential development, along with individual building lot securities provided for home construction
- Plan intake and distribution for Planning and Zoning Applications

Code Compliance

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$2,955,962	$2,835,219	$2,977,781	$3,268,107	$290,326	9.75%
Operating	1,347,823	1,330,777	1,140,789	1,153,034	12,245	1.07%
Total	4,303,785	4,165,996	4,118,570	4,421,141	302,571	7.35%
Revenue	3,598,154	4,290,090	3,134,090	4,290,076	1,155,986	36.88%
Local Tax Funding	$705,631	($124,094)	$984,480	$131,065	($853,415)	-86.69%
Funded Projects						
Full-Time Positions	39	39	41	41	0	0.00%



Total Budget

$4,421,141

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay
- Two positions added after budget was adopted in FY2018

Operating

- Increase in cost of code books
- Additional funding for positions added in FY2018

Unfunded

Personnel Cost-Stormwater Technician	$75,734
License, Certifications	$500
Clothing Allowance	$100
Seminars, Conferences	$500
Operating Supplies	$100
Replacement Uniform	$2,250
Acquisition of Tolson Pond for Road Development	$4,000

Goals/Objectives

- Continued implementation and enforcement of the 2012 Virginia Uniform Statewide Building Code. Assist the Public with property maintenance issues. (Service Levels 1, 2 and 4)
- Conduct seminars for permit runners and builders outlining the building plan review requirements. Incorporate electronic submittal into the application and review process. (Service Level 1)
- Perform the County's environmental inspection programs for erosion and sediment control, stormwater management, and pollution prevention for land development projects to ensure compliance with environmental codes.(Service Level 3)
- Identify problem securities and coordinate a plan of action for completion of secured improvements. Reduce the amount of outstanding yard bonds. (Service Levels 7 & 8)
- Assist development community with VDOT road acceptance process. (Service Level 5)
- Complete transportation plan reviews and transportation impact analysis reviews for conformance to standards. (Service Level 6)

The above goals support the implementation of County Ordinances, the Security Policy, the Board of Supervisors Priorities for the Community and the County's B.E.S.T. values.

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Permits issued (Infor Public Sector)	6,073	4,539	4,578
2.	Building inspections performed (Infor Public Sector)	37,816	32,982	33,265
3.	E&S control inspections performed (Infor Public Sector)	6,598	7,006	7,066
4.	Property maintenance cases handled (Infor Public Sector)	209	180	182
5.	Centerline miles of streets accepted by VDOT	14.03	10.5	12
6.	Number of Transportation Plans reviewed	283	250	275
7.	Total amount of building lot securities processed	898	677	683
8.	Total amount of developer securities processed	113	103	105

Mission

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.

The Rappahannock Regional Jail and Juvenile Detention Center serves the counties of Stafford, Spotsylvania, King George, and the City of Fredericksburg. (Pictured is the Regional Jail).

Who Are We?

Rappahannock Regional Jail Authority

- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the 12-member Authority.

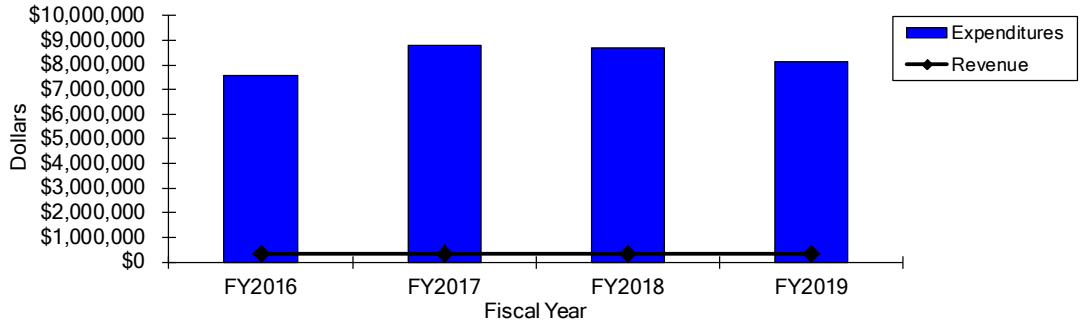
Juvenile Detention Center

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

Corrections

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Jail						
Operating	$4,837,614	$5,488,452	$5,615,113	$5,144,503	($470,610)	-8.38%
Debt Service	1,515,559	1,850,522	1,784,439	1,765,085	(19,354)	-1.08%
Total	$6,353,173	$7,338,974	$7,399,552	$6,909,588	($489,964)	-6.62%
Revenue	300,000	300,000	300,000	300,000	0	0.00%
Local Tax Funding	$6,053,173	$7,038,974	$7,099,552	$6,609,588	($489,964)	-6.90%
Juvenile Detention Center						
Operating	$1,012,580	$1,255,335	$1,173,193	$1,215,307	$42,114	3.59%
Debt Service	210,420	182,577	109,546	0	(109,546)	-100.00%
Total	$1,223,000	$1,437,912	$1,282,739	$1,215,307	($67,432)	-5.26%
Revenue	40,000	40,000	40,000	40,000	0	0.00%
Local Tax Funding	$1,183,000	$1,397,912	$1,242,739	$1,175,307	($67,432)	-5.43%
Corrections						
Operating	$5,850,194	$6,743,787	$6,788,306	$6,359,810	($428,496)	-6.31%
Debt Service	1,725,979	2,033,099	1,893,985	1,765,085	(128,900)	-6.81%
Total	$7,576,173	$8,776,886	$8,682,291	$8,124,895	($557,396)	-6.42%
Revenue	340,000	340,000	340,000	340,000	0	0.00%
Local Tax Funding	$7,236,173	$8,436,886	$8,342,291	$7,784,895	($557,396)	-6.68%



Total Budget

$8,124,895

Notable Changes

Operating

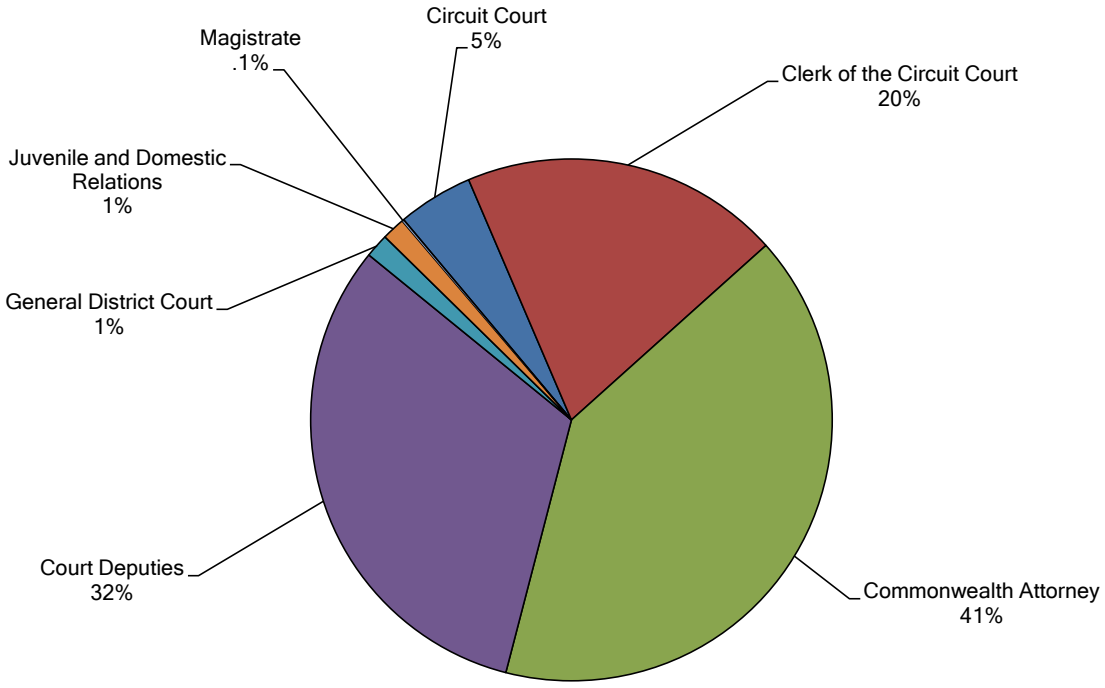
- Jurisdictional share at Jail decreasing.
- The debt service at the Juvenile Detention Center is being retired with the use of fund balance.

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
Number of Days Jail Staff is free of injuries from confrontations	354	365	365
Inmates who take General Equivalent Diploma (GED)	37	230	230
Inmates who participate in Work Release Program (ADP)	62	120	100
Stafford County jurisdictional share	42.79%	41.94%	41.59%

Judicial Administration

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Circuit Court	$259,876	$370,772	$371,940	$1,168	0.3%
Clerk of the Circuit Court	1,507,418	1,557,332	1,582,112	24,780	1.6%
Commonwealth Attorney	3,088,202	3,178,431	3,246,892	68,461	2.2%
Court Deputies	2,520,157	2,428,495	2,539,195	110,700	4.6%
General District Court	88,291	117,250	117,648	398	0.3%
Juvenile and Domestic Relations	98,057	114,700	114,700	0	0.0%
Magistrate	8,103	8,830	8,830	0	0.0%
Total Expenditures	$7,570,104	$7,775,810	$7,981,317	$205,507	2.6%



Circuit Court

Mission

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 Courts, and is a separate and distinct branch of government. (Article I, Section 5, Constitution of Virginia).

The Lincoln plaque is located near the entrance to the Courthouse.

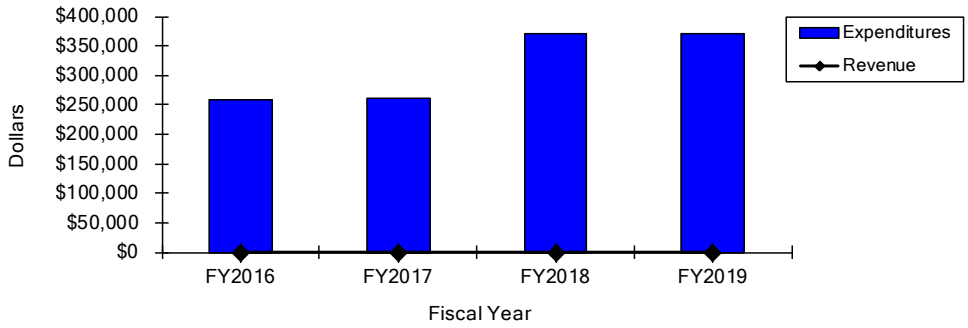
Who Are We?

Judges' Chambers

- Three of the 10 Circuit Court judges serving the 15th Judicial Circuit have their offices and courtrooms in Stafford County.
- Controls the docket of the Court, scheduling cases and acts 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

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$236,985	$236,942	$343,634	$344,802	$1,168	0.34%
Operating	20,473	22,934	27,138	27,138	0	0.00%
Local Tax Funding	$257,458	$259,876	$370,772	$371,940	$1,168	0.32%
Funded Positions						
Full-Time Positions	3	3	4	4	0	0.00%



Total Budget

$371,940

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Budgeted payroll adjusted to live payroll

Mission

Our aim is to assure that disputes are resolved justly, promptly, and economically through a court system unified in its structures and administration.

The Current Stafford County Judicial Center boasts a long and rich history beginning in 1664.

Who Are We?

Court Administration

- The administrative function of the Clerk's Office handles all civil cases with claims of more than $25,000. It shares authority with the General District Court to hear matters involving claims between $4,500 and $25,000; family matters such as divorce and child custody issues; criminal cases; felonies and misdemeanors. Circuit Court partners with the Stafford Sheriff's Office, the Commonwealth Attorney's 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 Court, 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.

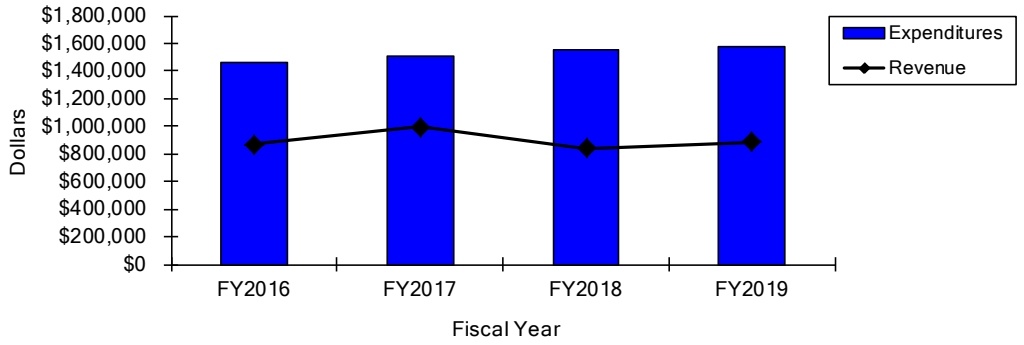
Land Records

- 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.

Clerk of the Circuit Court

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$1,171,573	$1,215,492	$1,252,952	$1,277,732	$24,780	1.98%
Operating	284,912	291,926	304,380	304,380	0	0.00%
Total	1,456,485	1,507,418	1,557,332	1,582,112	24,780	1.59%
Revenue	871,054	992,209	841,387	883,878	42,491	5.05%
Local Tax Funding	$585,431	$515,209	$715,945	$698,234	($17,711)	-2.47%
Funded Positions						
Full-Time Positions	18	20	20	20	0	0.00%



Total Budget

$1,582,112

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- No notable changes

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

The above goals support the Board of Supervisors Priorities for the community and our B.E.S.T. values.

Commonwealth's Attorney

Mission

Our mission is to pursue justice through the fair and ethical prosecution of criminal violations of the Code of Virginia and the Code of Stafford County; 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

- Our new case assignment procedure has resulted in a significant increase in the effectiveness of docketing cases in Circuit Court after Grand Jury.
- By creating special teams within the office (fraud, drug, domestic violence teams, etc.) we have streamlined the process between the Commonwealth's Attorney's Office and the Sheriff's Office.

The Chichester Building was completed in 2013. The building is named after former Commonwealth's Attorney Daniel Chichester, who served from 1972-2011, and for his father, R.H.L. Chichester, who served from 1940-1972.

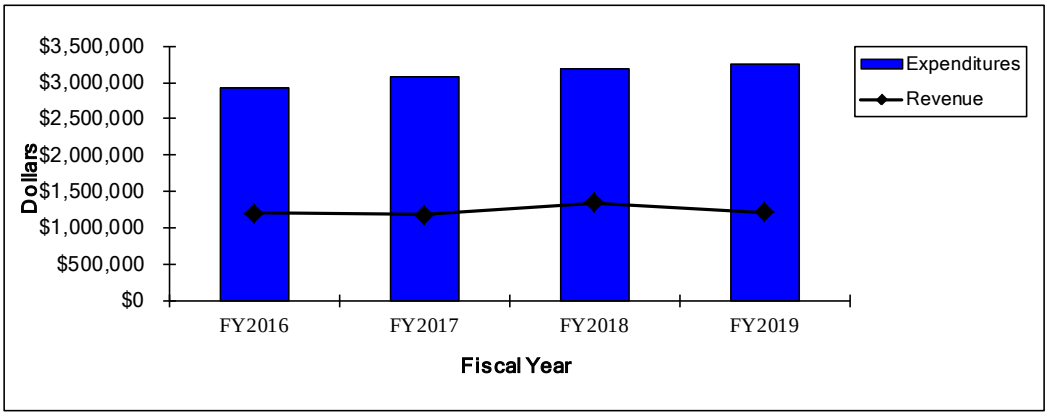
Who Are We?

- 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
- Support and aid crime victims, families and witnesses throughout the court process

Commonwealth's Attorney

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$2,781,953	$2,944,317	$3,033,349	$3,097,509	$64,160	2.12%
Operating	144,030	143,885	145,082	149,383	4,301	2.96%
Total	2,925,983	3,088,202	3,178,431	3,246,892	68,461	2.15%
Revenue	1,202,438	1,185,639	1,340,159	1,212,859	(127,300)	-9.50%
Local Tax Funding	$1,723,545	$1,902,563	$1,838,272	$2,034,033	$195,761	10.65%
Funded Positions						
Full-Time Positions	25	27	27	27	0	0.00%
Part-Time Positions	1	0	0	0	0	0.00%



Total Budget

$3,246,892

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- Contractual increases
- Increase in books and subscriptions

Unfunded

Assistant Commonwealth's Attorney Position	$123,315
Paralegal Position	72,581
Operating for Positions	17,300
Increase for Various Meetings Expenses	500
Additional Training (4 New Career Prosecutor Positions)	5,960
VALECO Dues for Commonwealth Attorney	135
Services for Serious or High Profile Cases	50,000
Body Camera Operating Costs Commonwealth	32,350
Body Camera Personnel Commonwealth	210,580
Increasing Need for Witness Accommodations	300

Goals/Objectives

- Enhance the security of the citizens of Stafford County in their homes and daily lives by comprehensively prosecuting criminal cases, and aggressively prosecute crimes against children, particularly internet predators and cases involving physical and sexual abuse (Service Levels 1, 2, 3, 5, 6, 7, 9,10)
- 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, and continue community prosecution/outreach programs to further educate the public on emerging criminal threats to community safety (Service Levels 1, 2, 3, 4, 5, 6, 7, 8, 9, 10)
- Maximize state and local funding, technology and programs to increase professionalism, job performance and efficiency (Service Level 8)
- Continue to provide extensive training and guidance to local and state law-enforcement departments, including annual legal updates, academy instruction and in-service training

The above goals support the Board of Supervisors Priorities for the community and our B.E.S.T. values.

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Circuit Court-Felony and Misdemeanor Indictments, including Direct Indictments, Presented to the Grand Jury	3,653	3,300	3,500
2.	Misdemeanor Appeals Processed	328	350	350
3.	Probation Violation Petitions Filed	382	475	450
4.	Community Prosecution/Outreach (hours)	N/A	240	270
5.	General District Court – Criminal cases, to include misdemeanors, felonies and show cause; does not include serious traffic cases	10,115	11,000	10,500
6.	Juvenile & Domestic Relations Court – Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support	3,098	3,300	3,300
7.	Sexual and Domestic Violence Victim Fund – Cases prosecuted pursuant to conditions of grant	185	190	190
8.	Collections – Net collection of delinquent fines and costs for courts through Stafford County Treasurer	$992,718	$1,300,000	$1,200,00
9.	Victims' Services – new cases opened by Victim Witness/ Protective Orders-number of orders generated	1335/168	1,100/210	1,100/210
10.	Restitution Amount – Preparation/submission of victim restitution to court opened by Victim/Witness	$221,198	$250,000	$250,000

Accomplishments

- Hosted 27th Annual Domestic Violence Candlelight Vigil
- Expanded partnership efforts with Marine Corps Base Quantico to promote efficiency in preventing, investigating and prosecuting crimes affecting both MCB and the Stafford community
- Hosted National Crime Victims' Rights Week event and presented the annual Molly Gill Survivor Award

Did You Know?

- Kahn, our courthouse dog, provides assistance and comfort to child and adult victims before, during and after court.
- The Commonwealth's Attorney's Office and the Stafford County Sheriff's Office provide ongoing public education about the heroin epidemic, its causes, damages and prevention.

Court Deputies

Mission

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, and evaluating and adjusting resources.
  These efforts include partnering with the Stafford County Public Schools for DARE program delivery, creating safe exchange zones at the Public Safety Building, and adjusting resources to address emerging issues including the heroin/opioid trafficking epidemic and internet crime issues.
- The Sheriff's Office has a strong linkage to the community through programs designed to engage community members to assist the Office build a stronger, safer community including SCAM Busters, National Night Out, and Neighborhood Watch.

General District Court Operations

Who Are We?

Court Services

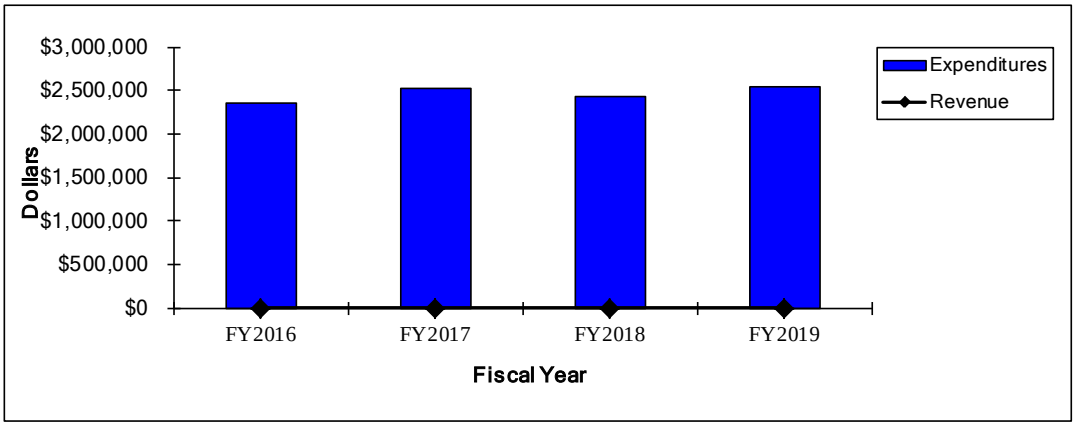
- Is a division of the Sheriff's Office and its services are mandated by Virginia law
- Providing court security to the Circuit Court, General District Court, and Juvenile and Domestic Relations Court
- Serving civil and criminal documents on behalf of the Courts
- Extraditing and Transporting suspects that have been apprehended by other jurisdictions on warrants from Stafford County

Budget Details for the Sheriff's Law Enforcement Operations, Community Outreach and Emergency Communications Center may be found in the Public Safety section of the County Budget

Court Deputies

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$2,325,893	$2,470,111	$2,390,545	$2,501,245	$110,700	4.63%
Operating	36,686	50,046	37,950	37,950	0	0.00%
Local Tax Funding	$2,362,579	$2,520,157	$2,428,495	$2,539,195	$110,700	4.56%
Funded Positions						
Full-Time Positions	28	28	28	28	0	0.00%
Part-Time Positions	3	3	3	3	0	0.00%



Total Budget

$2,539,195

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- No notable changes

Unfunded

- 2 Full Time Deputy Sheriff I CP/CS salary and benefits $124,414
- 2 Full Time Deputy Sheriff I CP/CS operating $23,816

Goals/Objectives

- To improve service capabilities through effective use of personnel resources, time, equipment, technology, research, and planning, in order to continue to meet the safety and security expectations of the community.(Service level 1,2,3,4,5,and 6)
- To reduce response times, increase responsiveness to citizen concerns, impact the crime rate, increase community based police programs and directed patrol through the phased implementation of recommendations in the Stafford County Sheriff's Office Staffing Study. (Service level 4,5,and 6)
- To maintain and enhance the security of visitors, employees and judges of the Courts through continued improvements to facilities, equipment, training, techniques and procedures. (Service level 1,2,3, and 4)
- To provide safe, timely and effective transport of prisoners and suspects entrusted to our care. (Service level 5)
- To efficiently and effectively serve the civil and criminal documents ordered by the Courts. (Service level 6)

The identified goals support the Board of Supervisors Priorities for the Community, the Sheriff's Office Core Values, Virginia law, and the County's Best Values.

General District Court

Mission

The purpose of the General District Court is to process criminal, traffic and civil cases heard by District Court Judges and to hold preliminary hearings for felonies

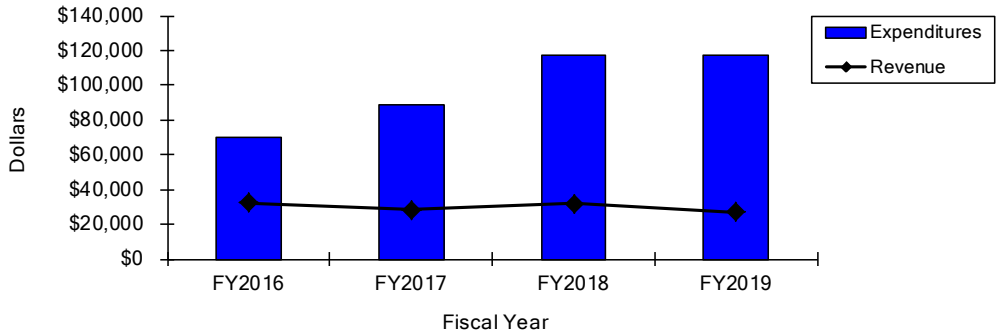
When originally built in 1939 the Rowser Building, was a four-room schoolhouse for African-American students in elementary school through junior high. The building is named for Ella Rowser, a highly regarded African-American educator who lived in Stafford County. The building now houses county offices.

Who Are We?

- There is a general district court in each city and county in Virginia.
- The general district court handles traffic violations, hears minor criminal cases known as misdemeanors and conducts preliminary hearings for more serious criminal cases called felonies.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Operating	$69,723	$88,291	$117,250	$117,648	$398	0.34%
Total	69,723	88,291	117,250	117,648	398	0.34%
Revenue	32,179	28,481	32,000	27,000	(5,000)	-15.63%
Local Tax Funding	$37,544	$59,810	$85,250	$90,648	$5,398	6.33%



Total Budget

$117,648

Notable Changes

Operating

- Increase in voice over internet protocol (VOIP)

Goals/Objectives

- To process all case paper work efficiently and timely to ensure the judges 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 judges 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.

Court Deputies

Service Levels

		CY2017 Actual*	CY2018 Projected	CY2019 Planned
1.	Circuit Court Days	672	732	732
2.	General District Court Days	357	357	357
3.	Juvenile and Domestic Relation Court Days	479	479	479
4.	Visitor and Jurors Screened	204,514	210,649	216,969
5.	Extraditions and Transports	7,526	7,526	7,526
6.	Civil and Criminal Processes	40,946	40,946	40,946

*CY2016 actuals 10 mths, estimates 2 mths

Service Levels for the Sheriff's Law Enforcement Operations, Community Outreach and Emergency Communications Center may be found in the Public Safety section of the County Budget

Court Security Operations Center

Accomplishments

- In partnership with other Court entities, increase the safety of those using the court facilities by completing a Courthouse Security Assessment and initiating improvements to security operations.
- Successfully provided security to an additional temporary courtroom and additional court days without an increase in resources.
- Increased transport capabilities by reconfiguring resources for more effective use.

Did You Know?

The Stafford County Sheriff's Office Court Services division provides finger printing services for the general public on Mondays from 1:30 pm until 3pm.

Juvenile and Domestic Relations Court

Mission

The mission of the Judicial System of Virginia is to provide an independent, accessible, responsive forum for the just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia constitutions.

Serving the Commonwealth through 32 judicial districts, the Juvenile And Domestic Relations District Court is a limited jurisdiction trial court that hears cases involving children and families.

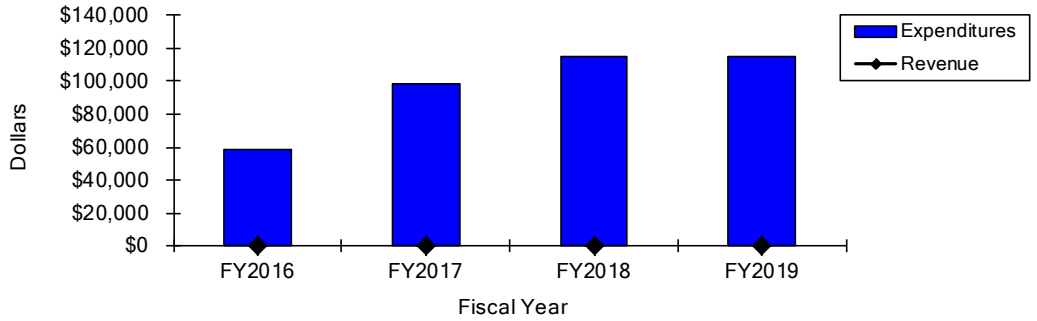
Assisting families and children is part of our everyday work lives!

Who Are We?

The Juvenile and Domestic Relations District (JDR) Court differs from other courts in its duty to protect the confidentiality (privacy) of all juveniles coming before the court and in its commitment to rehabilitate or treat, rather than punish those who come before the court. The welfare of the child and the family is the paramount concern in the court's proceedings. In other respects, juvenile courts have the same requirements and provide the same safeguards as other courts in the court system. This court does not, however, conduct jury trials. A judge hears all cases. The JDR court is not a court of record.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Operating	$58,768	$98,057	$114,700	$114,700	$0	0.00%
Local Tax Funding	$58,768	$98,057	$114,700	$114,700	$0	0.00%



Total Budget

$114,700

Notable Changes

Operating

- No notable changes

Goals/Objectives

- Communicate and work effectively with agencies to provide solutions to the day to day operations during this trying economic time.
- Provide the best customer service that we can to all the citizens who seek the assistance of the Juvenile Court of the Juvenile Court

Magistrate

Mission

The magistrate system for the Commonwealth is divided into eight regions, and each magistrate is authorized to exercise his or her powers throughout the magisterial region for which he or she is appointed. Each region is comprised of between three and five judicial districts. There are magistrate offices located throughout Virginia, including at least one in each of Virginia's 32 judicial districts.

Flags of the County of Stafford, State of Virginia and United States of America stand at the entrance to the George L. Gordon Government Center.

Who Are We?

In many instances, a citizen's first contact with Virginia's judicial system comes through the Office of the Magistrate. A principal function of the magistrate is to provide an independent, unbiased review of complaints of criminal conduct brought to the office by law enforcement or the general public.

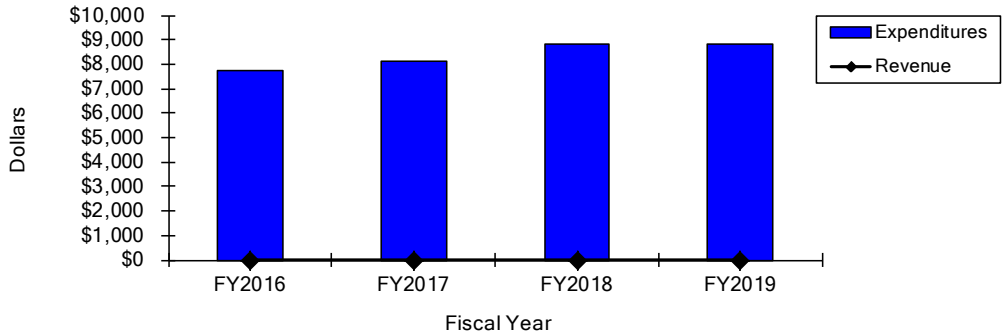
Magistrate duties include:

- Issues various types of processes such as arrest warrants, summonses, bonds, search warrants, subpoenas, and certain civil warrants.
- Conducts bail hearings in instances in which an individual is arrested on a warrant charging him or her with a criminal offense.

Magistrates provide services on an around-the-clock basis, conducting hearings in person or through the use of videoconferencing systems.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Operating	$7,717	$8,103	$8,830	$8,830	$0	0.00%
Local Tax Funding	$7,717	$8,103	$8,830	$8,830	$0	0.00%



Total Budget

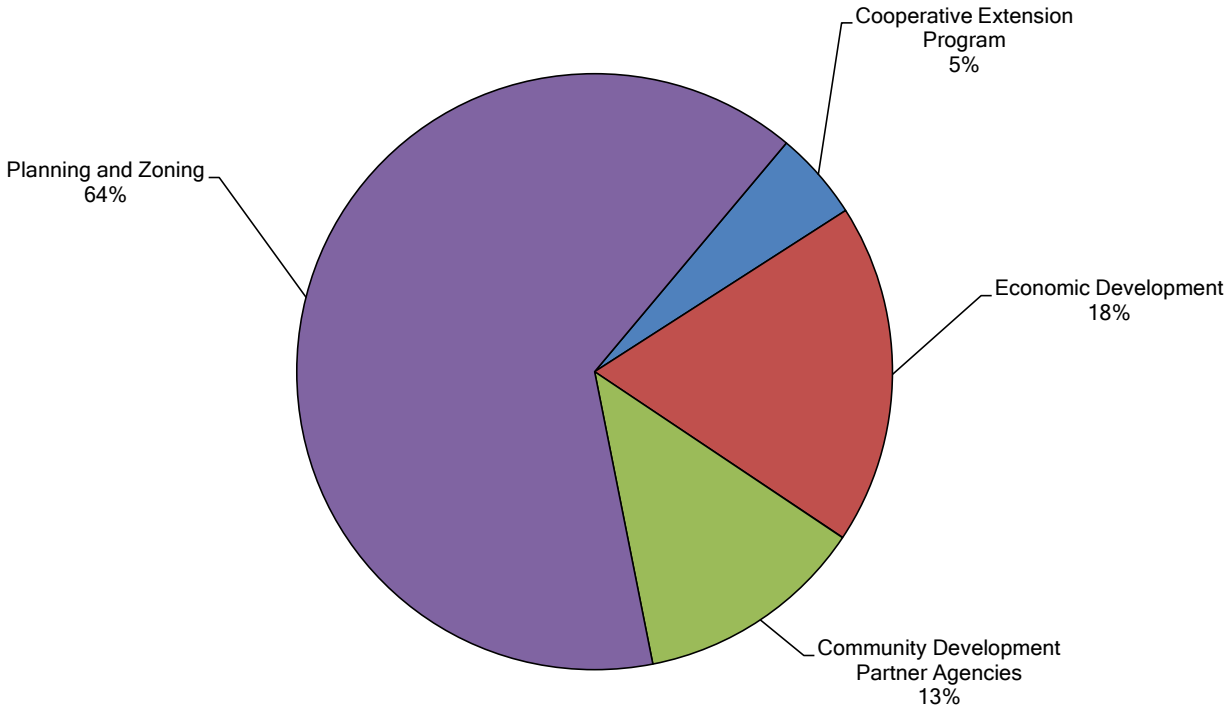
$8,830

Notable Changes

No Notable Changes

Community Development

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Cooperative Extension Program	$170,069	$185,197	$190,975	$5,778	3.1%
Economic Development	638,939	696,012	734,670	38,658	5.6%
Community Development Partner Agencies	502,777	504,029	497,114	(6,915)	(1.4)%
Planning and Zoning	2,413,680	2,486,743	2,555,093	68,350	2.7%
Total Expenditures	$3,725,465	$3,871,981	$3,977,852	$105,871	2.7%



Stafford County Virginia Cooperative Extension

Mission

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.

Thinking Efficiently

Virginia Cooperative Extension trains volunteers in our three core program areas using the research based educational information of Virginia Tech and Virginia State Universities. VCE Volunteers are our most valuable resource and we remain committed to increasing and enhancing our volunteers in both numbers and knowledge. Our volunteers serve the community on our behalf at no additional cost to their local government. Last year Stafford County benefited from $417,101 in volunteer dollar value gained by the efforts of 332 volunteers.

Virginia Cooperative Extension Staff

Who Are We?

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.

4-H Youth Development

- Engages youth (ages 5-18) in learning leadership, citizenship, and life skills.
- Programs 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)

- Enhances and supports BOTH the community AND the individual by focusing on the family system.
- Programs address overall healthy well-being and 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.
- Offers pesticide applicator certification classes.
- Master Gardener course is offered to educate and equip volunteers with the knowledge, skills, and ability to better serve others in the community.

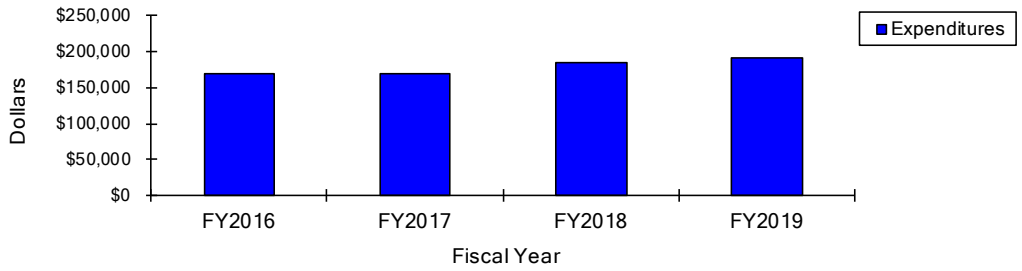
Community Viability (CV)

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

Stafford County Virginia Cooperative Extension

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$65,832	$64,997	$71,380	$72,780	$1,400	1.96%
Operating	102,951	105,072	113,817	118,195	4,378	3.85%
Local Tax Funding	$168,783	$170,069	$185,197	$190,975	$5,778	3.12%
Funded Positions						
Part-Time Positions	4	4	4	4	0	0.00%



Total Budget

$190,975

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add
- Hazardous Duty Pay
- Changes in Market Pay

Operating

- Increase in Voice Over Internet Protocol costs

Goals/Objectives

- 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. (Service Levels 1 & 4)
- 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. (Service Levels 2 & 3)
- Provide information and educational programs promoting environmentally sound landscaping and gardening practices. (Service Levels 2 & 3)
- 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 increasing knowledge of local foods. (Service Level 1)
- Provide learning experiences that meet the needs of 21st century youth, families, and communities through 4-H Youth Development. (Service Levels 2 & 3)
- 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. (Service Level 4)

The above goals support the Board of Supervisors Priorities for the community and our BEST values.

Stafford County Virginia Cooperative Extension

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	ANR/4-H Programs (Contacts/Volunteers/Program Participants)	62,592	57,500	60,000
2.	ANR/4-H Volunteer Dollar Value Gained (15,987hrs.)	$417,101	$335,000	$410,000
3.	Extension Programs (ANR/4-H/FCS/MG) Volunteers	332	325	325
4.	Cost per VCE Program Participant/Contact*	$1.60	$1.85	$1.85

2017 4-H Camp Participants

2017 Unit Plan of Work: Building Healthy Communities

Accomplishments

- Stafford 4-H planned programs in three main focus areas: Healthy Lifestyles, Citizenship, and Science, Engineering, and Technology with 2,589 youth enrolled in the 4-H program.
- Stafford 4-H collaborated with several Stafford Schools to offer 4-H enrichment projects to 1,081 students.
- Stafford County had 125 youth and adults participate in the 2017 4-H Junior Camp.
- A new program *Building Healthy Communities* educated 99 underserved youth at Stafford Junction.
- The Smart Green Lawns program served 17 home owners in Planning District 16 by providing science based advice for a healthier and environmentally responsible lawn.
- Over 188 private and commercial certified pesticide applicators, including county employees, learned safe and responsible use of pesticides through the VCE recertification program

Did You Know?

VCE's interdisciplinary team including 4-H Youth Development, Family and Consumer Sciences, and Agriculture and Natural Resources identified, promoted, and evaluated outcomes of best practice programs that promoted healthy lifestyles across the age continuum for the reduction of obesity and chronic disease. Our Unit Plan of Work, Building Healthy Communities, is just one of these programs.

Economic Development

Mission

Economic Development

Administers both a comprehensive program to attract, retain and expand high quality businesses and promote the County's Tourism Program. These initiatives help to foster a stable and diverse local economy which provides employment opportunities as well as an enhanced quality of life for Stafford's citizens.

Redevelopment

As an integral part of the comprehensive Economic Development program, Redevelopment encourages, attracts and facilitates private-sector investment within the four designated redevelopment areas: Boswell's Corner, the Courthouse, Falmouth and the Southern Gateway.

Outreach

Promoting Stafford County has never been more efficient. Economic Development proactively engages in new and existing business client and partner networking, event planning, strategic regional and national associations and conferences, process streamlining, communications implementation and other business development functions.

Outreach activities include business visitation, social media and website content. These efforts are responsible for effectively branding, promoting, and representing Stafford County and the business community with professionalism and integrity.

Stafford County is among Virginia's fastest growing counties. The region offers a business friendly environment, Stafford offers a tax competitive advantage by not imposing BPOL, educated workforce, and diverse recreational attractions, and is home to some of the nation's leading companies.

Who Are We?

Stafford County Economic Development & Tourism is dedicated to the perpetuation of Stafford County as the premier business location and travel destination in Virginia. An economically competitive and sustainable community, Stafford County strives to create an exciting, diverse and amenity-rich identity. Our focus:

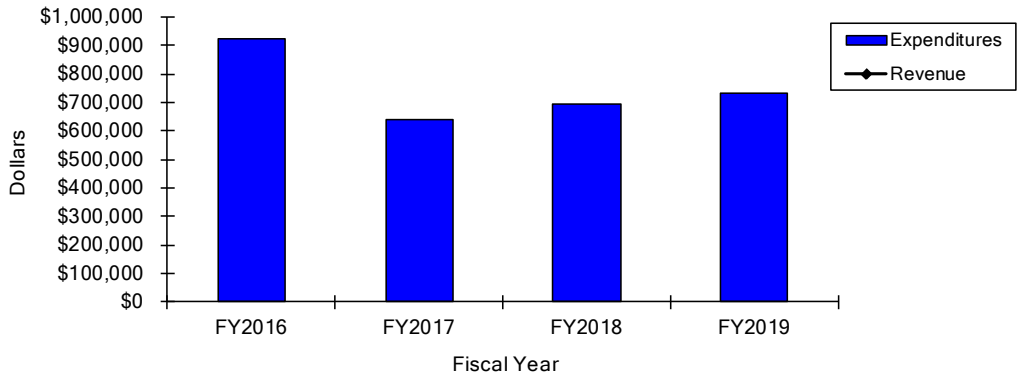
- Retain, expand, and support existing businesses in Stafford.
- Attract new businesses, jobs and capital investment to the local Stafford economy.
- Promote increased commercial/industrial development, taxable sales and tourism opportunities.
- Facilitate progress with private and public partners to expand academic services, workforce training and services to meet area employer needs and promote Stafford's potential.
- 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 2015 Economic Development Strategic Plan.
- Focus on strategic incentives and partnerships to create an environment for cyber, advanced manufacturing, fast-growing companies and Target Industries to succeed

Economic Development

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel [1]	$597,731	$384,444	$458,052	$540,640	$82,588	18.03%
Operating	325,578	254,495	237,960	194,030	(43,930)	-18.46%
Local Tax Funding	$923,309	$638,939	$696,012	$734,670	$38,658	5.55%
Funded Positions						
Full-Time Positions	6	5	5	7	2	40.00%

[1] A portion of the Director of Economic, Business Recruitment Manager, Economic Development Specialist, Business Development Administrator, Tourism Manager are funded by the Tourism Fund.



Total Budget

$734,670

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay
- Shifted funds to personnel to cover cost of reclassifications

Operating

- Shifted funds from temporary help to personnel to cover cost of reclassifications

Goals/Objectives

- Increase existing business visits each year by 5% over the previous year. (Service level 1 and 5)
- Increase attraction marketing leads by 5%. (Service level 2 and 3)
- Create 75 new commercial projects annually. (Service level 2,3,5)
- Quarterly meetings with VEDP. (Service level 5)
- Hold at least one Economic Development conference each quarter. (Service level 5)
- Work to increase the number of shovel-ready sites by 2 each year. (Service level 6)
- Add 3 upscale retail/restaurants in Stafford County in the next 2-3 years. (Service level 7)
- Increase Retail contacts/projects 5% annually (Service level 7)
- Add 600 new jobs in Stafford County(Service level 4)

The above goals support the 2015 Economic Development Strategic Plan and Priorities for the Community.

Service Levels

		CY2017 Actual	CY2018 Budget	CY2019 Plan
1.	Business Retention Visits	85	90	94
2.	New business start-up guides distributed	750	750	750
3.	Electronic outreach through e-newsletters and social media	603,000	633,000	664,650
4.	Employment in the County (source: Virginia Employment Commission) (2Q2015)	41,700	42,000	43,000
5.	Business development/ conventions/ State and regional partnership collaborations (source: manual tracking)	12	12	12
6.	Expand partnership with commercial brokers and developers	5	5	5
7.	# of Retail Commitments	35	37	39

The Garrison, located in North Stafford, is one of four mixed-use communities in development.

Accomplishments

- New attractions/expansions in Stafford's Target Industries resulted in over 400 new jobs and 125,000 square feet of leased space.

Companies include:

  - MLT Systems
  - Claxton Logistics
  - DXC Technology
  - Kelvic Construction
  - Southeastern Freight
  - 6 Bears & A Goat
  - Women's Imaging Center (2)
- Four BOS approved mixed -use projects set for Business/Retail Attraction
- Aquia Town Center - with existing 100,000 square foot office building, 175,000 square feet of new retail to include two major anchors and 256 unit apartment community
- The Garrison - 500,000 square feet of commercial/retail space with up to 453 apartment units
- Embrey Mill - over 150 acres of commercial retail development with 1,800 new homes when completed
- Celebrate Virginia North continues growth new retail services including Lidl, Starbucks, Sonic, Aldi, Silver Collection at Celebrate with 278 units

Did You Know?

Economic Development, Commissioner of the Revenue, Planning and Zoning, Public Works and the Clerk of the Courts have assembled a guide for opening a new business in the County. This guide is available online and in each of the offices noted above.

Partner Agencies
Community Development

Agencies Include:

Fredericksburg Regional Alliance

- A public/private economic development marketing partnership created to provide a single source for comprehensive demographic, economic, and commercial real estate information in the region while also providing a wide range of services designed to facilitate the creation of jobs and capital investment while diversifying the economy and increasing the tax base.

George Washington Regional Commission

- The Commission provides a broad array of services including regional environmental, energy-conservation, hazard mitigation and rural transportation planning programs; operation of ride connect, the region's nationally-recognized rideshare brokerage that facilitates and promotes vanpooling and transit use.

Youth Services and Group Home Commission

- Provides services for at-risk you within the community.

Tri-County/City Soil and Water Conservation District

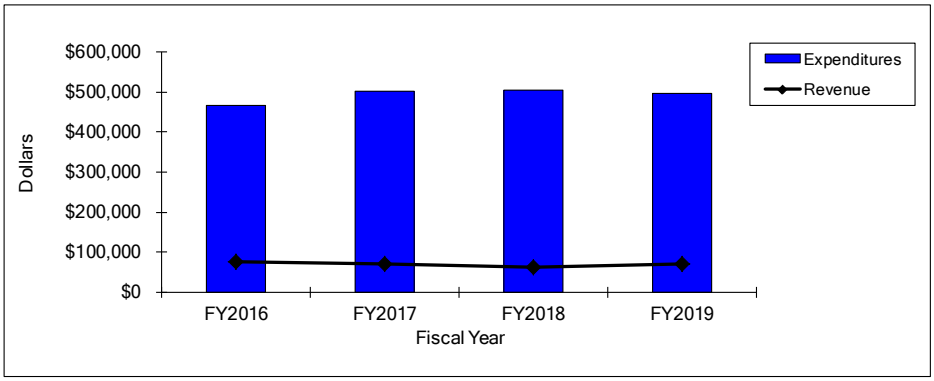
- The agency provides technical assistance, information, educational programs, volunteer opportunities, and newsletters to citizens on many aspects of water quality, nonpoint source pollution, and stream health.

Watershed Property Manager

- The program is a joint effort with Fredericksburg and Spotsylvania and provides for a Watershed Property Manager who is responsible for overseeing and protecting the watershed property by conducting routine monitoring and inspections.

Budget Summary:

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Operating	$465,174	$502,777	$504,029	$497,114	($6,915)	-1.37%
Total	465,174	502,777	504,029	497,114	(6,915)	-1.37%
Revenue	76,601	69,973	61,282	69,973	8,691	14.18%
Local Tax Funding	$388,573	$432,804	$442,747	$427,141	($15,606)	-3.52%



Notable Changes:

- Increase to Fredericksburg Regional Alliance based upon per capita formula.
- Decrease in Youth Services and Group Home Commission- funding formula based on usage.
- Increase to George Washington Regional Commission based on per capital formula.

Partner Agencies
Community Development

Funding Summary:

	2017 Actual	2018 Adopted Budget	Agency Request	2019 Proposed Budget	Changes Adopted to Proposed	
Fredericksburg Regional Alliance	$138,230	$138,230	$144,350	$144,350	$6,120	4.4%
George Washington Regional Commission	93,923	95,175	104,334	104,334	9,159	9.6%
Rappahannock Area Youth Services and Group Home Commission	235,520	235,520	213,326	213,326	(22,194)	-9.4%
Tri-County/City Soil and Water Conservation District	21,404	21,404	25,685	21,404	0	0.0%
Watershed Property Manager	13,700	13,700	13,700	13,700	0	0.0%
Total Community Development	$502,777	$504,029	$501,395	$497,114	($6,915)	-1.4%

Planning and Zoning

Mission

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, while being sensitive to natural and cultural resources, and provide exemplary customer service.

Thinking Efficiently

To better serve our customers we have streamlined our development plan review process to include:

- Worked with GIS to streamline the issuance of street addresses as new development occurs.
- Working on the next phase of HANSEN 8 implementation to allow for web based application submittals.
- Working to deploy electronic plan review software to facilitate collaboration in reviewing development plans and minimize copying and scanning costs of plan documents.
- Worked with GIS and Public Works to update the active housing development report that shows new neighborhoods, their location in the County and to what extent they are built out.
- Staff partnered with internal departments, including Landfill, Utilities and Sheriff, to clean up a tire dump site on newly acquired County property, reducing the cost from $53,000 to $11,000.

One of several office buildings at Quantico Corporate Center. Our department provides development services from initial zoning of the property to occupancy and post development compliance.

Who Are We?

Boards and Commissions

- Provide direct administrative and technical support to 9 Boards, Commissions and Committees for the governance of the County, including the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Wetlands Board, Architectural Review Board, Historical Commission, Cemetery Committee, Chesapeake Bay Board, Coastal Primary Sand Dunes Board and Agricultural/Purchase of Development Rights Committee.

Comprehensive Plan

- Administer the Comprehensive Plan (future development) and its detailed elements.

Ordinances

- Lead agency for drafting laws and policies pertaining to land development within the County.

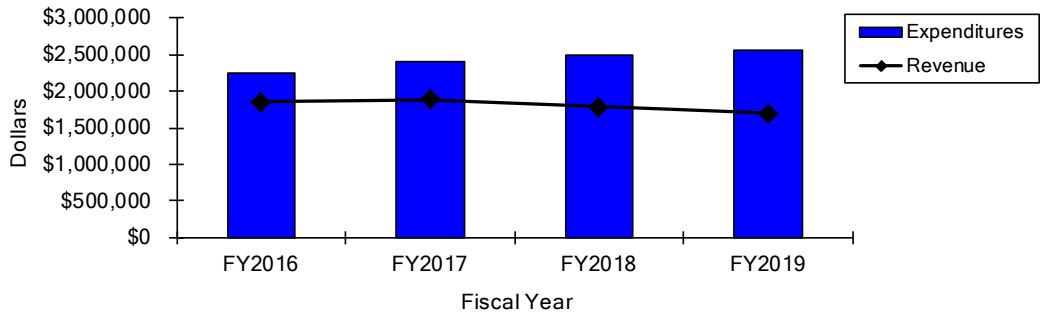
Regulatory Review

- Investigate complaints from citizens regarding compliance with zoning laws and other laws and policies 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.
- Administer, maintain, and enforce the Zoning Ordinance, Subdivision Ordinance, Floodplain Ordinance and related regulations to ensure 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.
- Review Zoning permits for use compliance and bulk area requirements such as setbacks, building height, etc.
- Conduct site compliance inspections prior to certificates of occupancy for new commercial development to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.

Planning and Zoning

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$2,037,250	$2,093,944	$2,179,415	$2,247,765	$68,350	3.14%
Operating	208,213	319,736	307,328	307,328	0	0.00%
Total	2,245,463	2,413,680	2,486,743	2,555,093	68,350	2.75%
Revenue	1,857,126	1,890,939	1,789,500	1,698,048	(91,452)	-5.11%
Local Tax Funding	$388,337	$522,741	$697,243	$857,045	$159,802	22.92%
Funded Positions						
Full-Time Positions	20	21	21	21	0	0.00%
Part-Time Positions	1	0	0	0	0	0.00%



Total Budget

$2,555,093

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Unfunded

- Planning Tech I $59,004
- Cultural Resource Specialist $89,260
- Zoning Tech II $67,642
- Stormwater Engineer $96,285
- Computer Equipment for 4 New Positions $ 6,000
- Vehicle for Zoning Tech II Position $25,000

Goals/Objectives

- Enhance the physical appearance and high quality of development of the County through zoning regulations, site plans and subdivision standards, architectural standards, and appropriate growth management policies established in the County's Comprehensive Plan. (Service Levels 1, 2, 8 and 10)
- Enhance our customers' service experience through such means as fully integrating electronic plan review, improve front count service, and increase technological opportunities. (Service Level 1)
- Foster inter-departmental cooperation and coordination with our Boards, Commissions and Committees to include integration and simplification of staff reports and better opportunity for citizen input while promoting and accommodating community engagement for Community Planning efforts. (Service Levels 1, 2, 3, 6 and 10)
- Collaborate with internal and external departments and agencies to track and analyze new development, public facility impacts and needs, and community demographics to support the evaluation and modification of Comprehensive Plan goals. (Service Levels 1, 3, 4, 5, 6, 7, 9 and 10)

Planning and Zoning

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1 -Development ordinances processed/adopted	16	20	20
2 -Review projects that minimized impacts to historic resources	172	200	180
3 -Environmental applications processed	54	45	55
4 -Residential development applications processed	121	108	130
5 -Non-residential development applications processed	61	54	55
6 -Residential lots recorded	884	800	900
7 -Zoning inspections performed	933	1,000	1,100
8 -Zoning violations cited	250	325	350
9 -Zoning applications/permits reviewed	3,536	3,750	3,750
10 -Land use applications processed (Zoning Reclassifications, Comprehensive Plan Compliance and Conditional Use Permits)	33	32	32

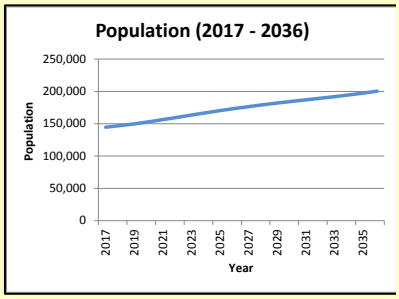
The Department of Planning and Zoning reviews all development plans to ensure conformance with zoning ordinance regulations to ensure orderly development.

Accomplishments

- The Department approved its first Transfer of Development Rights (TDR) application in September, 2017.
- The Department assisted with acquisition of 124 acres to be added to Crow's Nest Natural Area Preserve, using a developer donation and matching state grant funds.
- Achieved an enhanced CRS rating for floodplain management saving property owners an additional 5% on their flood insurance premiums.

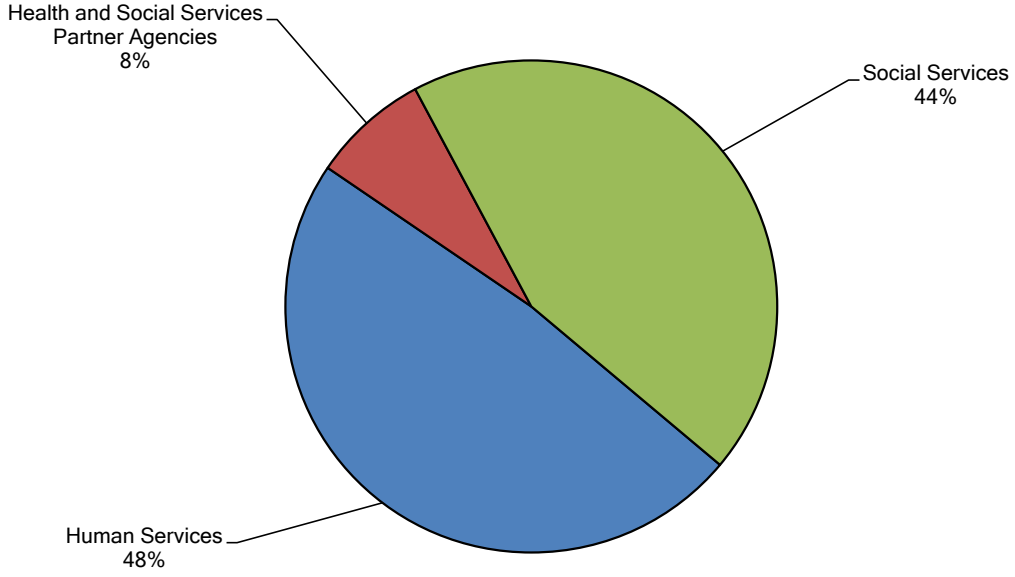
Did You Know?

- Placing signs in public road rights-of-way is illegal and is subject to removal and fines.
- The County's population is expected to increase by an average of 2% per year, or 2,939 people, for each of the next 19 years.
  - 2017: 144,679
  - 2036: 200,524



Health and Social Services

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Human Services	$6,609,563	$5,900,882	$8,645,892	$2,745,010	46.5%
Health and Social Services Partner Agencies	1,314,332	1,351,233	1,373,500	22,267	1.6%
Social Services	5,981,335	7,118,802	7,846,917	728,115	10.2%
Total Expenditures	$13,905,230	$14,370,917	$17,866,309	$3,495,392	24.3%



Human Services

Mission:

The Human Services Office (HSO) functions to ensure that community needs are addressed through providing linkage for and between human service agencies within the community in providing services to identified children and families within Stafford that are collaborative, child centered and family focused.

Stafford County is committed to being a community partner. Each year Stafford County employees volunteer their time and resources to supporting the Rappahannock United Way and other community agencies that support and assist the citizens of our community.

Who Are We?

- Works with agencies and organizations within the community to strengthen the network of human services in the region, including forming relationships with leaders within the community to improve communication and collaboration and to assess what types of programs or development of programs are needed within the community.
- Manages and implements the Children's Services Act "CSA" program which provides funding for children within the custody of the Department of Social Services, children identified through the school system that have an Individual Education Plan, as well as 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 (DSS).
- Ensures quality of services are accessible to all identified at risk youth and families.
- Coordinates with child serving agencies within the community to create a collaborative and comprehensive approach to service delivery.
- Oversees and coordinates the process of reviewing funding applications and making budget recommendations from nonprofit and intergovernmental human services organizations seeking funding from the County.
- Strives to create opportunities both external and internal to assist citizens in need within the community; the Safety Net program is one example. This program was established to meet the needs of citizens who may be in an emergent situation and who do not meet the guidelines of receiving assistance through DSS. Funds are donated to the program.

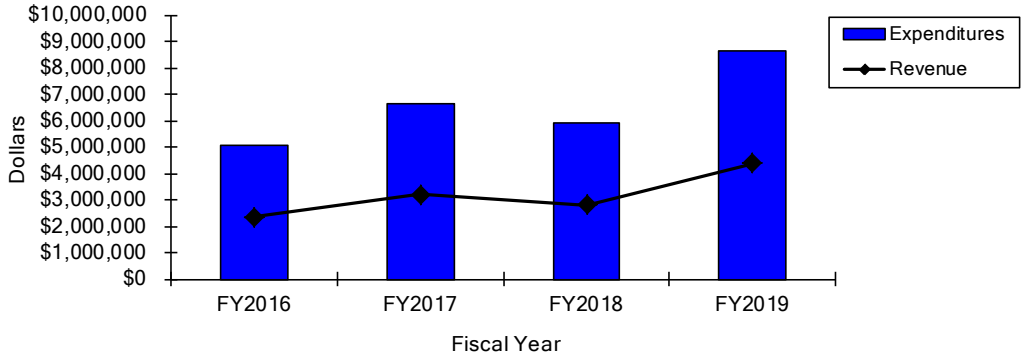
Thinking Efficiently

- Human Services staff is working to prepare and scan the records maintained within their department. This will ensure the records are maintainable, easily accessible and properly stored.

Human Services

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Personnel	$223,475	$289,490	$354,264	$348,804	($5,460)	-1.54%
Operating	4,824,823	6,320,073	5,546,618	8,297,088	2,750,470	49.59%
Total	5,048,298	6,609,563	5,900,882	8,645,892	2,745,010	46.52%
Revenue	2,353,336	3,186,933	2,814,845	4,371,138	1,556,293	55.29%
Local Tax Funding	$2,694,962	$3,422,630	$3,086,037	$4,274,754	$1,188,717	38.52%
Funded Positions						
Full-Time Positions	2	3	3	3	0	0.00%



Total Budget

$8,645,892

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Operating

- Increased private day school
- Increased program costs

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. (service level 4)
- Collaborate and partner with the school division to enhance public day school services to special education students.
- 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 County's 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. (service level 1,2)
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. (service level 5)
- 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.

The above goals support the Long Range Human Services Plan, Board of Supervisors Priorities for the community and the County's BEST values.

Human Services

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	Co-payments collected for CSA program	$17,400	$30,000	$20,000
2.	Cost per child served by CSA program (CSA Statistical Report)	$34,300	$30,000	$35,000
3.	Number of children receiving prevention services	42	40	45
4.	Number of children successfully discharged from community based services	34	20	45
5.	Required cases reviewed under utilization management	179	200	200

Unfunded

- Position $88,207
- Conferences $ 400
- Program expansion $ 300

Accomplishments

- Partnered and coordinated with the Community Collaborative for Youth and Families in sponsoring an Opioid Town hall event within each locality in the planning district. This event included a screening of the documentary "Chasing the Dragon" followed by an opportunity for citizens to ask questions of a panel of experts.
- Sponsored a summer feeding program that took place over a 3 month period at Kate Waller Barrett. Over 900 meals were provided during that time period and the program will be expanding to Hartwood Elementary next summer.

Did You Know?

- For 5 years now County employees participate in the BEST BUDS program (a mentoring program for identified at-risk elementary school aged children in Stafford County Public Schools) that provides over 30 hours each to their mentees. This partnership with the Stafford County Public schools expanded this year to a new elementary school.
- If you are interested in championing a service project for the County, Human Services staff will support your initiative. For example, the County Attorney's office sponsored an animal control drive and Information Technology sponsored a food drive for SERVE, Stafford's local food pantry.

Partner Agencies
Health and Social Services

Program Funding Mission

Our mission is to be responsible stewards of County resources in supporting programs provided by agencies which address the individual and community needs

Agencies Include:

disability Resources Center
Empowerhouse
Fredericksburg Area Food Bank
Healthy Families
Moss Free Clinic
Mental Health America
Micah Ecumenical Ministries
Piedmont Dispute Resolution
Agency on Aging
Court Appointed Advocates
Big Brothers Big Sisters
Boys and Girls Club
Council Against Sexual Assault
Legal Aid Works
Hope House
Rebuilding Together
S.E.R.V.E
Safe Harbor
Stafford Junction
United Way
Habitat for Humanity
Health District
RACSB
Thurman Brisben
American Red Cross

Thinking Efficiently:

Stafford County's website provides a link to our community partners. 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.

The County works with numerous organizations to deliver effective and efficient services to the community. Community partners are organizations that receive funding directly from or though the County government. Community partners can help reduce services costs through leveraging scare resources with other funding sources.

What is the Community Partner Process?

The Board of Supervisors has required all requests for funding is incorporated into the annual budget process. The County fiscal year begins July 1.

- Utilizing a web based regional platform, E-CImpact, all requests for funding are submitted via the portal. Each year on September 6th the portal is activated for potential applicants; all requests must be submitted by October 15th to be considered.

- Facilitating a regional collaborative process that includes discussing services, funding, and resources across the planning district.

- An evaluation committee comprised of human services professionals within the Stafford community reviews the applications for each program to assure county staff is making informed unbiased recommendations to the Board of Supervisors.

- This review consists of scoring each program requesting funding within 5 topic areas and a total of 18 metrics that are individually scored; these scores are utilized to prioritize requests :

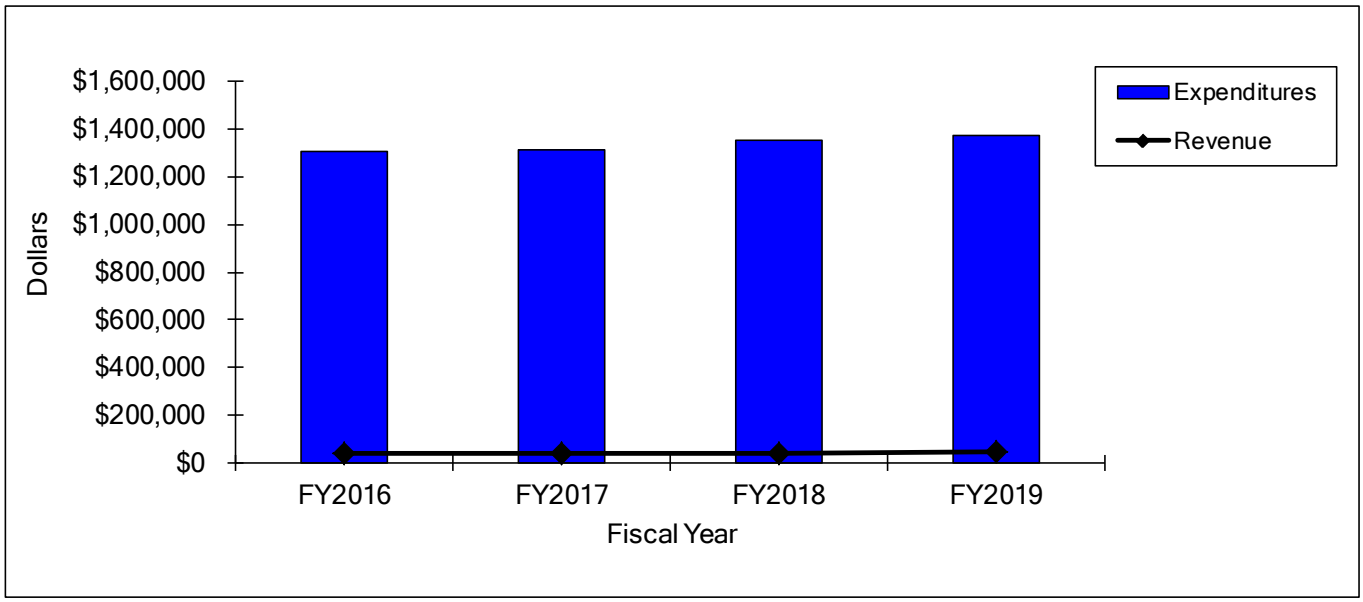
  1. Services meet needs of vulnerable at risk populations.
  2. Organization collaborates and partners with other community efforts to duplication of services; has realistic and diverse sources of revenue.
  3. Significant representation of Stafford citizens are targeted and provided services.
  4. Tracks data within a systems based approach that includes comparisons from year to year.
  5. Program has clearly defined outcomes that are realistic, attainable, and measureable.

- Allocations are based on available resources; allocations may be subject to an increase, reduction or discontinuation based on the results of the review process.

Partner Agencies
Health and Social Services

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Operating	$1,305,542	$1,314,332	$1,351,233	$1,373,500	$22,267	1.65%
Total	1,305,542	1,314,332	1,351,233	1,373,500	22,267	1.65%
Revenue	40,875	41,325	39,000	48,300	9,300	23.85%
Local Tax Funding	$1,264,667	$1,273,007	$1,312,233	$1,325,200	$12,967	0.99%



Notable Changes:

- Rappahannock Area Community Services Board increase; addition of a new nursing position and a new case management position to mitigate the increasing numbers of those affected by substance abuse.
- Thurman Brisben Center increase; the only 24/7 homeless shelter in the region. This increase will offset the loss of funding due to the shift in federal grant funding and address the increase in need due to growth.

Partner Agencies
Health and Social Services

Funding Summary:

Community Partners	FY2017 Actual	FY2018 Adopted Budget	Agency Request	FY2019 Proposed Budget	Change 18 to19	
American Red Cross	0	0	15,000	5,000	5,000	100.0%
Capital Caring Hospice	$4,400	$0	$0	$0	$0	0.0%
disAbility Resource Center	26,543	27,870	29,264	29,264	1,394	5.0%
Empowerhouse	49,808	49,808	52,298	50,000	192	0.4%
FAILSAFE-ERA	0	0	16,400	0	0	0.0%
Fredericksburg Area Food Bank	12,625	15,221	29,561	11,641	(3,580)	-23.5%
Habitat for Humanity	0	5,000	6,000	6,000	1,000	20.0%
Healthy Families Rappahannock Area	9,432	9,432	9,432	9,432	0	0.0%
Legal Aid Works	32,445	32,445	32,445	32,445	0	0.0%
Lloyd F. Moss Free Clinic	19,040	18,580	18,576	18,576	(4)	0.0%
Mental Health America of Fredericksburg	13,583	15,000	15,848	15,000	0	0.0%
Micah Ecumenical Ministries	20,000	20,000	22,000	20,000	0	0.0%
Piedmont Dispute Resolution Center	7,652	7,000	8,000	7,000	0	0.0%
Quinn Rivers	0	0	9,000	0	0	0.0%
Rappahannock Area Agency on Aging	27,946	26,946	27,946	26,946	0	0.0%
Rappahannock Area Community Service Board	339,782	366,424	385,462	385,462	19,038	5.2%
Rappahannock Area Court Appointed Special Advocates (CASA)	4,500	1,900	3,000	3,000	1,100	57.9%
Rappahannock Area Health District	535,937	535,937	535,937	535,937	0	0.0%
Rappahannock Big Brothers Big Sisters	6,000	6,000	7,000	6,000	0	0.0%
Rappahannock Boys and Girls Club	0	8,000	10,000	8,000	0	0.0%
Rappahannock Council Against Sexual Assault (RCASA)	17,460	15,420	7,410	7,410	(8,010)	-51.9%
Rappahannock Refuge, Inc. (Hope House)	15,000	14,000	15,000	14,000	0	0.0%
Rappahannock United Way Services	2,737	2,600	2,737	2,737	137	5.3%
Rebuilding Together (Christmas in April)	5,000	5,000	5,500	5,000	0	0.0%
S.E.R.V.E., Inc.	63,792	64,000	65,000	60,000	(4,000)	-6.3%
Safe Harbor	5,000	3,000	4,845	3,000	0	0.0%
Stafford Junction	19,400	21,650	30,000	21,650	0	0.0%
Thurman Brisben Homeless Shelter	76,250	80,000	100,000	90,000	10,000	12.5%
Total Partner Agencies Health and Social Services	$1,314,332	$1,351,233	$1,463,661	$1,373,500	$22,267	1.6%

Partner Agencies Programs
Community Partners

Agency	Program Name	Program Funding	Program Description
American Red Cross	Disaster Relief Services	$ 5,000	Focuses on meeting people's immediate disaster- caused needs with the primary goal of giving them relief, and expediting their return to normal daily activities.
Boys and Girls Club	Project Learn	$ 8,000	Provide homework assistance, mentoring, and leadership development to teen population. Program provides a safe place for teens to engage in a number of structured activities.
disAbility Resource Center	Core Services and Community Education	$ 29,264	The only cross disability, cross life-span agency that provides a wide array of free services in the community.
Empowerhouse	Domestic violence housing support	$ 23,792	Residence to provide for the safety and protection of domestic violence victims and their children.
	24 hour domestic violence hotline	$ 3,210	Provides local access to a trained worker which provides open communication to those isolated by domestic violence.
	Domestic violence education and support	$ 19,837	Free, confidential services including: risk assessment, education on impact, safety planning, legal remedies, and support groups.
	Children exposed to domestic violence	$ 3,161	Community based children services that provide educational, teen groups, and individual support.
Fredericksburg Area Food Bank	Mobile Pantry	$ 4,802	Delivers nutritious perishable and non-perishable food to low-income/food insecure individuals and families at 10 sites throughout planning district 16.
	Food for Life	$ 6,839	Works to alleviate hunger for the elderly and disabled by delivering a box of nutritious food, along with fresh produce, hygiene items, and SNAP information.
Habitat for Humanity	Homebuilding and Home Repairs	$ 6,000	Provides housing options and repairs to those individuals that make between 30% and 60% of local median income.
Healthy Families Rappahannock Area	Healthy Families Rappahannock Area	$ 9,432	An evidenced-based home visiting program that advances healthy child development by reducing child maltreatment and increasing positive parenting in the first three to five years of a child's life.
Legal Aid Works	Civil Legal Representation	$ 32,445	Represents poor people who cannot afford a lawyer in civil legal matters.
Lloyd F. Moss Free Clinic	Medical Care	$ 9,288	Provides medical care for those without insurance who are experiencing a chronic illness.
	Dental Care	$ 4,644	Provides critical care to adults to include oral examinations, extractions, fillings, oral surgery, and dental hygiene.
	Pharmacy Care	$ 4,644	Dispenses medications from the clinic's licensed pharmacy to patients who cannot afford or do not have transportation to fill prescriptions.

Partner Agencies Programs
Community Partners

Agency	Program Name	Program Funding	Program Description
Mental Health America of Fredericksburg	Helpline	$ 1,500	The only mental health information and referral service that improves access for those seeking help by connecting them with appropriate resources.
	Senior Visitors	$ 12,000	Provides socialization, companionship, client needs management, support and community connection to lonely, isolated older adults with or at risk of depression.
	Suicide Prevention Education	$ 1,500	A collaborative prevention education model providing age appropriate knowledge and skills to reduce teen risky behaviors by increasing mental health literacy and expanding awareness of mental health and community resources.
Micah Ecumenical	Cold Weather Shelter	$ 20,000	Keeps residents of planning district 16 from freezing to death
Piedmont Dispute Resolution Center	Court Referred Mediation	$ 7,000	Provides parties involved with child custody cases an opportunity to reach mutually satisfactory agreements on their own with the assistance of a trained neutral.
Rappahannock Area Agency on Aging	Nutrition	$ 9,783	Senior Cafes provide nutritionally sound breakfast and lunch meals as well as socialization opportunities, exercise, self-management training, and educational/information presentations.
	CRIA	$ 5,735	Provides communication, referrals, information, and assistance to individuals in the community who are in need of support to find and access appropriate services and facilities to meet their needs.
	Homemaker	$ 3,187	Provides support to keep frail older individuals independent and able to remain in their own home and community.
	Transportation	$ 8,241	Provides access to the Senior Café for those who are no longer able to drive and have no other daytime transit.
Rappahannock Area Community Services Board	Mental Health Services	$ 356,188	Includes multiple services to treat individuals experiencing mental health issues. Outpatient and emergency services are provided to citizens. Outpatient services include specialized counseling and psychiatric services.
	Substance Abuse Services	$ 29,274	Provides specialized individual and group therapy sessions for adults and adolescents with substance abuse disorders.
Rappahannock Area Court Appointed Special Advocates (CASA)	Special Advocates	$ 3,000	Recruits, trains, supervises and supports volunteer advocates who are appointed by local judges to advocate for abused and neglected children, most of whom are in foster care.

Partner Agencies Programs
Community Partners

Agency	Program Name	Program Funding	Program Description
Rappahannock Area Health District	Environmental Health Services	$ 167,947	The program ensures the safety of the residents of the district through environmental and public health programs including: restaurant permitting and inspections, temporary food event permitting, onsite sewage disposal system permitting, alternative discharging sewage system disposal, private well permitting, rabies control program, marina program, hotel/motel program, migrant labor camp program, and environmental complaint investigation.
	Medical Services	$ 367,990	Services include: immunization, communicable disease, chronic disease, refugee, breast and cervical cancer screening, WIC, tuberculosis screening and treatment, rabies investigations, family planning and maternity services for indigent.
Rappahannock Big Brothers Big Sisters	One to One Mentoring	$ 6,000	Provides children facing adversity with volunteer adult mentors.
Rappahannock Council Against Sexual Assault	Community Outreach	$ 3,230	Provides a variety of educational services to the general public and to allied professionals.
	Crisis Intervention	$ 4,180	Provides a 24 hour hotlines and hospital accompaniment to adult and child victims of sexual violence.
Rappahannock Refuge Inc., (Hope House)	Transitional Housing	$ 14,000	Homeless family shelter that focuses on quickly moving children and families off the streets and into housing.
Rebuilding Together (Christmas is April)	Rebuilding Together	$ 5,000	Supports low-income home and non-profit renovations through the County. Purpose is to provide at no charge critically needed home repair and rehabilitation services to qualifying low income and disabled homeowners.
S.E.R.V.E., Inc.	Emergency Financial and Food Assistance	$ 60,000	Offers help to low-income families in need of help in a time of crisis. Support is directed at basic needs such as food pantry assistance, utilities, heat, prescriptions, and shelter.
Safe Harbor	Child Advocacy Center	$ 3,000	Provides a child friendly, community orientated, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims.

Partner Agencies Programs
Community Partners

Agency	Program Name	Program Funding	Program Description
Stafford Junction	Brain Builders	$ 5,575	An afterschool program that is uniquely focus on educational assistance through one-on-one tutoring to students of low income families with children grades K-12.
	Healthy Living Pays	$ 4,075	Program that focuses on three important elements of personal health: physical activity, nutritional education, and healthcare assessments and assistance.
	Summer Junction	$ 6,500	A day camp and enrichment experience to low income children ages 3-15 years in need of proper supervision, nutritious food, physical activities, and continuing learning experiences.
	Helping Us Grow Stronger	$ 5,500	Early childhood program that provides resources to low income children and family. A unique component of the program is the involvement of parents who are able to participate in parenting classes as well as receive guidance on locating other community resources to ensure their child's success.
Thurman Brisben Center	Shelter Services	$ 90,000	The regions only full service residential homeless shelter. It is an 80 bed facility that is open and staffed 24 hours a day, 7 days a week, 365 days a year and provides a safe and secure environment for those who otherwise would have nowhere else to go other than living on the streets.
United Way	Tax Prep/Financial Stability	$ 913	Educates low and moderate income workers about tax credit eligibility, provides free tax preparation services, and provides free financial coaching to individuals and families.
	Information Services	$ 912	Works to bridge the gap between community services and individuals who can benefit from those services by information the community of local resource, services, and programs available to individual and families.
	Volunteer Services	$ 912	Promotes volunteer engagement as a means of fostering increase citizen involvement in the community.
Total Community Partner Agencies		$ 1,373,500	

Mission

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

- The Benefit Programs Division is optimizing electronic methods of documentation by leveraging technology through the utilization of electronic case records.
- The Foster Care Unit currently maintains fifty foster homes for foster children and actively recruits homes for older children that reduces any additional costs of treatment foster care through private agencies.
- The Adult Protective Services (APS) Unit is transitioning to a new computer system, PeerPlace, that partners with Rappahannock Area Agency on Aging and other organizations to comprehensively meet the needs of the elderly population.
- The Parent Educator has expanded access to parenting education for high risk families through collaboration with Lloyd Moss Free Clinic.

During Foster Care Awareness Month, a blue ribbon is tied to limbs of the trees in front of the Government Center representing a child in foster care in Stafford County.

Who Are We?

Family Services

The Family Services Division is comprised of three units: Child Protective Services (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/Fatherhood Initiatives
- Foster Care/Independent Living
- Adoptions/Adoption Services
- Companion Aide Services/Screening for Long Term Care Medicaid
- Employment Services & Day Care for Children
- Transportation
- Holiday Assistance

Benefit Programs

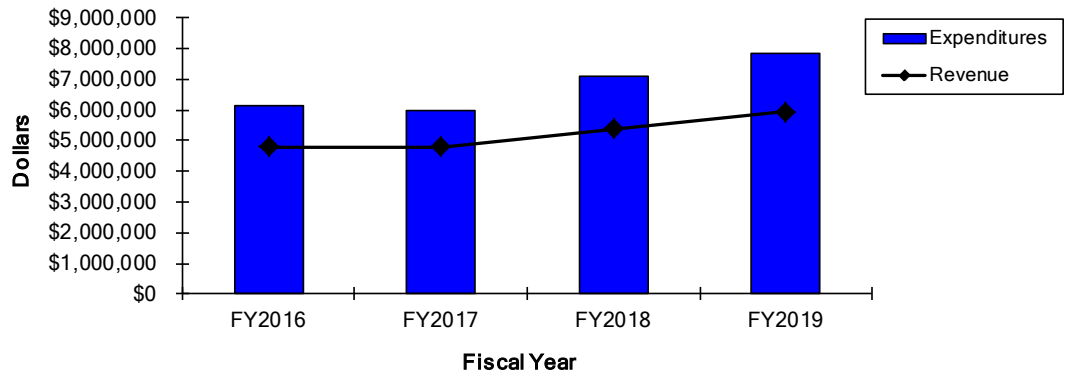
The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance to Needy Families (TANF)
- Medicaid
- Energy Assistance
- Auxiliary Grants
- Refugee Resettlement
- Title IV-E Foster Care

Social Services

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Personnel	$4,095,311	$4,027,383	$4,629,702	$5,359,317	$729,615	15.76%
Operating	2,026,449	1,953,952	2,489,100	$2,487,600	(1,500)	-0.06%
Total	6,121,760	5,981,335	7,118,802	7,846,917	728,115	10.23%
Revenue	4,788,385	4,789,522	5,377,256	5,940,316	563,060	10.47%
Local Tax Funding	$1,333,375	$1,191,813	$1,741,546	$1,906,601	$165,055	9.48%
Funded Positions						
Full-Time Positions	58	60	61	67	6	9.84%
Part-Time Positions	6	6	6	6	0	0.00%



Total Budget

$7,846,917

Notable Changes

Personnel

- Six new positions; two of which are dependent upon the inclusion of Medicaid/Medicare expansion.
- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Operating

- Shifted savings to overtime.

Goals/Objectives

Build trust within the community through ensuring a positive customer experience for all citizens. Key objectives:

- Complete a minimum of 97% of Benefit Programs applications within State/Federal Processing Standards
- Implement a training structure for new Benefit Programs Specialists to promote timeliness and accuracy in job performance
- Engage in a new partnership with VDSS to provide access to technology (iPads) for clients to submit their own documents
- Achieve an average hourly wage of Virginia Initiative for Employment Not Welfare (VIEW) participants greater than $10.00 per hour
- Develop new Community Work Sites for VIEW Participants
- Exceed the National Standard of 94.6% for children without a Recurrence of Maltreatment
- Finalize 95% of CPS investigations/family assessments, to include data entry compliance, within State mandated guidelines
- Ensure a minimum of 90% of foster children are placed in Family Based Placements
- Decrease the time children remain in Foster Care to no longer than 18 months
- Evaluate the eligibility of foster children for federal Title IV-E funding within 60 days
- Recruit and train an increased number of volunteers to assist agency staff

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
Benefit applications received (VaCMS)	N/A	7,500	7,500
SNAP households served (VaCMS)	3,201	3,250	3,150
Average hourly wage of VIEW participants (VIP Report)	$9.55	$9.75	$10.00
CPS complaints investigated (OASIS)	755	715	775
Percent of children without a recurrence of maltreatment (SafeMeasures)	100%	100%	100%
Foster care children served (OASIS)	52	60	55
Foster children served in family based placements (SafeMeasures)	87%	90%	90%
Foster care discharges to permanency (SafeMeasures)	94%	90%	90%
Reports of alleged adult abuse/neglect received by APS (ASAPS)	237	225	250
Individuals served through holiday programs (Manual Tracking)	2,230	2,500	2,250
Volunteers providing assistance (Manual Tracking)	575	550	575
Per capita cost for county share of agency budget	$8.25	$10.25	$10.25

*Statistics not provided where VDSS data is unavailable.

Accomplishments

- Successfully scanned over 3,600 documents into the DMIS system each month.
- Assisted VIEW clients in moving towards self-sufficiency by achieving a work participation rate greater than 50% for the first time since 2012.
- Continue to meet the state's mandate to complete long-term care preadmission screenings within 30 days.
- Achieved permanency for children in Foster Care: eight children were adopted, ten children were placed with relatives and seven children returned home.

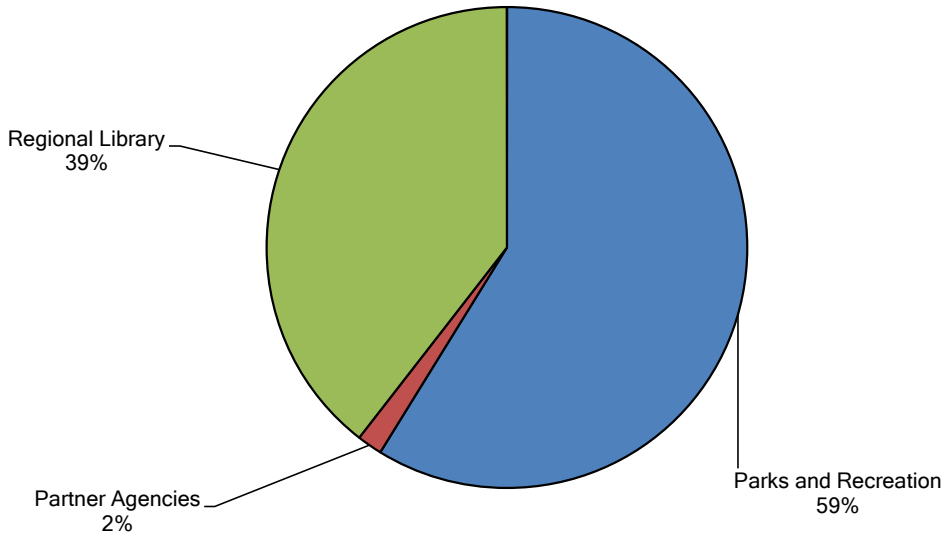
Did You Know?

Stafford DSS is working collaboratively with Citizens Assistance on a new project called the Good Samaritan Program. Staff and community volunteers will deliver food, perform handyman services, pick up and deliver prescriptions, and make social visits for senior citizens within our community.

Parent Education classes are offered to all Stafford County citizens at no cost. Classes are held at Stafford County Head Start, Rappahannock Regional Jail, Rappahannock Juvenile Detention Center, Juvenile Court Services, and the Stafford County Government Center.

Parks, Recreation and Cultural

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Parks and Recreation	$7,611,246	$7,689,415	$7,898,005	$208,590	2.7%
Partner Agencies	226,070	226,070	226,070	0	0.0%
Regional Library	5,179,040	5,238,040	5,301,944	63,904	1.2%
Total Expenditures	$13,016,356	$13,153,525	$13,426,019	$272,494	2.1%



Parks and Recreation

Mission

To promote an active lifestyle that will enrich lives by providing clean, safe, accessible parks and facilities and offering diverse recreational opportunities.

New Civil War Park Pavilion named after Glenn Trimmer and D.P. Newton

Who Are We?

Community Recreation & Senior Citizens

- Plan, organize, and conduct camps, classes, events, swim opportunities, programs and tours for youth to senior citizens of all abilities to enhance quality of life while promoting Stafford as a safe and family-oriented community.

Gymnastics

- Provide high quality recreational and competitive gymnastics, cheerleading and tumbling programs to area youth in a safe and positive atmosphere

Sports

- Plan, organize, and conduct sports leagues and instruction for all ages: basketball, football, sideline cheerleading, volleyball, softball, knocker soccer, and sports events; Foul Shooting Competition, Youth Triathlon, Homerun Derby, Cardboard Boat Race, Select a Sport Day, Sports Clinics, Camps, and developmental classes.

Recreation & Facility Use Management

- Manage asset scheduling at all County managed facilities: amphitheater, pavilions, schools, event and meeting rooms, athletic fields, gyms, etc.

Park Maintenance

- Provide attractive, clean, safe and accessible parks. Maintenance includes 24 park locations and 100 athletic fields at park and school sites.

Administration

- Provide oversight and support for all the operations of the department. Oversee the annual operating budget, personnel management, organizational development, marketing, grant administration and policy development. Also serves as a liaison to the Parks and Recreation Commission.

Thinking Efficiently

Stafford Gymnastics partnered with the Rappahannock Region Special Olympics and the Stafford Royals Parent Association to provide a six-week Special Olympic Gymnastics Program. This program had 26 participants and utilized 36 volunteers in its inaugural session.

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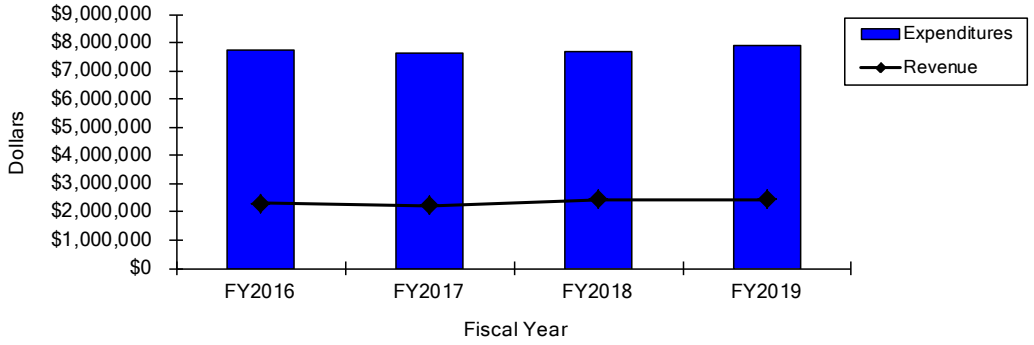
Parks and Recreation

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$4,773,181	$5,071,817	$5,135,813	$5,201,783	$65,970	1.28%
Operating	2,356,122	2,461,681	2,553,602	2,696,222	142,620	5.59%
Capital	614,356	77,748	0	0	0	0.00%
Total	7,743,659	7,611,246	7,689,415	7,898,005	208,590	2.71%
Revenue	2,310,675	2,234,505	2,440,361	2,427,237	(13,124)	-0.54%
Local Tax Funding	$5,432,984	$5,376,741	$5,249,054	$5,470,768	$221,714	4.22%
Funded Positions						
Full-Time Positions	39	39	40	40	0	0.00%
Part-Time Positions	116	116	115	115	0	0.00%

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



Total Budget

$7,898,005

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Operating

- Increase in contractual agreements
- Increase in utilities
- Adaptive programs
- New 55+ dinner-dances and dinner theater

Unfunded

• Increases in overtime	$33,648
• Outdoor movie event	5,000
• Estimated increased in utilities	22,154

Goals/Objectives

- Work collaboratively with Economic Development and Tourism to host sports tournaments that will generate economic impact and tax revenue for the County. (Service Levels 1 & 6)
- Design and Construct a new Gymnastics Center through a public/private partnership. (Service Levels 2 & 7)
- Provide quality programs at a reasonable cost to encourage participation by all citizens. (Service Levels 2-7)
- Continue to build relationships and partnerships with community organizations for the delivery of recreational services. (Service Levels 1-7)
- Emphasize staff development and training in technical areas of expertise, the latest industry trends, best practices, new technologies and leadership development. (Service Level 1-8)

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1. Athletic field bookings	7,680	3,800	8,000
2. Youth program participants served (ages <19)	24,711	25,000	25,000
3. Adult program participants served (ages >19)	13,529	15,000	15,000
4. Curtis Park Pool users	13,117	15,000	15,000
5. Woodlands Pool users	19,098	15,000	20,000
6. Number of facility, pavilion, & amphitheater rentals	2,138	2,000	2,200
7. Recreation programs/special events/trips/camps offered (Class)	5,602	4,800	5,600
8. Work Orders processed	10,187	2,200	10,000

Embrey Mill Park – VRPS Best New Park Facility

Accomplishments

- Embrey Mill Park was awarded Best New Park Facility in the State of Virginia by the Virginia Recreation and Park Society.
- Embrey Mill Park hosted tournaments in soccer, football, field hockey and lacrosse. A total of 1,160 teams participated in the various tournaments.
- Chichester Park hosted the Babe Ruth Southeastern Regional Tournament in Boys Baseball and Girls Softball.
- Stafford Gymnastics hosted the Virginia State Gymnastics Championships for "Level 6-7"
- Community Recreation hosted six Special Events, including Eggplosion, Song-Fest Sundays, July 4th Spectacular, Family Entertainment Series, Select-A-Sport and Fall Family Festival. Estimated attendance at these events was 8,400 citizens.
- A new floating kayak/canoe launch was installed at Lake Mooney.
- A new pavilion and restroom building were constructed at the Stafford Civil War Park. The pavilion was named in honor of Glenn Trimmer and D.P. Newton for their efforts to establish the Civil War Park.
- The second phase of improvements at Embrey Mill Park were completed. Improvements included two additional synthetic turf fields, restrooms and parking.

Partner Agencies
Parks, Recreation and Cultural

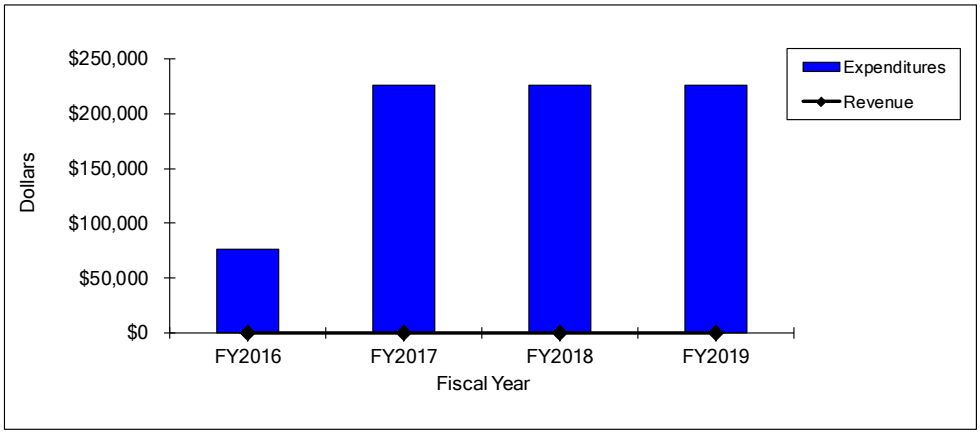
Agencies Include:

Germanna Community College

- Provides courses, programs, and services that enable students to gain access to and succeed in higher education; associate degrees and courses that prepare students to advance and to succeed in four year colleges and universities; training and services to develop successful employees who meet employers' specific needs; training, associate degrees, and certificates for students to enter and succeed in the workplace; and services and support for community and economic development.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Operating	$76,070	$226,070	$226,070	$226,070	$0	0.00%
Local Tax Funding	$76,070	$226,070	$226,070	$226,070	$0	0.00%



Notable Changes:

None

Funding Summary

	2017 Actual	2018 Adopted Budget	Agency Request	2019 Proposed Budget	Changes Adopted to Proposed	
Germanna Community College - Maintenance Reserve	$200,000	$200,000	$200,000	$200,000	$0	0.0%
Germanna Community College - Operating	26,070	26,070	72,531	26,070	0	0.0%
Total Parks, Recreation and Cultural	$226,070	$226,070	$272,531	$226,070	$0	0.0%

Central Rappahannock Regional Library

Mission

The Central Rappahannock Regional Library inspires lifelong learning for everyone in our community.

Vision

The Central Rappahannock Regional Library improves lives through the transformative power of information, learning, and ideas to meet the growing needs of our region.

Thinking Efficiently

In 2017, CRRL began moving all administrative departments into one location, providing cost-savings system-wide.

Stafford County is providing the funding to install RFID security card access to the Porter Library. This system will tie into the current system in use at the Howell Branch in order to provide more secure, controllable access to the branch and the staff areas within the branch. CRRL will be able to use its existing cards with the new system.

On Tuesday, December 19, the Stafford County Board of Supervisors passed a resolution renaming England Run Branch as William J. Howell Branch. The Howell Branch welcomed 235,000 visitors in FY17.

Who Are We?

The Central Rappahannock Regional Library works diligently to meet our community's 21st century needs, respond to customer interests and requests, engage them with unique opportunities and materials, and provide excellent customer service. CRRL's impact will be profound as lives are improved and an innovative and dynamic community is created. Individuals will thrive thanks to the events, services, connections, educational opportunities, entertainment, and knowledge we provide.

Values

- Learning – We promote learning and literacy in all forms
- Communications – We are clear, concise, collaborative, and consistent
- Adaptability – We are agile and responsive while making resources and services available to all
- Accountability – We serve as a responsible steward of public resources and trust
- Community – We provide opportunities to meet, exchange ideas, and participate in the life of our customers.

Competencies

- Professionalism – We are qualified, skilled, and committed
- Collaboration – We are committed to collaborate and partner with other regional leaders and organizations to provide holistic, integrated solutions
- Teamwork – We build and maintain vital connections to the region so that classes, events, services, and resources are relevant, impactful, and meaningful
- Innovation – We are driven by continuous improvement

Direction

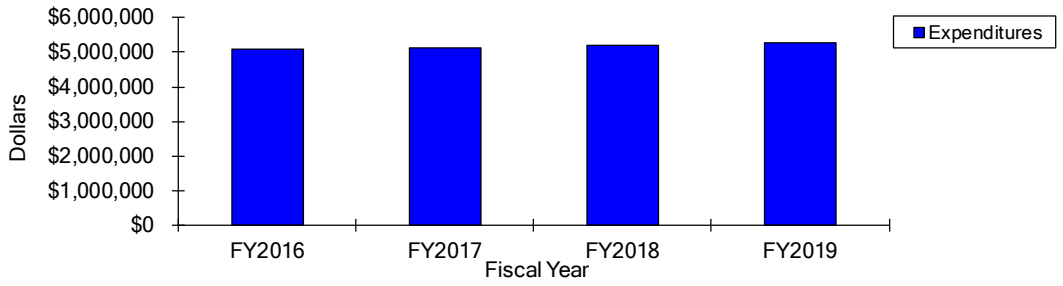
- READ – Encourage everyone in our region to read, view, and listen
- LEARN – Promote lifelong learning from birth to college and beyond
- MEET – Create thriving spaces where the community connects, accesses library resources, and shares their ideas and stories
- INNOVATE – Provide collections and services that aid in soliciting ideas, build skills, support lifelong learning, and spark creativity

Central Rappahannock Regional Library

Stafford County FY19 Proposed Budget

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Operating	$5,117,220	$5,179,040	$5,238,040	$5,301,944	$63,904	1.22%
Total	5,117,220	5,179,040	5,238,040	5,301,944	63,904	1.22%
Revenue	35,709	34,260	35,000	34,000	(1,000)	-2.86%
Local Tax Funding	$5,081,511	$5,144,780	$5,203,040	$5,267,944	$63,904	1.23%



Total Budget

$5,301,944

Notable Changes

Personnel

- 2% salary scale increase

Operating

- Increase to materials' budget
- Projected increase to benefits

Goals/Objectives

READ

- CRRL is everyone's favorite place to borrow books, films, and music, with the help of knowledgeable, friendly staff
- Enhance reading, viewing, and listening opportunities through programs and partnerships to address regional needs

LEARN

- Expand and strengthen support for early literacy
- Inform and delight the communities in our region with a varied calendar of programs
- Increase personalized services from staff to meet individual needs for research, information, and technology assistance

MEET

- Optimize the public's ability to use the library 24/7 by enhancing our digital services
- Meet community demand for convenient library services by exploring options for unique service outlets across the region

INNOVATE

- Expand the library's role as a community resource for meetings and gallery space
- Increase the quality and quantity of library materials in new and emerging formats
- Offer the region a greater number and variety of library materials by increasing the materials budget

The above goals support Board of Supervisors Priorities for the community

The Central Rappahannock Regional Library's strategic plan is available for download at http://www.librarypoint.org/strategicplan

Central Rappahannock Regional Library

Service Levels

Regional Demographics

	FY2017 Actual	FY2018 Budget	FY2019 Plan
Book Stock Growth	688,602	709,260	730,538
Library Visits	1,490,001	1,534,701	1,580,742
Number of Classes	3,226	3,323	3,422
Attendance	87,411	90,033	92,734
Lobby Stops/Grow a Reader Outreach	75	77	80
Circulation	4,240,414	4,367,626	4,498,655

Stafford Demographics

	FY2017 Actual	FY2018 Budget	FY2019 Plan
Book Stock Growth*	688,602	709,260	730,538
Library Visits	524,703	540,444	556,657
Number of Classes (Porter & Howell)**	580	597	615
Attendance	13,231	13,628	14,037
Lobby Stops/Grow a Reader Outreach	31	32	33
Circulation	1,916,306	1,973,795	2,033,009

*CRRL's full collection (book stock) is available to customers at all library locations.

**Residents of CRRL's participating localities attend classes and events at all library locations.

Accomplishments

- CRRL Director, Martha Hutzel, was awarded the Laurie A. Wideman Enterprising Woman's Award from the Fredericksburg Chamber of Commerce's Network of Enterprising Women.
- CRRL received an $18,000 grant from the Duff McDuff Green, Jr. Fund of The Community Foundation of the Rappahannock River Region for its new Library on the Go pop-up library initiative.
- CRRL will open a joint-use library with Germanna Community College's Stafford campus in summer 2018.

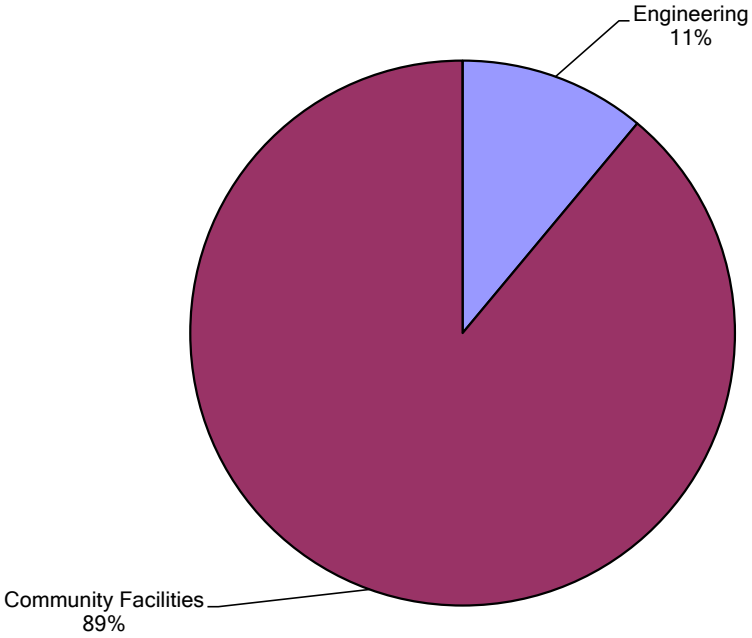
Did You Know?

- Support for the educational endeavors of all customers is a cornerstone of CRRL services.
- Partnerships with educational institutions allow distance learners to take exams remotely; research tools such as databases in business, finance, law, and other topics offer detailed resources in areas of specialized study; computer access and wi-fi (with training-on-demand available to those who need extra guidance) give learners access for academic pursuits that might not otherwise be available.

Find details on CRRL's support for lifelong learning at www.librarypoint.org/lifelong_learning_classes

Public Works

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Engineering	$462,803	$655,843	$599,553	($56,290)	(8.6)%
Community Facilities	4,314,298	4,474,978	4,823,542	348,564	7.8%
Total Expenditures	$4,777,101	$5,130,821	$5,423,095	$292,274	5.7%



Mission

Provide knowledgeable, responsive and efficient Public Works services that enhance the quality of life and safety to Stafford County citizens.

Thinking Efficiently

- The Transportation staff works in a project management role with the cooperation of contracted private Engineering firms throughout Virginia who uphold the efficient use of public funds as their highest priority.
- Promote the quality, safety and the efficiency of the county's road network through sound engineering principles, quality construction, and diligent oversight.
- Public Construction leads a comprehensive and cooperative approach to planning, design and construction excellence
- Take an integrated and sustainable approach to the long-term planning and management Stafford County's land, buildings, and historic resources.

Who are we?

The Engineering Division under the Department of Public Works implements the County's transportation and construction programs.

The new animal shelter, due to open this summer will provide the County with a modern facility. The facility will offer a spay/neuter clinic and sufficient office space to include dispatch and a communications room for County's animal control staff.

Public Construction

- Administration and management of the design and construction of Capital Improvement Projects
- Inter-departmental coordination and support for Capital Projects with the Sherriff's Department, Fire & Rescue, Courts, and Parks and Recreation

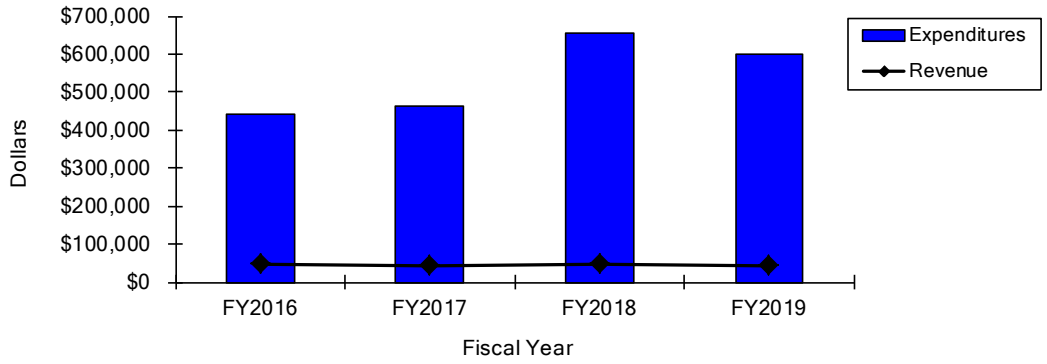
Transportation

- Resolution of citizen concerns relating to transportation matters including street signs, traffic management and safety
- Representation of the County on transportation related boards
- Review of residential and commercial development plans for compliance with County and VDOT requirements

Public Works - Engineering

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$406,525	$441,674	$611,478	$555,188	($56,290)	-9.21%
Operating	35,539	21,129	44,365	44,365	0	0.00%
Total	442,064	462,803	655,843	599,553	(56,290)	-8.58%
Revenue	48,558	43,210	48,719	43,000	(5,719)	-11.74%
Local Tax Funding	$393,506	$419,593	$607,124	$556,553	($50,571)	-8.33%
Funded Projects						
Full-Time Positions	5	5	5	5	0	0.00%



Total Budget

$599,553

Notable Changes

Personnel

- Reclassification of a part time position

Operating

- No changes

Goals/Objectives

- Assist development community with VDOT road acceptance process.
- Our goals include easing the flow of traffic and improving travel within Stafford County; In order to meet these goals, we work with a wide variety of local, regional, state and federal partners.
- Complete transportation plan reviews and transportation impact analysis reviews for conformance to standards.
- Build reliable and safe building infrastructures that provide a high quality of life for residents.
- Ensure not only that public construction projects are completed on time and within budget, but that they are also built to last, are architecturally appropriate and are designed to support the counties mission, as well as accommodate building occupant's needs, activities and goals.

The above goals support the implementation of County Ordinances, the Security Policy, the Board of Supervisors Priorities for the Community and the County's B.E.S.T. values.

Mission

To promote an active lifestyle that will enrich lives by providing clean, safe, accessible parks and facilities and offering diverse recreational opportunities.

County Government Center

Who Are We?

Facility Use Management

- Manage facility scheduling at the County Government Center.

Facility Maintenance

- Provide attractive, clean, safe, and accessible public buildings and grounds. Maintenance includes 600,667 square feet of County building space.

Mail Room

- Provide interoffice, UPS, Federal Express, and U.S. postal services to all County departments

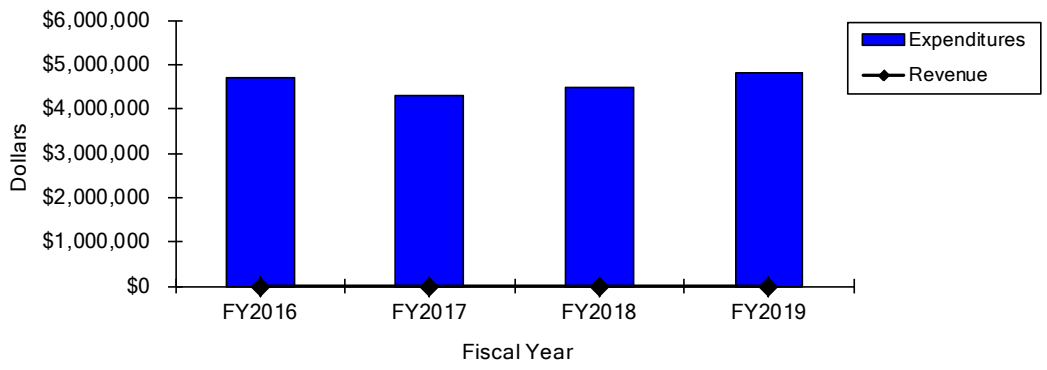
Thinking Efficiently

Partnered with Jeff Rouse Swim and Sport Center to supply a County Building Maintenance Mechanic, providing greater quantity and quality of building mechanical systems service.

Community Facilities

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$1,470,503	$1,493,786	$1,523,079	$1,549,929	$26,850	1.76%
Operating	2,826,430	2,771,673	2,951,899	3,273,613	321,714	10.90%
Capital	414,547	48,839	0	0	0	0.00%
Local Tax Funding	$4,711,480	$4,314,298	$4,474,978	$4,823,542	$348,564	7.79%
Funded Projects						
Full-Time Positions	19	19	20	20	0	0.00%
Part-Time Positions	5	5	5	5	0	0.00%



Unfunded

- Additional Training $11,600
- Street Lighting $500,000
- New Services $5,000

Total Budget

$4,823,542

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Budgeted payroll adjusted to live payroll
  - Addition Maintenance staff added in FY2018 by Resolution R17-153 for the Jeff Rouse Swim and Sport Center

Operating

- Increase in cleaning services contract
- Additional operating costs for Station 14
- Additional operating costs for new Animal Shelter
- Yearly maintenance fee for asset management software program
- Inflationary increase for maintenance contracts.

Goals/Objectives

- Acquire and implement an Asset Management System to include assessing all County facilities and amenities, as well as, developing a long-term Asset Management Plan. (Service Level 2)
- Emphasize staff development and training in technical areas of expertise, the latest industry trends, best practices, new technologies and leadership development. (Service Levels 1,2)

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
1. Work Orders processed	10,187	2,200	10,000
2. Square Ft - owned facilities maintained	600,667	600,667	600,667

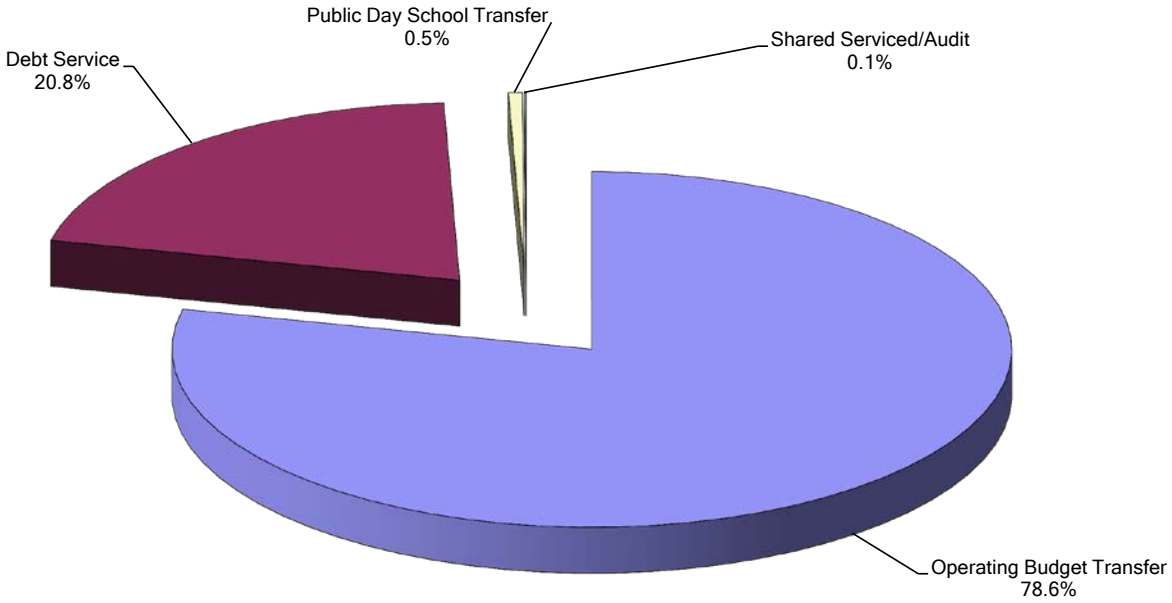
Public Safety Building

Accomplishments

- Completed the renovation the Commissioner of the Revenue's Office area to make it a more customer friendly one stop shop.
- Replaced the fire suppression system in the Information Technology Server Room to provide a safer and more technological advanced system.

Education

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Operating Budget Transfer	$112,072,288	$115,726,560	$119,002,267	$3,275,707	2.8%
Debt Service	31,245,546	31,315,880	31,466,416	150,536	0.5%
Public Day School Transfer	518,000	518,000	803,000	285,000	55.0%
Shared Serviced/Audit	0	115,307	115,307	0	0.0%
One-time Capital Funds (Debt Service Savings)	0	46,879	0	(46,879)	(100.0)%
Total Expenditures	$143,835,834	$147,722,626	$151,386,990	$3,664,364	2.5%



School Operations-Local Funding

Mission

Inspire and empower all learners to thrive.

Meetings of the Stafford County School Board are held at the Alvin York Administrative Complex located at 31 Stafford Avenue, Stafford, VA, 22554, on the second and fourth Tuesday of each month.

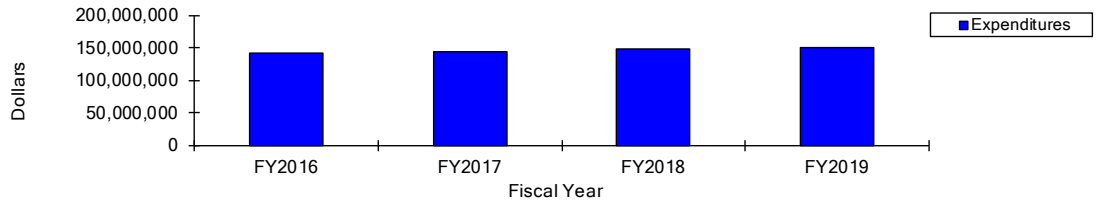
Who Are We?

The School Board:

- Provides programs and services that encourage all students to graduate from high school
- Provides teachers with adequate materials, supplies, instructional assistance and administrative support.
- Acknowledges the school principal as the key person in establishing a favorable school culture
- Encourages parents to be essential partners in the social, intellectual and psychological development of students.
- Provides services to help students understand social issues and peer pressure, enabling them to plan for the future.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Operating Budget Transfer	$111,449,395	$112,072,288	$115,726,560	$119,002,267	$3,275,707	2.83%
Shared Services/Audit	0	0	115,307	115,307	0	0%
Public Day School Transfer	484,000	518,000	518,000	803,000	285,000	55.02%
One-Time Capital Funds	209,000	0	46,879	0	(46,879)	-100.00%
Subtotal School Operating Transfer	112,142,395	112,590,288	116,406,746	119,920,574	3,560,707	3.06%
Debt Service	30,289,714	31,245,546	31,315,880	31,466,416	150,536	0.48%
Subtotal School Operating Transfer	30,289,714	31,245,546	31,315,880	31,466,416	150,536	0.48%
Total School Funding	$142,432,109	$143,835,834	$147,722,626	$151,386,990	$3,711,243	2.51%



Total Budget

$119,920,574

Notable Changes

Operating

- Increase to Public Day School to provide additional classroom.
- Maintaining per pupil transfer, and providing additional support for School Board priorities.

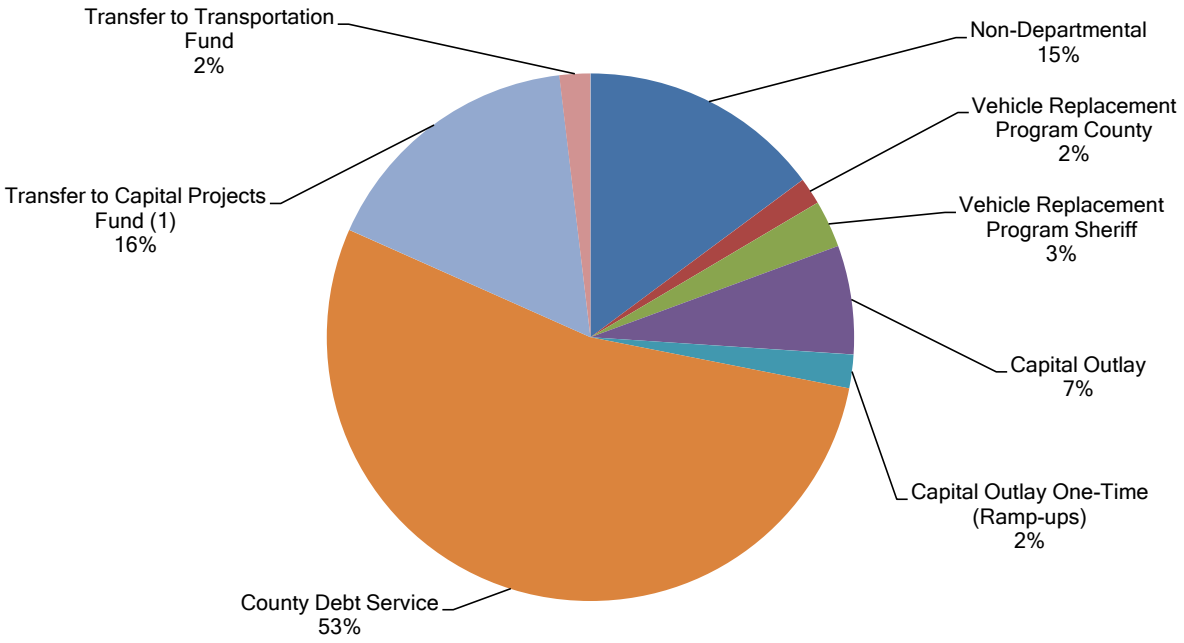
Debt

- Increase to annual debt costs.

Non-Departmental

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Non-Departmental	$2,459,086	$3,210,516	$3,919,983	$709,467	22.1%
Vehicle Replacement Program County	0	50,000	434,313	384,313	768.6%
Vehicle Replacement Program Sheriff	559,447	713,000	763,000	50,000	7.0%
Capital Outlay	2,670,775	3,555,185	1,760,750	(1,794,435)	(50.5)%
Capital Outlay One-Time (Ramp-ups)	0	559,700	543,000	(16,700)	(3.0)%
County Debt Service	13,420,233	15,213,129	14,140,997	(1,072,132)	(7.0)%
Transfer to Capital Projects Fund [1]	1,006,866	250,000	4,345,000	4,095,000	1,638.0%
Transfer to Transportation Fund	3,055,000	0	497,098	497,098	100.0%
Transfer to School Construction	6,547,000	0	0	0	0.0%
Transfer of Lease or Bond proceeds	1,175,535	0	0	0	0.0%
Transfer to Armed Services Memorial	134,687	0	0	0	0.0%
Total Expenditures	$31,028,629	$23,551,530	$26,404,141	$2,852,611	12.1%

[2] FY2018 Adopted Budget is amended to include a purchase and development rights funding projection. FY2019 proposes to transfer funding for all projects over $100,000 to the Capital Projects Fund.



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.

The antique red English telephone box is a reminder of the historic link between this area and England. It was a gift to Stafford County from the local Rotary club and originated from Kirkintilloch, Scotland.

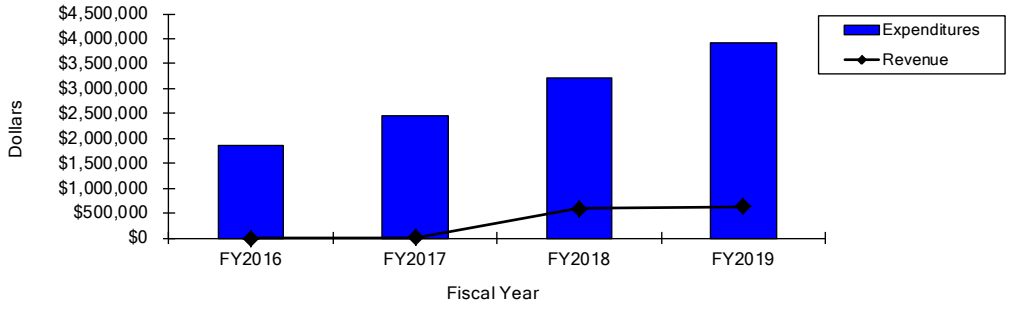
Who Are We?

The Non-Departmental accounts provide funds for:

- Interdepartmental programs that do not fall into any one department, including insurance premiums, and personnel-related benefits.
- A contingency for grants.
- An emergency contingency for items, as directed by the County Administrator.
- Funding for the Rappahannock River Basin Commission.
- Funding for employee training and recognition programs.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Personnel	$143,861	$561,916	$40,000	$425,000	$385,000	962.50%
Operating	1,722,154	1,897,170	3,170,516	3,494,983	324,467	10.23%
Capital	0	0	0	0	0	0.00%
Local Tax Funding	1,866,015	2,459,086	3,210,516	3,919,983	709,467	22.10%
Revenue	0	6,311	593,000	626,813	33,813	5.70%
Net Tax Support	$1,866,015	$2,452,775	$2,617,516	$3,293,170	$675,654	25.81%



Total Budget

$3,919,983

Notable Changes

Operating

- 1% market pay adjustments - beyond Social Services.

Operating

- Increases to general liability insurance.
- Increase in contingency based on guideline.
- Include mandated state repayments.

Unfunded

- Increase to computer cyclical replacement $3,984

Capital Projects - Repair Replacement, and Rehabilitation

Stafford County FY19 Proposed Budget

Mission

Provide an additional funding source and offset long-term bond borrowing costs for capital projects.

Who Are We?

- 3R funds in the General Fund will be used for projects under $100K and infrastructure needs to acquire or upgrade physical assets such as property, or equipment and can include everything from repairing a roof to vehicle replacement.

Thinking Efficiently

The County's financial policies define our pay-as-you-go guidelines. In the 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.

Pictured is the new restrooms and ADA parking at Lake Mooney. This project was funded with cash capital funds

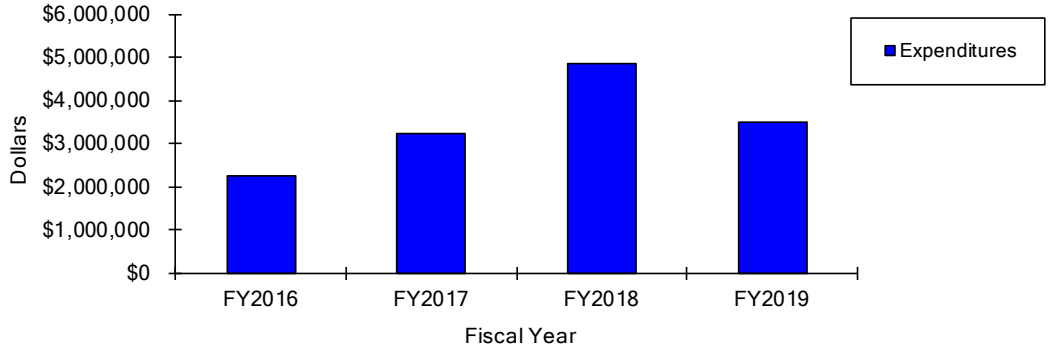
Replacement, Repair and Rehabilitation Projects (3R)

Department	FY2019 Capital Projects	Estimated Cost
	Repair, Replacement and Rehab Projects	
Community Facilities	Administration building/Armed Services Parking Lot Cameras	49,000
Community Facilities	Courthouse Community Center Cameras	66,000
Community Facilities	Equipment Replacement Program	76,000
Community Facilities	Porter Library - Add Shelving to Youth Area	77,000
Fire and Rescue	Thermal Imaging Camera	10,000
Fire and Rescue	Replace Door Locks	12,000
Fire and Rescue	Unscheduled Maintenance and Repairs of all Stations	77,000
Information Tech	Replace Servers	26,000
Information Tech	Replace Outdated WiFi Devices	54,000
Park and Recreation	Basketball Backboard	12,000
Parks & Recreation	Inclusive Basketball Goals	21,000
Parks & Recreation	ADA Trail to ADA Kayak Dock	46,000
Parks & Recreation	Bathrooms, ADA Fixtures Parking Lot Lighting Improvements	61,000
Parks & Recreation	Smith Lake - Swings and Rubber Surface to Existing Set	69,000
Parks & Recreation	Numerous Parks ADA Accessibility Upgrades	77,000
Sheriff	Telephone study for ECC	15,000
Sheriff	PSB Security Study	46,000
	One-Time	
Board of Supervisors Board	Replacement Equipment	7,500
Community Development	New Recording Equipment for Board and Commission Meetings	3,000
Community Development	Video Conference Room Equipment	23,000
Community Facilities	Repair moisture damage to Carl Lewis Building	18,000
Community Facilities	HVAC/Electrical/Plumbing System Repairs (All County Facilities)	100,000
Fire and Rescue	One Time Costs associated with three new LTs	30,000
Fire and Rescue	Base for Volunteer Station Repairs	150,000
Human Resources	Talent Management System	75,000
Human Resources	Compensation Study	125,000
Information Technology	Replacements	11,000
Non-Departmental	Training	50,000
Non-Departmental	Innovation Funding	100,000
Parks & Recreation	Replacement of Small Equipment and furniture	82,000
Sheriff	Radar Replacement (5)	10,000
Sheriff	Taser Replacement (20)	20,000
Sheriff	Radar Units (10)	20,000
Sheriff	Replacement/Additional Mobile Equipment	71,000
Sheriff	In-Car Camera Replacement (10)	71,250

Capital Projects - Repair Replacement, and Rehabilitation

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Personnel	$220,163	$57,516	$0	$0	$0	0.00%
Operating	153,661	778,615	559,700	1,093,280	533,580	95.33%
Capital	1,877,812	2,394,091	4,318,185	2,407,783	(1,910,402)	-44.24%
Local Tax Funding	$2,251,636	$3,230,222	$4,877,885	$3,501,063	($1,376,822)	-28.23%



Total Budget

$3,501,063

Notable Changes

- The FY2019 Proposed Budget includes only capital projects that are under $100,000. This process is adjusted from FY2018, in which all 3R funding was accounted for in the General Fund.
- Includes additional set asides for cash funding the design of Courthouse ramp up.

Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board.
- The objective of Courthouse “Ramp UP” is to set aside debt service funding for the construction of the new Courthouse by FY 2022.
- An amount equivalent to 3.00% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.

The above goals support the Principles of High Performance Financial Management

Service Levels

	FY2017 Actual	FY2018 Budget	FY2019 Plan
An amount equivalent to 3% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.	3.01%	3.04%	3.00%

Accomplishments

- Completed building improvements at the Widewater Fire Station.
- A new floating kayak/canoe launch was installed at Lake Mooney.
- A new pavilion and restroom building were constructed at the Stafford Civil War Park.
- Replaced the fire suppression system in the Information Technology Server Room to provide a safer and more technological advanced system.

Debt Service

Mission

The County's General Government debt budget includes principal and interest payments on outstanding debt repaid from the general fund. Debt service payments of the School system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

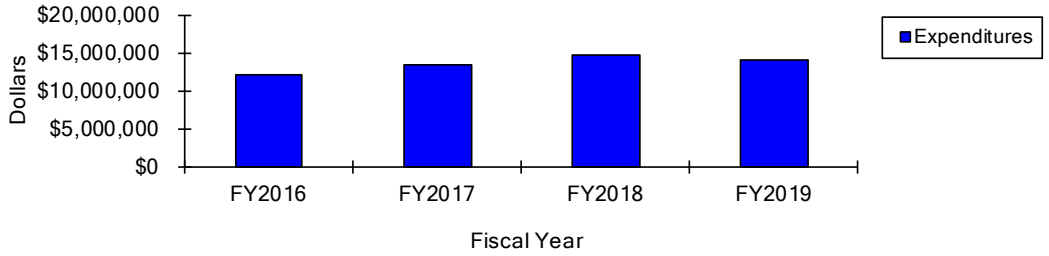
The current Stafford County Government Center Building opened in September of 1991 with an average yearly debt service of $1,241,000. The debt was retired in 2009.

Who Are We?

- Manages the current year liability of long-term obligations of the general government.
- 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

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change 18 to 19	
Costs						
Capital	$12,135,753	$13,420,233	$14,716,031	$14,140,997	($575,034)	-3.91%
Local Tax Funding	$12,135,753	$13,420,233	$14,716,031	$14,140,997	($575,034)	-3.91%
Revenue	39,830	238,984	281,622	280,859	(763)	-0.27%
Net Tax Support	$12,095,923	$13,181,249	$14,434,409	$13,860,138	($574,271)	-3.98%



Total Budget

$14,140,997

Notable Changes

- Decreasing debt service due in part to level principal payment agreements.

Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board
- In order to reduce our reliance on debt a reserve was set aside for the proposed courthouse capital project to be utilized for the design and furniture.

The above goals support the Principles of High Performance Financial Management.

Mission

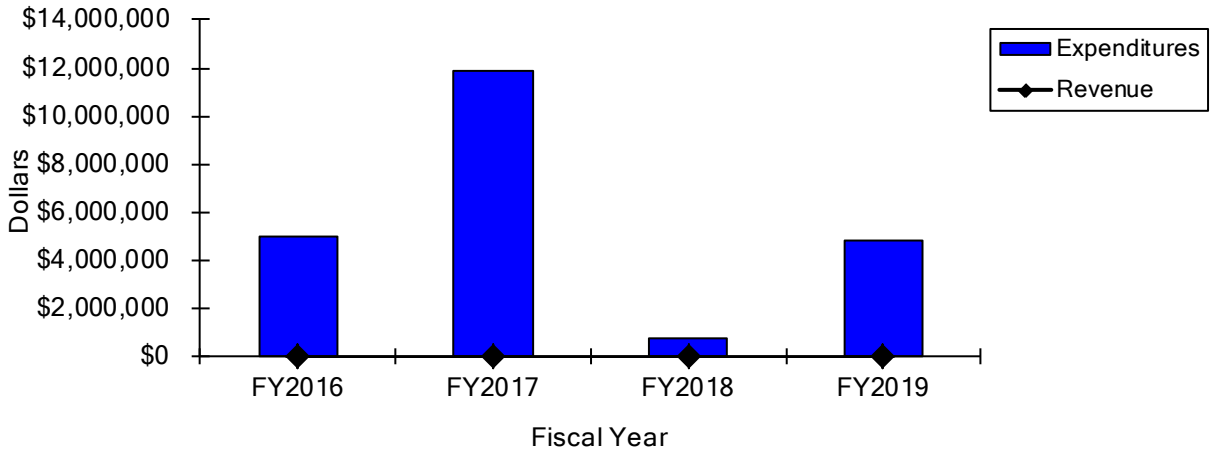
To provide funding to other funds for proffers, taxes, capital project reserve, or fees that are to be collected by the General Fund and transferred to the appropriate fund. This category is used to transfer funds needed to support another fund.

In 1992, the borough of Stafford, England, and Stafford, Va. Friendship Assoc. was established in recognition of the close cultural and historical ties between the two communities. This English knot garden was planted to celebrate the connection between the two communities.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Change 18 to 19	
Costs						
Capital [2]	$5,025,655	$11,919,088	$747,098	$4,842,098	$4,095,000	548.12%
Net Tax Support	$5,025,655	$11,919,088	$747,098	$4,842,098	$4,095,000	548.12%

[2] FY2018 Adopted Budget is amended to include a purchase and development rights funding projection. FY2019 proposes to transfer funding for all projects over $100,000 to the Capital Projects Fund.



School Funds

Vision:
Stafford County Public Schools is a dynamic, goal-oriented learning community committed to preparing our students for cusses in further education, work and citizenship..

Our Beliefs:
We Believe in Community,
We Believe in Diversity,
We Believe in Respect,
We Believe in Integrity,
We believe in Excellence.

Mission
Inspire and empower all learners to thrive.

It is the duty of the Superintendent of Schools, with the advice of the School Board, to prepare the 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.

Who Are We?

The School Funds consist of six major funds:

- 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 state and federal grant funding.
- The Workers' Compensation Fund accounts for revenues and expenditures associated with the administration of the workers' 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.

School Budget Highlights

The FY2019 Proposed Budget includes a transfer to the School Operating Fund of $119,002,267, an increase of $3,275,707. Additional funding is provided for shared services to support the audit contract at $115,307. The Public Day School Transfer is proposed at $803,000 which would support an additional classroom to address a population of the special needs students. This increase of $285,000 is a 55% increase over FY2018 adopted budget. Debt service has also increased by $150,536.

The Superintendent proposed a budget with a funding gap of over $12 million. The increased transfer can be used to close that gap.

More information regarding the School Budget can be found in the Superintendent's Funding Request document.

Transportation

Mission

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

A portion of the Poplar Road Project was funded by Impact Fees which were supplemented by State and local funding.

Thinking Efficiently

- The County pursues different ways to maximize and leverage available funding for transportation projects including participation in the Revenue Sharing process with VDOT and obtaining transportation enhancement grants.
- The County utilizes Secondary Six Year Plan (SSYP) funds and Highway Safety Improvement Program (HSIP) funds to design and construct transportation improvements
- The County submitted several applications for Transportation Alternative Program (TAP) Grants to obtain additional State funding for several sidewalk projects.
- The County has been awarded State Smart Scale funding for several road and intersection projects to supplement local funds.

Who Are We?

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, state recordation tax, and transportation bond proceeds. It is the repository for monies received from other sources for specific transportation projects.

Transportation Fund revenue pays the subsidy for Fredericksburg Regional Transit (FRED), Virginia Railway Express (VRE), Potomac Rappahannock Regional Transit (PRTC), and the Stafford Regional Airport Authority.

The Transportation Fund supports a variety of Transportation projects in the County.

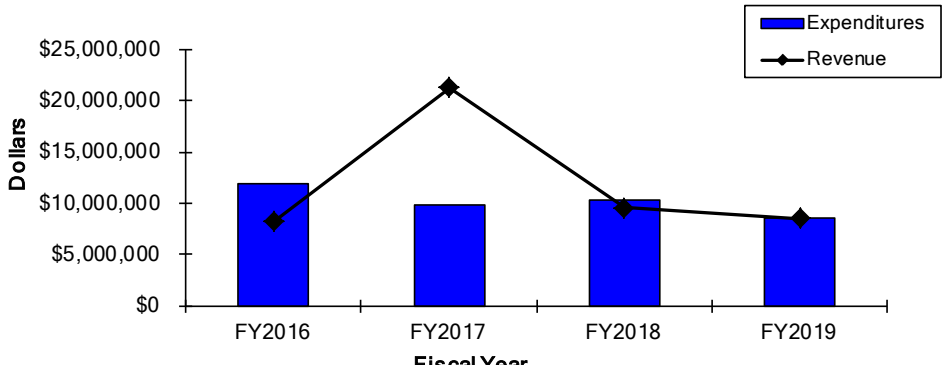
A Design-Build project underway to widen Garrisonville Road to six travel lanes between Onville Road and Eustace Road expected to be completed in 2018.

Transportation

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change '18 to '19	
Costs						
Operating	$3,241,612	$3,578,343	$3,497,930	$3,453,489	($44,441)	-1.27%
Debt Service [1]	384,786	731,068	1,105,832	1,441,897	336,065	30.39%
Capital	8,282,717	5,555,790	5,779,602	3,674,125	(2,105,477)	-36.43%
Total	$11,909,115	$9,865,201	$10,383,364	$8,569,511	($1,813,853)	-17.47%
Revenue [1]	8,204,593	21,286,852	9,604,476	8,137,931	(1,466,545)	-15.27%
Prior Year Funding	0	0	778,888	431,580	(347,308)	-44.59%
Difference	(3,704,522)	11,421,651	$0	$0	$0	0.00%

[1] FY2018 Adopted Budget includes a transfer from the General Fund to pay for debt service in revenue and increase in debt service on the expenditures for the payment.



Goals/Objectives

- Continued implementation of 2008 Road Bond Referendum projects
- Coordinate mass transit with Fredericksburg Regional Transit (FRED) and Virginia Railway Express (VRE) (Service Levels 1 & 2)
- Utilize Enhancement Grants to design and construct the Belmont-Ferry Farm Trail and the Mine Road sidewalk (Service Level 4).
- Utilize Warrenton Road Service District Funds to provide bicycle and pedestrian accommodations on the Berea Church Road Improvement Project
- Utilize Secondary Six Year Plan (SSYP) Funds to complete the construction of the Poplar Road and Mountain View Road Intersection Improvements.
- Continue the design and begin construction of the Rt 1 & Rt 630 Intersection Improvement Project and the Berea Church Road Improvement Project. (Service Level 3)

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1.	VRE system average daily ridership	18,000	18,200	18,790
2.	Miles of Fred Bus Stops	72	72	82
3.	Amount of State Revenue Sharing Allocated towards Transportation Projects	3,714,863	-	3,350,671
4.	Amount of Enhancement Grants Spent	53,757	1,832,797	270,107

Total Budget

$8,569,511

Notable Changes

Operating

- Increase to FRED subsidy
- Decrease to VRE subsidy
- Increase to PRTC subsidy

Accomplishments

- Completed construction of the Garrisonville Road Widening Project
- Began construction of the Brooke Road Improvement Project, the Poplar & Cedar Hill Lane Improvement Project, and the Belmont-Ferry Farm Trail (Phase 4)
- Began the right-of-way acquisition process for the Route 1/Route 630 Intersection Improvement Project
- Continued Pedestrian Improvements with the design of the Belmont-Ferry Farm Trail (Phase 6) and the Mine Road Sidewalk

Did You Know?

- In FY18 Public Works in partnership with Economic Development and awarded a contract for fabrication and installation on the next phase of Wayfinding Signs across Stafford County.

Revenue/Expenditure/Fund Balance Summary

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Operating Revenues					
Gasoline Sales Tax	$3,363,483	$3,217,641	$3,548,400	$330,759	10.3%
State Recordation	927,337	840,000	840,000	0	0.0%
Interest Revenue	18,591	5,000	9,888	4,888	97.8%
Transfer From General Fund [1]	0	497,098	497,098	0	0.0%
Total Operating Revenue	$4,309,411	$4,559,739	$4,895,386	$335,647	7.4%
Operating Expenditures					
VRE Subsidy	$2,647,222	$2,647,912	$2,582,627	($65,285)	-2.5%
PRTC Subsidy	80,700	98,100	107,500	9,400	9.6%
Financial Management	16,961	16,000	16,000	0	0.0%
FRED Bus Service	471,072	485,204	499,760	14,556	3.0%
Airport Subsidy	85,714	85,714	85,714	0	0.0%
Gateway	64,270	100,000	100,000	0	0.0%
Street Signs	14,563	25,000	25,000	0	0.0%
Social Services	23,833	40,000	32,000	(8,000)	-20.0%
Debt Service [1]	731,068	1,105,832	1,446,785	340,953	30.8%
Transfer to Capital	174,008	0	0	0	0.0%
Total Operating Expenditures	$4,309,411	$4,603,762	$4,895,386	$291,624	6.3%
Capital Revenues					
Transfer From Operating	$174,008	$0	$0	$0	0.0%
Federal Revenue	104,743	1,666,400	216,086	(1,450,314)	-87.0%
State Revenue	1,773,600	3,053,337	1,788,959	(1,264,378)	-41.4%
Bond Proceeds	10,427,842	0	0	0	0.0%
Proffers	0	0	0	0	0.0%
Impact Fees	100,000	325,000	600,000	275,000	84.6%
Transfer From General Funds	3,055,000	0	0	0	0.0%
Transfer From Widewater CDA	1,107,953	0	0	0	0.0%
Transfer From School Funds	200,000	0	637,500	637,500	100.0%
Misc. Revenue	34,295	0	0	0	0.0%
Total Capital Revenue	$16,977,441	$5,044,737	$3,242,545	($1,802,192)	-35.7%
Capital Expenditures					
Road Improvements	$5,555,790	$5,779,602	$3,674,125	($2,105,477)	-36.4%
Total Capital Expenditures	$5,555,790	$5,779,602	$3,674,125	($2,105,477)	-36.4%

[1] FY2018 Adopted Budget includes a transfer from the General Fund to pay for debt service in revenue and increase in debt service on the expenditures for the payment.

Fund Balance

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Fund Balance, Beginning of Year	$7,406,455	$18,828,106	$18,049,218	($778,888)	-4.1%
Revenues	21,286,852	9,604,476	8,137,931	(1,466,545)	-15.3%
Expenditures	(9,865,201)	(10,383,364)	(8,569,511)	1,813,853	-17.5%
Fund Balance, End of Year	$18,828,106	$18,049,218	$17,617,638	($431,580)	-2.4%

Missions

- **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

- **Virginia Railway Express**

  The Virginia Railway Express, a joint project of the Northern Virginia Transportation Commission and the Potomac and Rappahannock Transportation Commission will provide safe, cost effective, accessible, reliable, convenient, and comfortable commuter-oriented rail passenger service. VRE will contribute to the economic development of its member jurisdictions as an integral part of a balanced, intermodal regional transportation system

Stafford Regional Airport's 10,000 square foot terminal a business center and conference rooms.

Who Are We?

Fredericksburg Regional Transit

- Fredericksburg Regional Transit (FRED) operates year-round Monday through Friday and offers special, limited late night service Thursday and Friday and all day Saturday and Sunday during the University of Mary Washington school year.

Stafford Regional Airport

- Located on 552 acres of land
- The airport has one 5,000 ft paved runway with a full parallel taxiway which is fully lighted
- Centrally located in Stafford County with easy access to I-95
- 3.2 miles outside of the DC Special Flight Rule Area (SFRA)
- Maintains 60 aircraft tie-down positions, 36 T hangars and 4 jet pods
- Operational year round, 24 hours daily

Virginia Railway Express (VRE)

- VRE provides commuter rail service from the Northern Virginia suburbs to Alexandria, Crystal City and downtown Washington, D.C., along the I-66 and I-95 corridors.
- VRE operates 30 trains from 18 stations and carry, on average, 20,000 passengers daily.
- VRE is overseen by an Operations Board, consisting of members from each of the jurisdictions that supports VRE
- The board meets the third Friday of every month.

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 Lake Mooney, 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 Lake Mooney WTF, rated at a maximum of 12 mgd, provides water to the southern region. Combined, the two reservoirs hold over 7.1 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. The Abel Lake WTF was taken offline December 2014; however, the water supply remains available for future use. The capacity is expected to be needed in the future.

The water distribution system is comprised of more than 665 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Three ground storage tanks, two standpipes and eleven elevated tanks provide water storage of nearly 20.65 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 533 miles of sewer lines and 88 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 Utilities Department finished Fiscal Year 2017 with 36,268 billed customer accounts. The number of billed customer accounts served by the Utilities Department is expected to reach 37,740 by the end of Fiscal Year 2019, assuming 2.0% growth. For the remainder of the planning period (FY19-FY22), accounts are projected to grow at a moderate rate of 1.25% per year.

Utilities Fund Budget

		FY19	
Operating Revenues	User Fees	Expansion Fees	Total
Water/Sewer Fees	42,628,721		42,628,721
Other Charges and Fees	1,352,370		1,352,370
Use of Money/Property	76,923		76,923
Total Operating Revenues	44,058,014	0	44,058,014
Operating Expenditures			
Administration	1,132,786		1,132,786
Customer Service/ Inspection/Engineering	5,530,660		5,530,660
Smith Lake WTP	2,389,838		2,389,838
Lake Mooney WTP	3,522,105		3,522,105
Field Operations	5,658,545		5,658,545
Aquia WWTF	3,079,890		3,079,890
Little Falls Run WWTF	2,351,735		2,351,735
Transfer to Capital Projects	7,079,439		7,079,439
Maintenance	5,316,084		5,316,084
Total Operating Expenditures	36,061,082	0	36,061,082
Debt Service			
Existing Debt Service	7,182,382		7,182,382
New Debt Service	814,550		814,550
Total Debt Service	7,996,932	0	7,996,932
Total Personnel & Operating:	44,058,014	0	44,058,014
Capital Revenues			
Transfer from Operating Revenue	7,079,439		7,079,439
Availabilities/ProRata Fees		10,164,960	10,164,960
Grants			0
Bond Proceeds	5,551,960	5,248,040	10,800,000
Use of Fund Balance	2,572,801		2,572,801
Total Capital Revenues	15,204,200	15,413,000	30,617,200
Capital Expenditures			
433-06 - Moncure Pump Station Distribution Upgrade	45,000	45,000	90,000
472-01 - Shelton Shop Road 8" Main 472/433 Boundary Adjustment	95,000		95,000
342-15 & 16 - 24" Main from Enon Road Tank to Centreport Pkwy, via Abel Lake and existing 16" Replacement		100,000	100,000
Hydrant/Valves Replacement Program	100,000		100,000
Water Distribution Rehab - Neighborhood Systems	500,000		500,000
Water Distribution Rehab - Transmission Lines Replacements	500,000		500,000
Water Distribution Rehab - Small Water Projects	322,200		322,200
Water Extension Projects		250,000	250,000
Smith Lake - Electrical Switchgear	500,000		500,000
Enon Road Water Tank (formerly Centreport)	3,000,000	3,000,000	6,000,000
A-40 - Aquia Drive 8" Gravity Line, Delaware Drive to Vessel Drive	60,000		60,000
A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive	40,000		40,000
A-51 - Coal Landing 15" Main, Greenridge Drive to US1	40,000		40,000
A-115 - Aquia @ Bridge Force Main	150,000		150,000
A-205 - Expand Upper Accokeek Pump Station		120,000	120,000
LFR-3 - Falls Run Interceptor, Phase 2	200,000	200,000	400,000
LFR-214 - Expand Claiborne Run PS	1,500,000		1,500,000
Gravity Lines & Interceptor Maintenance	500,000		500,000
Pump Stations	500,000		500,000
Little Falls Run Wastewater Treatment Facility - Influent Structure	350,000		350,000
Little Falls Run Wastewater Treatment Facility - Influent Grit Blowers	150,000		150,000
Aquia Wastewater Treatment Facility - Generator Tiebreaker (MCC Replacment)	1,000,000		1,000,000
Infiltration and Inflow Maintenance	250,000		250,000
Sewer Extension Projects		252,000	252,000
AWWTF-001 - Aquia WWTF Upgrade - Facilities Planning	75,000		75,000
AWWTF-002 - Aquia WWTF General Upgrades - Concrete Repair, Headworks, Power Distribution	380,000		380,000
LWWTF-001 - Little Falls Run WWTF Upgrade - Facilities Planning	125,000		125,000
Claiborne Run Gravity Sewer Project Consruction	1,875,000	1,875,000	3,750,000
Lower Accokeek		7,571,000	7,571,000
Falls Run Sewage Force Main 24-inch	250,000		250,000
Claiborne Run Parallel Force Main		2,000,000	2,000,000
Vehicles and Equipment Replacement	1,554,000		1,554,000
Contingency Allowance	1,143,000	0	1,143,000
Total Capital Projects	15,204,200	15,413,000	30,617,200

Utilities Fund

Mission

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

Thinking Efficiently

The Department of Utilities strives to be as efficient as possible to keep costs to a minimum. Staff has recently worked to replace 1,200' of 12" waterline on Courthouse Road with internal forces instead of using a contractor. By performing this work with our own crews we were able to save $200,000.

Utilities has also found opportunities to be more efficient through sewer rehabilitation work. A portion of the Claiborne Sewer Interceptor which was slated for replacement and upgrade was re-lined. The lining extends the life of the pipe by 20 - 30 years and is much more cost effective than full replacement. Additionally, Utility Operations and Engineering have been coordinating to reroute a portion of the flows from the Interceptor line and Claiborne Pump Station, significantly extending the capacity lifespan of both assets by 20 - 30 years. In total we estimate approximately $15M in deferred spending and savings that can be used to address more immediate issues.

Who Are We?

- 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. The number of billed customer accounts served by the Utilities Department is expected to reach 37,740 by the end of Fiscal Year 2019, assuming 2.0% growth. For the remainder of the planning period (FY19-FY22), accounts are projected to grow at a conservative rate of 1.25% per year.

Provision of Water Services:

- 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.
- Lake Mooney provides 5.4 billion gallons of water storage and up to 12 mgd of treated water for the southern portion of Stafford.

Provision of Wastewater Services:

- Little Falls Run Wastewater Treatment Facility is currently permitted at 8 mgd.
- Aquia Wastewater Treatment Facility is currently permitted at 10 mgd.
- The wastewater collection and transmission system consists of 533 miles of sewer lines and 88 pump stations.

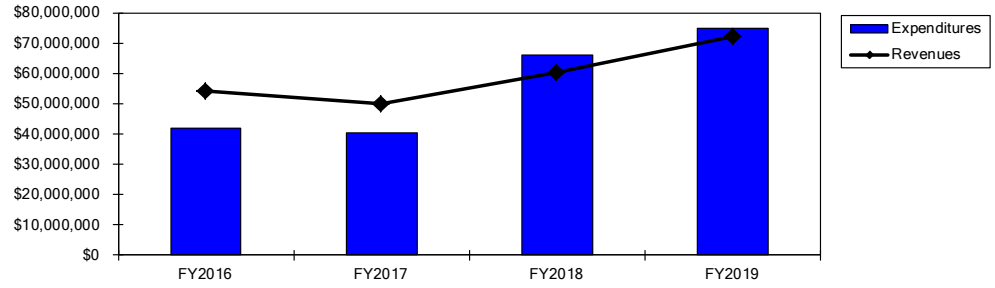
Utilities Department Personnel:

- Personnel 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.

Utilities Fund

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change '18 to '19	
Operating Revenue						
Water/Sewer Fees	$31,027,171	$35,852,460	$34,765,471	$42,628,721	$7,863,250	22.62%
Other Charges and Fees	2,008,323	175,099	1,489,480	1,352,370	(137,110)	-9.21%
Use of Money/Property	0	371,330	0	76,923	76,923	100.00%
Total Operating Revenue	$33,035,494	$36,398,889	$36,254,951	$44,058,014	$7,803,063	21.52%
Capital Revenue						
Availability/ProRata Fees	$11,745,514	$13,566,470	$9,202,500	$10,164,960	$962,460	10.46%
Transfer from Operating	0	0	0	7,079,439	7,079,439	100.00%
Revenue Bond Proceeds	9,564,117	0	14,876,295	10,800,000	(4,076,295)	-27.40%
Total Capital Revenue	21,309,631	13,566,470	24,078,795	28,044,399	3,965,604	16.47%
Total Revenue	$54,345,125	$49,965,359	$60,333,746	$72,102,413	$11,768,667	19.51%
Operating Expenditures						
Personnel	$11,542,208	$11,589,718	$12,197,809	$13,074,186	$876,377	7.18%
Operating	12,046,900	10,397,112	15,836,185	15,907,457	71,272	0.45%
Transfer to Capital	0	0	0	7,079,439	7,079,439	100.00%
Total Operating Expenditures	$23,589,108	$21,986,830	$28,033,994	$36,061,082	$8,027,088	28.63%
Capital Expenditures						
Operating -Capital Projects	$2,212,419	$4,348,968	$6,770,147	$15,204,200	$8,434,053	124.58%
Expansion-Capital Projects	9,328,321	6,982,189	22,034,148	15,413,000	(6,621,148)	-30.05%
Debt Service	6,755,233	7,022,497	9,014,939	7,996,932	(1,018,007)	-11.29%
Total Capital Expenditures	$18,295,973	$18,353,654	$37,819,234	$38,614,132	$794,898	2.10%
Total Expenditures	$41,885,081	$40,340,484	$65,853,228	$74,675,214	$8,821,986	13.40%
Inc/(Dec) to Fund Balance	($20,575,450)	($26,774,014)	($41,774,433)	($46,630,815)	($4,856,382)	11.63%
Funded Positions						
Full-Time Positions	139	140	140	150	10	7.14%
Part-Time Positions	1	1	1	0	(1)	-100.00%



Notes:

(1) In September of 2013 the Board of Supervisors approved $45 million in water and sewer revenue bonds to meet critical infrastructure demands.

(2) FY18 Adopted Budget includes the continued improvement of the Courthouse Area Water system.

Total Budget

$74,675,214

Notable Changes

Personnel

- 2% Salary increase
- Personnel- proposed 9 additional staff and 1 conversion from part-time to full-time.

Operating

- Increase of User Fees due to the previously approved rate increase of 9%
- Increase to operations for periodic equipment replacement and Repair, Replace and Rehabilitation Projects

Capital Expansion/Operating

- Operating-Capital Projects has been increased as a result of the changes to the Water and Sewer Master Plan
- Expansion-Capital Projects has been decreased as a result of the changes to the Water and Sewer Master Plan
- Debt Service has been reduced as a result of project delays and the use of available cash

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. (Service Level: 1, 2, 8, 9)
- 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. (Service Level: 10, 11, 13)
- Fund maintenance and repair of water and wastewater infrastructure at a level that will provide for continued sustainability of the system infrastructure. (Service Level: 10, 11)
- Implement a 5 year Unidirectional Water System Flush and a 5 year Sewer System Inspection, Clearing and Evaluation program for Inflow, Infiltration and Fats Oils and Grease (FOG). (Service Level: 12, 13)

Service Levels

		FY2017 Actual	FY2018 Budget	FY2019 Plan
1	Billion gallons of water treated (Manual Tracking)	3.185	3.200	3.300
2	Billion gallons of wastewater treated (Manual Tracking)	3.047	3.100	3.200
3	# of water and sewer billed accounts (HTE System)	36,268	37,000	38,463
4	# of Miss Utility locate requests processed (Manual Tracking)	20,337	22,500	25,000
5	# of water meters read (HTE System)	430,161	440,000	450,000
6	# of delinquency notices (HTE System)	37,064	38,000	39,000
7	# of delinquent water turn-offs (HTE System)	5,303	5,600	5,900
8	Wastewater treatment effectiveness rate - % of days (Manual Tracking)	100%	100%	100%
9	Drinking water compliance rate - % of days (Manual Tracking)	100%	100%	100%
10	Operating Cost to treat water (per thousand gallons) (Manual Tracking)	$1.28	$1.35	$1.45
11	Operating cost to treat wastewater (per thousand gallons) (Manual Tracking)	$1.61	$1.70	$1.80
12	Inspect, Clean and Evaluate Sewer Pipe for Inflow, Infiltration and FOG (Miles)	80	80	100
13	Flush and Inspect Water System (Unidirectional Flush, Miles)	0	50	100

Accomplishments

- Utility crews successfully performed the first unidirectional flushing of nearly 50 miles of water pipe in Aquia Harbour and Falmouth. The budget requests additional personnel to ensure that the unidirectional flushing program can continue.
- The Little Falls Run and Aquia Wastewater Treatment Facilities both received the NACWA Peak Performance Award. The award recognizes member agency facilities for outstanding compliance of National Pollutant Discharge Elimination System permit limits.
- Utility workers inspected and cleaned 80 miles of sewer main FY2017. The budget requests additional personnel to ensure that the inspection and cleaning program of the sewer lines can continue and identify sources of Inflow and Infiltration (I&I) and Fats, Oils and Grease (FOG).

Utilities Fund Revenue

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Operating Revenues					
Water & Sewer Fees	$35,852,460	$34,765,471	$42,628,721	$7,863,250	22.62%
Other Charges & Fees	175,099	1,489,480	1,352,370	(137,110)	-9.21%
Use of Money & Property	371,330	0	76,923	76,923	100.00%
	$36,398,889	$36,254,951	$44,058,014	$7,803,063	21.52%
Capital Revenues					
Availability/ProRata Fees	13,566,470	9,202,500	10,164,960	$962,460	10.46%
Transfer from Operating	0	0	7,079,439	7,079,439	100.00%
Revenue Bonds	0	14,876,295	10,800,000	(4,076,295)	-27.40%
	$13,566,470	$24,078,795	$28,044,399	$3,965,604	16.47%
Other Sources					
Prior Year Fund Balance	0	5,519,482	2,572,801	(2,946,681)	-53.39%
	$0	$5,519,482	$2,572,801	($2,946,681)	-53.39%
Total	$49,965,359	$65,853,228	$74,675,214	$8,821,986	13.40%

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. Stafford County projects 37,000 billed customer accounts by June 2019, assuming 2% growth. The Board of Supervisors approved a rate increase of 9% that became effective July 1, 2016. This increase will help the Department meet ever growing needs for infrastructure rehabilitation and replacement while continuing to effectively address customer concerns.

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 832 EDUs per year for water service and 780 for sewer service based on recent trends.

Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford's water or wastewater transmission systems. Fees are based on the estimated impact the development project will have on the appropriate water pressure or wastewater zone.

Use of Money & Property

Interest is earned on the cash and investment balances of the Utility Enterprise Fund. Interest revenue is expected to decline over the next five years as cash balances are spent down relative to large capital projects that are underway.

Other Charges & Fees

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

Revenue Bonds

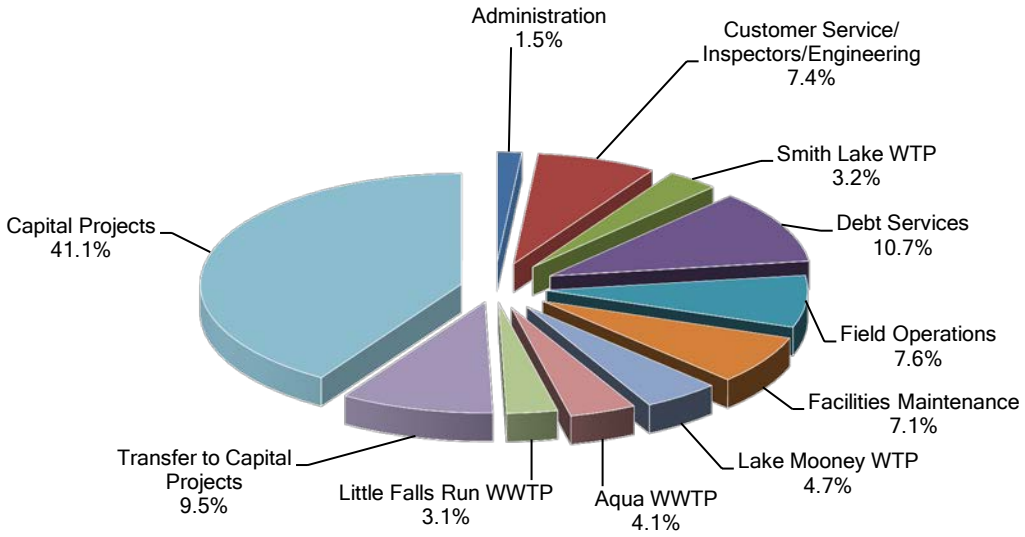
In September 2013, the Board of Supervisor's approved $45 million of water and sewer revenue bonds. The County issued $17 million in bonds in 2014 and $9.5 in 2016 to fund various water and wastewater system improvements. The remaining authorization will be issued in 2019.

Grants

No grant revenues are projected for FY19

Utilities Fund Expenditures

Expenditures	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Administration	$980,647	$1,260,700	$1,132,786	($127,914)	-10.1%
Customer Service/ Inspectors/Engineering	4,787,866	6,155,182	5,530,660	(624,522)	-10.1%
Smith Lake WTP	1,739,727	2,181,948	2,389,838	207,890	9.5%
Debt Services	7,022,497	9,014,939	7,996,932	(1,018,007)	-11.3%
Field Operations	4,997,674	5,129,119	5,658,545	529,426	10.3%
Facilities Maintenance	3,908,472	4,748,939	5,316,084	567,145	11.9%
Lake Mooney WTP	2,808,910	3,373,192	3,522,105	148,913	4.4%
Aquia WWTP	3,065,575	2,897,380	3,079,890	182,510	6.3%
Little Falls Run WWTP	1,915,243	2,287,534	2,351,735	64,201	2.8%
Transfer to Capital Projects	0	0	7,079,439	7,079,439	100.0%
Capital Projects	9,666,408	28,804,295	30,617,200	1,812,905	6.3%
Total Expenditures	$40,893,019	$65,853,228	$74,675,214	$8,821,986	13.40%



STAFFORD
Virginia
George Washington's Boyhood Home

Asset Forfeiture Fund

Mission

Pursuant to state and federal laws, the Stafford Sheriff's Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services. Federal and state law authorizes the civil seizure and forfeiture of assets derived from illegal activities such as narcotics trafficking and violations of alcoholic beverage laws. Forfeited assets and funds are maintained by the County Treasurer and are administered by the Sheriff's Office for law enforcement use.

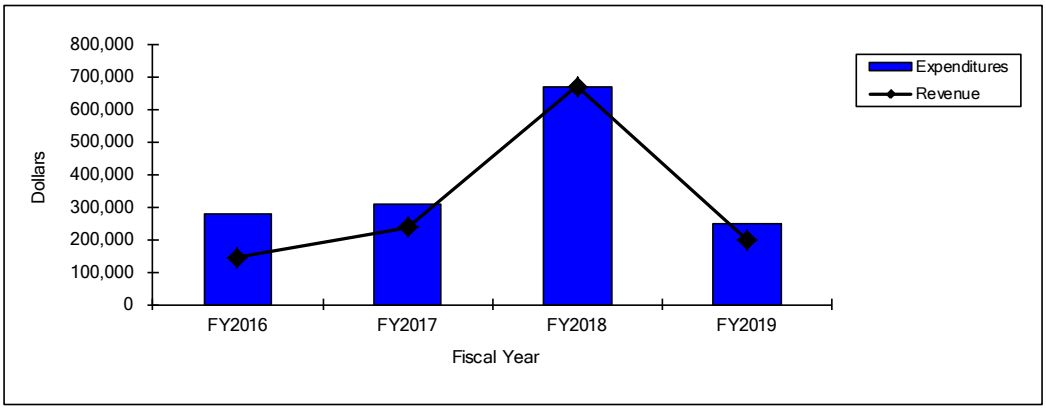
The Ford T. Humphrey Public Safety Building was named in honor of Deputy Sheriff Ford T. Humphrey who was killed in the line of duty in 1980.

Who Are We?

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. After property is seized the circuit court decides whether the property is related to drug activity and will be forfeited to the locality. If the property is forfeited, The Department of Criminal Justice Services divides the funds between the Sheriff's office, the Commonwealth's Attorney's office and DCJS. The forfeited assets can be used for only specified law enforcement purposes as set forth in the Guide to Equitable Sharing and cannot supplant the agency's budgetary costs. Typical approved uses include enforcement efforts, equipment, public awareness, and training and victim services.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change '18 to '19	
Costs						
Operating	$163,432	$191,740	$250,000	$250,000	$0	0.00%
Capital	114,484	118,146	420,000	0	(420,000)	-100.00%
Total	277,916	309,886	670,000	250,000	(420,000)	-62.69%
Revenue	143,335	235,065	670,000	200,000	(470,000)	-70.15%
Inc/(Dec) to Fund Balance	($134,581)	($74,821)	$0	($50,000)	($50,000)	100.00%



Total Budget

$250,000

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 Fund

Revenue/Expenditure/Fund Balance Summary

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Sheriff	$0	$50,000	$50,000	$0	0.00%
Commonwealth's Attorney	0	0	0	0	0.00%
sub-total use of prior year fund balance	$0	$50,000	$50,000	$0	0.00%
Sheriff	$232,254	$620,000	$200,000	($420,000)	-67.74%
Commonwealth's Attorney	2,811	0	0	0	0.00%
sub-total new revenue	$235,065	$620,000	$200,000	($420,000)	-67.74%
Total	$235,065	$670,000	$250,000	($420,000)	-62.69%
Expenditures					
Judicial administration	$19,515	$0	$0	$0	0.00%
Public Safety	172,225	250,000	250,000	0	0.00%
Capital Outlay	118,146	420,000	0	(420,000)	-100.00%
Total	$309,886	$670,000	$250,000	($420,000)	-62.69%
Fund Balance, Beginning of Year	$250,239	$175,418	$125,418	($50,000)	-29%
Revenues	235,065	620,000	200,000	(420,000)	-68%
Expenditures	(309,886)	(670,000)	(250,000)	(420,000)	-63%
Fund Balance, End of Year	$175,418	$125,418	$75,418	($50,000)	-40%

Expenditures in this fund rely on revenues from prior years because revenue may not be predicted according to the Asset Forfeiture and Money Laundering Guide. This delay in the use of the revenues can result in a change to fund balance of more than 10%.

Capital Improvements Funds

Mission

The General Capital Projects Fund shall provide funding for the acquisition, design and construction of major County office buildings and facilities, funding of 3R projects over $100K, and fleet replacement for Fire and Rescue ambulances.

The Curtis Family, pictured left at Curtis Memorial Park's Olympic sized pool, donated 100 acres and sold 400 acres of their family farm to Stafford County in 1975. The family joined in the celebration of the 40th anniversary of Curtis Park in June 2015.

Who Are We?

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. Project expenditures related to these bonds are recorded in this fund. A referendum will be required to continue with improvements to parks and roads.

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.

Other cash or debt-funded expenditures for major capital construction or equipment acquisition are accounted for here as well.

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 Funds

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change '18 to '19	
Costs						
Personnel	$286,939	$273,474	$239,760	$248,500	$8,740	3.65%
Operating	412,578	659,415	0	0	0	0.00%
Capital	42,926,333	26,081,983	7,490,670	4,345,000	(3,145,670)	-41.99%
Total [1]	43,625,850	27,014,872	7,730,430	4,593,500	(3,136,930)	-40.58%
Revenue	39,803,519	30,506,483	7,510,670	4,593,500	(2,917,170)	-38.84%
Inc/(Dec) to Fund Balance	($3,822,331)	$3,491,611	($219,760)	$0	$219,760	0.00%
Funded Positions						
Full-Time Positions	3	3	2	2	0	0.00%

[1] Debt funded projects are budgeted and appropriated when projects and the funding sources are approved.

Total Budget

$4,593,500

Notable Changes

Personnel

- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay
- Changes in Market Pay

Capital

- Decrease in bond funded projects to zero
- Change in process for replacement, repair and rehab projects

Replacement, Repair and Rehab Projects

Department	FY2019 Capital Projects	Estimated Cost
Code Compliance	County MS4 Stormwater Permit	300,000
Fire and Rescue	Major Repairs and Facility Upgrades	330,000
Fire and Rescue	Install exhaust removal (plymovent)	250,000
Fire and Rescue	Ambulance Replacement	824,000
Information Tech	Upgrade fiber network equipment to 1 GB	284,000
Information Technology	ERP Study	200,000
Information Technology	Fiber to Fire Stations	542,000
Lake Mooney	Lake Mooney Cabin restoration	103,000
Park Maintenance	Shade structure over three existing playground	126,000
Sheriff	Radio Consoles for Command Bus	103,000
Sheriff	Government Center and Courthouse public safety amplifier installation and enhancement	110,000
Sheriff	Animal Control Software to provide information to ACO's about previous animal activity at specific locations	286,000
Sheriff	13 towers - 2 per year- $400K per year	437,000
County Administration	Upgrades to improve the efficiency of office work space	100,000
Sheriff	Dive Team Vehicle	100,000
Planning	Purchase and development rights funding	250,000
	Total Capital	4,345,000

Revenue/Expenditure/Fund Balance Summary

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
VPSA Bonds	$20,300,019	$0	$0	$0	0%
Revenue VRA Loan Proceeds	5,866,440	6,540,670	0	(6,540,670)	(100)%
Revenue Lease Proceeds		0	0	0	0%
Revenue Bond Proceeds	2,994,827	0	0	0	0%
Purchase Development Rights	308,657	0	0	0	0%
Interest	29,674	20,000	20,000	0	0%
Transfer from the Utility Fund	0	700,000	0	(700,000)	(100)%
Transfer from the General Fund	1,006,866	250,000	4,345,000	2,871,000	0%
Prior Use of Fund Balance	0	0	228,500	228,500	100%
Total	$30,506,483	$7,510,670	$4,593,500	($4,141,170)	(55)%
Expenditures					
Personnel	$273,020	$239,760	$248,500	$8,740	4%
Fire Rescue Vehicles	0	0	824,000	824,000	100%
Repair, Replacement, & Rehabilitation Projects	29,766	0	3,271,000	3,271,000	100%
Purchase Development Rights	662,142	250,000	250,000	0	0%
Animal Shelter	1,909,300	700,000	0	(700,000)	(100)%
Chichester Park	175,257	0	0	0	0%
Communication Equipment	210,000	0	0	0	0%
Embrey Mill	2,384,396	0	0	0	0%
Fire and Rescue Station 14	253,567	6,540,670	0	(6,540,670)	(100)%
Indoor Recreation Facility	183,140	0	0	0	0%
Issuance Cost	122,899	0	0	0	0%
Lake Mooney Boat Ramp	271,064	0	0	0	0%
Rectangular Field Complex	55,593	0	0	0	0%
School Construction	20,380,019	0	0	0	0%
Social Services	104,709	0	0	0	0%
Total	$27,014,872	$7,730,430	$4,593,500	($3,136,930)	(41)%
Fund Balance, Beginning of Year	$6,200,789	$9,692,400	$9,472,640	($219,760)	(2)%
Revenues	30,506,483	7,510,670	4,593,500	(4,141,170)	(55)%
Expenditures	(27,014,872)	(7,730,430)	(4,593,500)	3,136,930	(41)%
Fund Balance, End of Year	$9,692,400	$9,472,640	$9,472,640	$0	0%

STAFFORD
Virginia
George Washington's Boyhood Home

Hidden Lake
Special Revenue Fund

Mission

The purpose of the Hidden Lake Subdivision Service District is to provide for dam construction, reconstruction and maintenance; beach and shoreline management and restoration at Hidden Lake; construction, maintenance and general upkeep of the private streets and roads within Hidden Lake Subdivision that are not under the operation and jurisdiction of the Virginia Department of Transportation; and such other services, events or activities which will enhance the use and enjoyment of and the public safety, public convenience and public well-being within the Hidden Lake Subdivision Service District.

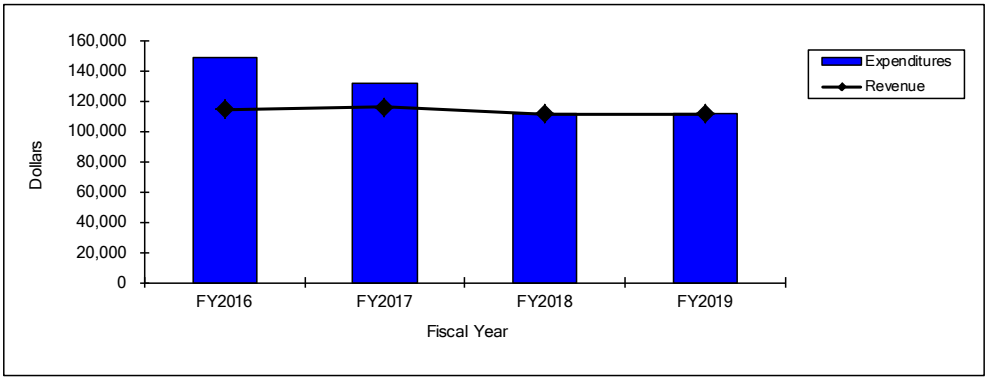
The Hidden Lake Dam is a privately owned Dam that is maintained through the Hidden Lake Service District. Hidden lake residents pay an additional property tax levy that funds the operation of the dam and the roadways in the neighborhood.

Who Are We?

The Hidden Lake Subdivision Service District Special Revenue Fund was established by Ordinance O06-06, adopted on January 3, 2006. It 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. The 2018 effective tax rate is $0.365.

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change '18 to '19	
Costs						
Personnel	$3,973	$3,218	$3,501	$2,180	($1,321)	-37.73%
Maintenance Services	80,223	63,275	46,331	44,869	(1,462)	-3.16%
Debt Service	64,538	64,538	61,268	64,051	2,783	4.54%
Total	148,734	131,031	111,100	111,100	0	0.00%
Revenue	114,013	115,913	111,100	111,100	0	0.00%
Inc/(Dec) to Fund Balance	($34,721)	($15,118)	$0	$0	$0	0.00%



Total Budget

$111,100

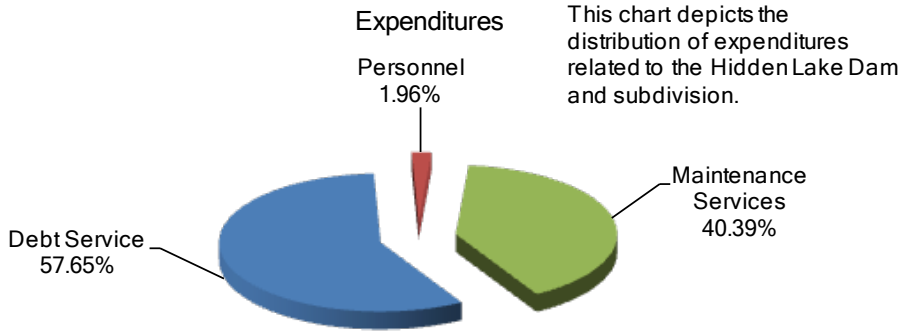
Goals/Objectives

- Provide operation and maintenance of Hidden Lake, Hidden Lake Dam, and private roadways within the neighborhood
- Ensure compliance with Virginia Dam Safety Regulations to maintain regular Operation and Maintenance Certificate for the Dam from the Virginia Department of Conservation and Recreation

Hidden Lake
Special Revenue Fund

Revenue/Expenditure/Fund Balance Summary

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Real Property Tax					
Special Assessment	$115,367	$110,700	$110,700	$0	0.0%
Interest	546	400	400	0	0.0%
Total	$115,913	$111,100	$111,100	$0	0.0%
Expenditures					
Debt Service	$61,712	$61,268	$64,051	$2,783	4.5%
Personnel	3,218	3,501	2,180	(1,321)	-37.7%
Maintenance Services	63,275	46,331	44,869	(1,462)	-3.2%
Total	$128,205	$111,100	$111,100	$0	0.0%
Fund Balance, Beginning of Year	$106,681	$94,389	$94,389	$0	0.0%
Revenues	115,913	111,100	111,100	0	0.0%
Expenditures	(128,205)	(111,100)	(111,100)	0	0.0%
Fund Balance, End of Year	$94,389	$94,389	$94,389	$0	0.0%



This chart depicts the distribution of expenditures related to the Hidden Lake Dam and subdivision.

Accomplishments

- Repaved the entrance and added speed bumps for traffic calming
- Repaved a section of the entrance road prior to the dam
- Successfully completed the regular 3-yr inspection of the dam for DCR.

Did You Know?

The Hidden Lake Dam received an award from the Virginia Lakes and Watershed Association (VLWA) for best maintained dam in the Commonwealth in March, 2015 at the VLWA Annual Conference. VLWA is a statewide organization that supports dam safety, floodplain management and water resource issues.

Road Impact Fee Funds

The County has the following special revenue funds to be used for road improvements:

Road Impact Fee - West Fund (Repealed by Ordinance O13-15 on May 21, 2013)
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.

FY2017 Revenues:	$ 465
FY2017 Expenditures (Poplar Road):	204,806
Fund Balance 6/30/17:	$ 295

Transportation Impact Fee - County-wide Fund (Adopted by Ordinance O13-15 on May 21, 2013)
Accounts for impact fee receipts effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development.

FY2017 Revenues:	$ 614,795
FY2017 Expenditures:	0
Fund Balance 6/30/17:	$ 614,795

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.

FY2017 Revenues:	$ 10,384
FY2017 Expenditures:	0
Fund Balance 6/30/17:	$1,367,598

Garrisonville Road Service District Fund (Adopted by Ordinance O07-55 in July 17, 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.

FY2017 Revenues:	$ 2,760,425
FY2017 Expenditures:	4,588,586
Fund Balance 6/30/17:	$ 3,647,982
2018 tax rate:	.079

Warrenton Road Service District Fund (Adopted by Ordinance O07-56 in July 17, 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.

FY2017 Revenues and transfers in:	$ 328,782
FY2017 Expenditures:	229,886
Fund Balance 6/30/17:	$ 3,527,211

The proposed budget includes expenditures in the Garrisonville Road District and Transportation Impact Fee funds.

Transportation Impact Fee - County-Wide Fund

Adopted ordinance O13-15 on May 21, 2013 authorizes a impact fee effective May 21, 2014 from new development of all land contained in the designated impact fee service area in Stafford County to generate revenue to fund or recover the costs of reasonable road improvements benefitting new development. The following schedule shows activity in Transportation Impact Fee.

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Road Impact Fees	$614,795	$325,000	$600,000	$275,000	85%
Total	$614,795	$325,000	$600,000	$275,000	85%
Expenditures					
Transfer fo Transportation Fund	$100,000	$325,000	$600,000	$275,000	85%
Total	$100,000	$325,000	$600,000	$275,000	85%

Fund Balance

	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Fund Balance, Beginning of Year	$454,866	$969,661	$969,661	$0	0%
Revenues	614,795	325,000	600,000	275,000	85%
Expenditures	(100,000)	(325,000)	(600,000)	(275,000)	85%
Fund Balance, End of Year	$969,661	$969,661	$969,661	$0	0%

Garrisonville Road Service District Fund

The following schedule shows activity in the Garrisonville Road Service District Fund. With the January 1, 2018 reassessment, the effective rate for the service district is 7.9 cents.

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Property Taxes	$562,865	$530,000	$530,000	$0	0.0%
Miscellaneous	1,201,389	0	0	0	0.0%
Interest	21,229	0	0	0	0.0%
State Revenue	974,942	0	0	0	0.0%
Total	$2,760,425	$530,000	$530,000	$0	0.0%
Expenditures					
Debt Service	$480,975	$467,725	$454,475	($13,250)	-2.8%
Rt 610, Garrisonville Rd	4,107,611	0	0	0	0.0%
Total	$4,588,586	$467,725	$454,475	($13,250)	-2.8%

In November 2008, voters approved a referendum authorizing General Obligation (GO) debt for Garrisonville Road area road improvements. The project is funded with bonds, service district taxes, and state revenue sharing. Series 2013 bonds were issued in June, 2013. On June 4, 2013, the Board approved resolution R13-176, authorizing a public-private partnership to complete this project. Funds were budgeted and appropriated in FY2013 for the entire project, with unspent funds to be re-appropriated into the next fiscal year until the project is complete.

Debt service on the GO bonds will be paid from service district revenue. Estimated tax revenue: $530K; Average debt service: $367k; Maximum debt service: $481k.

Fund Balance

	FY2017 Actual	FY2018 Adopted	FY2019 Proposed Budget	Changes '18 to '19	
Fund Balance, Beginning of Year	$5,476,053	$3,647,892	$3,710,167	$62,275	1.7%
Revenues	2,760,425	530,000	530,000	0	0.0%
Expenditures	(4,588,586)	(467,725)	(454,475)	13,250	-2.8%
Fund Balance, End of Year	$3,647,892	$3,710,167	$3,785,692	$75,525	2.0%

STAFFORD
Virginia
George Washington's Boyhood Home

Lake Carroll Service District Fund

The following schedule shows activity in the Lake Carroll Service District Fund. The January 1, 2018 tax rate for the service district is 14.4 cents.

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Property Taxes	$0	$0	$13,875	$0	100.0%
Total	$0	$0	$13,875	$0	100.0%
Expenditures					
Capital	$0	$0	$13,875	$0	100.0%
Total	$0	$0	$13,875	$0	100.0%

The Lake Carroll Service District was established by Ordinance O17-41 in November 2017. The purpose of the LCSD is to repair, construct, reconstruct, and maintain the Kennedy Dam which impounds Lake Carroll. This fund accounts for ad valorem tax receipts from property owners in the Lake Carroll Service District to repay the Stafford County General Fund for a loan of $550,000 to make the repairs.

Fund Balance

	FY2017 Actual	FY2018 Adopted	FY2019 Proposed Budget	Changes '18 to '19	
Fund Balance, Beginning of Year	$0	$0	$0	$0	0.0%
Revenues	0	0	13,875	13,875	100.0%
Expenditures	0	0	(13,875)	(13,875)	100.0%
Fund Balance, End of Year	$0	$0	$0	$0	0.0%

Lake Arrowhead Service District Fund

The following schedule shows activity in the Lake Arrowhead Service District Fund. The January 1, 2018 tax rate for the service district is 10 cents.

Revenues	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Changes '18 to '19	
Property Taxes	$0	$0	$112,000	$0	100.0%
Total	$0	$0	$112,000	$0	100.0%
Expenditures					
Operating/Capital	0	0	112,000	0	100.0%
Total	$0	$0	$112,000	$0	100.0%

The Lake Arrowhead Service District was established by Ordinance O17-01 in February 2017. T4. The purpose of the Service District is to raise funds and use said funds to repair, construct, reconstruct, and maintain the dams within the Lake Arrowhead subdivision This fund accounts for ad valorem tax receipts from property owners in the Lake Arrowhead Service District. The Lake Arrowhead Service District will repay a loan of $548,000 over the next 20 years to the Stafford County capital projects reserve.

Fund Balance

	FY2017 Actual	FY2018 Adopted	FY2019 Proposed Budget	Changes '18 to '19	
Fund Balance, Beginning of Year	$0	$0	$0	$0	0.0%
Revenues	0	0	112,000	112,000	100.0%
Expenditures	0	0	(112,000)	(112,000)	100.0%
Fund Balance, End of Year	$0	$0	$0	$0	0.0%

Tourism Fund

Mission

Administered within the Economic Development Department, Tourism promotes overnight stays in the County hotels, visitations to Stafford's many historical, cultural, recreational and entertainment attractions and patronage of local businesses.

George Washington was 6 years old when his family moved to this farm on the Rappahannock River. On this self-guided tour, guests can enjoy the gardens containing plants grown in the 18th century; see the site where the Washington once house stood and which is now being reconstructed.

Who Are We?

The Tourism Fund, established 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.

Thinking Efficiently

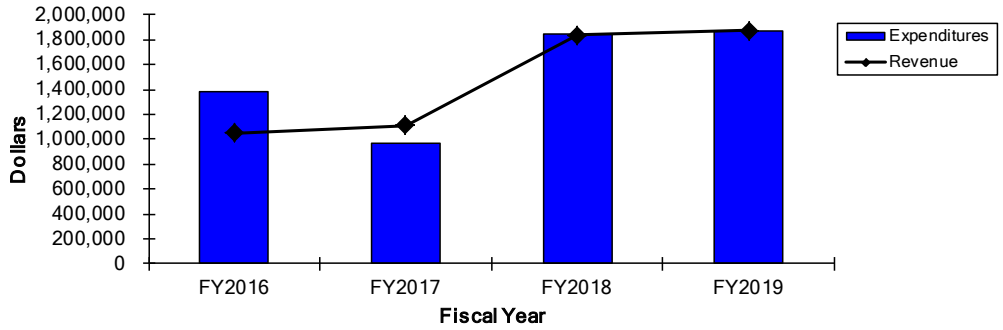
- Coordinating a collaborative effort with hoteliers to promote tourism and overnight visitation by producing marketing materials that can be used county-wide.
- The Tourism website with increased content and e-news will reach out to our markets and promote County tourism destinations more affordably.
- Using our content management based website to provide assistance as requested to our tourism partners.

Tourism Fund

Budget Summary

	FY2016 Actual	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	FY2019 Changes Adopted to Proposed	
Costs						
Personnel [1]	$160,715	$108,684	$145,707	$173,260	$27,553	18.91%
Operating	1,225,487	863,231	956,793	941,740	(15,053)	-1.57%
Transfer to General Fund	0	0	745,000	760,000	15,000	2.01%
Total	1,386,202	971,915	1,847,500	1,875,000	27,500	1.49%
Revenue	1,050,497	1,111,897	1,837,500	1,875,000	37,500	2.04%
Inc/(Dec) to Fund Balance	($335,705)	$139,982	($10,000)	$0	$10,000	-100.00%

[1] A portion of the Director of Economic, Business Recruitment Manager, Economic Development Specialist, Business Development Administrator, Tourism Manage, Marketing Associate and Administrative Associate are funded by the Tourism Fund.



Total Budget

$1,875,000

Notable Changes

Personnel

- Reclassification of two temporary positions to full-time permanent
- 2% Salary increase
- VRS rate increase to add Hazardous Duty Pay

Operating

- Sports Tourism Support
- Retention of Marketing Firm

Goals/Objectives

- Increase taxable hospitality-related sale by 3% (Service level 1, 2)
- Increase visitation to all Stafford attractions by 2% (Service level 1, 2)
- Increase Meals Tax by 6% (Service level 1, 2, 3)
- Increase Transient Occupancy Tax by 5% (Service level 1, 2, 3)

The above goals support the Board of Supervisors Priorities for the community.

Tourism Fund

Service Levels

	CY2017 Actual	CY2018 Budget	CY2019 Plan
1. Electronic media – (Facebook, Newsletter, Twitter, Instagram, Youtube)	8,877	12,167 (projected)	13,500 (projected)
2. Tourism Visitation Annually, *	495,232	519,993 (projected)	545,992 (projected)
3. Promotional Events Supported	Creating Baseline	Baseline plus 3%	12 + 4 new events
4. Transient Occupancy Tax	$1,095,747	$1,102,500	$1,125,000

* Visitation is defined ((Annual inventory of rooms/Average Occupancy)/ (average length of stay)* (2 total number of people per room)). These numbers are conservative industry standard for visitation calculation.

Revenue/Expenditure/Fund Balance Summary

Revenues	FY17 Actuals	FY18 Adopted Budget	FY19 Proposed Budget	Changes Adopted to Proposed	
3% Occupancy Tax	$1,095,747	$1,102,500	$1,125,000	$22,500	2.0%
2% Occupancy Tax [1]	0	735,000	750,000	15,000	2.0%
Other Revenue	16,150	0	0	0	0.0%
Total	$1,111,897	$1,837,500	$1,875,000	$37,500	2.0%
Expenditures					
Operating	$584,701	$680,293	$685,240	$4,947	0.7%
Personnel	108,684	145,707	173,260	27,553	18.9%
Tourism Programs	278,530	276,500	256,500	(20,000)	-7.2%
Transfer to General Fund [1], [2]	0	745,000	760,000	15,000	2.0%
Total	$971,915	$1,847,500	$1,875,000	$27,500	1.5%
Fund Balance, Beginning of Year	$808,445	$948,427	$938,427	($10,000)	-1.1%
Revenues	1,111,897	1,837,500	1,875,000	37,500	2.0%
Expenditures	(971,915)	(1,847,500)	(1,875,000)	27,500	1.5%
Fund Balance, End of Year	$948,427	$938,427	$938,427	$0	0.0%
Fund Balance Allocation	$948,427	$938,427	$938,427	$0	0.0%
Committed	669,232	669,232	669,232	0	0.0%
Assigned	279,195	269,195	269,195	0	0.0%
Fund balance, end of year	$948,427	$938,427	$938,427	$0	0.0%

[1] FY2018 Adopted Budget includes 2% Occupancy tax that will be transferred to the General Fund.

[2] FY2018 and FY2019 includes $10,000 for Parks and Recreation to support events and activities and will be transferred to the General Fund.

Accomplishments

- Hosted multiple sporting events at the new Embrey Mill/Jeff Rouse Center
- Hosted Fox 5 ZipTrip highlighting Stafford County
- Working through regional tourism marketing efforts secured the rights to host along with Spotsylvania the Region 1 Soccer National Tournament.
- Created the Stafford Civil War Days/Yankees in Falmouth Event to include the Cannon Run 4 Mile Race
- Stafford was instrumental supporting the local Breweries in creating first every Oktoberfest

Did You Know?

Ferry Farm is in the process of reconstructing the boyhood home of George Washington?

That Stafford County is home to 3 Breweries and two wineries?

Yankees in Falmouth celebrate its 10th year in 2017?

Riverside Theatre will begin its 20th Season in 2017?

The Jeff Rouse Swim Center will host approximately 15 Swim meets with over 500 swimmers each this year.

Tourism Partner Agencies' Funding

Agency	Program Description	FY2017 Actual	FY2018 Adopted Budget	FY2019 Proposed Budget	Change Adopted to Proposed	
Artisan Trail	Stafford County Tourism is no longer participating in the Artisan Trail. Prince William County and Fauquier County pulled funding voiding MOU.	0	10,000	0	(10,000)	-100.0%
Fredericksburg Tourism Alliance	To promote regional tourism through joint marketing and event promotion.	171,000	171,000	171,000	0	0.0%
Ferry Farm	To preserve and promote History and Knowledge of George Washington's time in Stafford.	7,577	10,000	10,000	0	0.0%
White Oak	The White Oak Civil War Museum houses a unique collection of hundreds of Union and Confederate artifacts collected from encampments and battle sites around the Fredericksburg area.	3,130	7,500	7,500	0	0.0%
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.	63,630	55,000	45,000	(10,000)	-18.2%
Riverside	Riverside Center for the Performing Arts is an elegant, full-service, special event venue and dinner theater located in Stafford VA.	10,193	10,000	10,000	0	0.0%
Historical Society	To preserve and promote knowledge of Stafford County history.	3,000	3,000	3,000	0	0.0%
Stafford Soccer	Our sponsorship of the St. Paddy's day tournament helps to generate 350,000 in direct economic impact.	10,000	10,000	10,000	0	0.0%
	Total	$268,530	$276,500	$256,500	($20,000)	-7.2%
Funds will be transferred to the General Fund.						
Parks and Recreation	To provide the county with activities and events.	$10,000	$10,000	$10,000	$0	0.0%
	Total	$10,000	$10,000	$10,000	$0	0.0%

Five Year Financial Outlook Stafford County FY19 Proposed Budget

Stafford County has engaged in a more robust five year financial planning process than in previous years. This outlook highlights long term implications of financial decisions and more closely links the 10 year CIP with the annual budget process. It creates a framework within which the fiscal year's budget development takes place. The planning process connects Board priorities to resources and provides direction to staff.

The following joint guiding principles developed in the Board's annual planning meeting will guide our planning processes in the future.

Guideline	Description
School's Operational Funding from County Revenue	The Schools' operating transfer will be developed to maintain a per pupil transfer. The needs of the Schools will be reviewed and analyzed and a basis for increase will be proposed to meet mandates and changes in service level.
Sheriff's Department adding Full Time Employees	The addition of Sheriff's Deputies will maintain current deputies per 1,000 citizens to keep up with changes in population. Staff is also charged with the consideration of adding deputies above this minimum as part of the budget development process.
Social Services Staffing	The Five-Year Financial Outlook included an increase of 10 Social Services employees to catch up with increasing case load and population. In FY2019: (1) Family Services Specialist III, (1) Office Associate II, (1) Benefit Programs Specialist II, and (2) Family Services Specialist II. In FY2020: (1) Benefit Programs Specialist II and (1) Family Services Specialist II. In FY2021: (1) Family Services Specialist III and (1) Office Associate II. In FY2022: (1) Benefit Programs Specialist II. In FY2023: (1) Family Services Specialist II.
Employee Compensation	A 2% compensation increase is supported to keep up with inflation in the market.
Market Pay	The Five-Year Financial Outlook included market pay equal to 1% of payroll to be earmarked to catch up with market pay. The Outlook also directed a portion of this funding to be used to catch up Benefits Service Specialist with similar positions in the Spotsylvania County and the City of Fredericksburg. Funding was also directed to reduce compression and to provide increase for the Family Services Specialist so positions with increasing responsibilities are paid accordingly.
Real Estate Tax Rate	The Board gave direction to limit the Real Estate Tax rate to be in line with assumptions underlying Scenario 2 in the Five Year Financial Outlook.
Transportation Funding	Staff will leverage alternative funding for Transportation projects and review the Impact Fee process to ensure the matching of revenues and project expenditures are maximized.
Utilities Fund	Through the FY2019 budget development process consider the impact of adding additional full time staffing to promote preventive measures that impact the sustainability of our water and sewer systems.
Children's Services Act	Through the FY2019 budget process consider cost sharing the local match for private day school placements with the school division. The five year financial outlook includes an increase of 2% annually to meet the continued rising costs associated with private day school placements. Consider a shared position with the school division to create additional transparency, assist in identifying measurable outcomes, and bridging the gap.

The Board engaged in several five year financial outlook planning work sessions. The first work session, held on November 21, 2018 focused on the General Fund revenues and expenditures. Staff presented five-year outlook assumptions and reviewed the major drivers with the Board of Supervisors. The outlook indicated that service levels that address catching up and keeping up with growth outpace the projection of revenue increases.

On December 5, 2017, the Board engaged in the second work session that focused on Transportation, Utilities and the Capital Improvement Program. Transportation continues to project diminishing operating revenues, particularly fuels tax, that was not projected to be sufficient to meet operating needs. The Utilities Fund presented balanced future projections of revenues and expenditures that support capital improvements and preventive maintenance. The Capital Improvements Program reviewed the Joint CIP process and the need for meeting an increasing school population as well as a new courthouse.

The final work session was conducted during the Board's annual planning meeting on January 19, 2018. This work session provided a discourse on fiscal stressors and the impact of the projections. During this work session, the Board developed the guiding principles, previously listed, to focus and direct staff's work in the future preparation and delivery of the five year financial outlook.

The resulting outcomes of this year's process serviced the as basis for the development of the FY2019 Proposed Budget.

Five Year Financial Outlook

FY2019-2023

Board Retreat Work Session

January 19, 2018

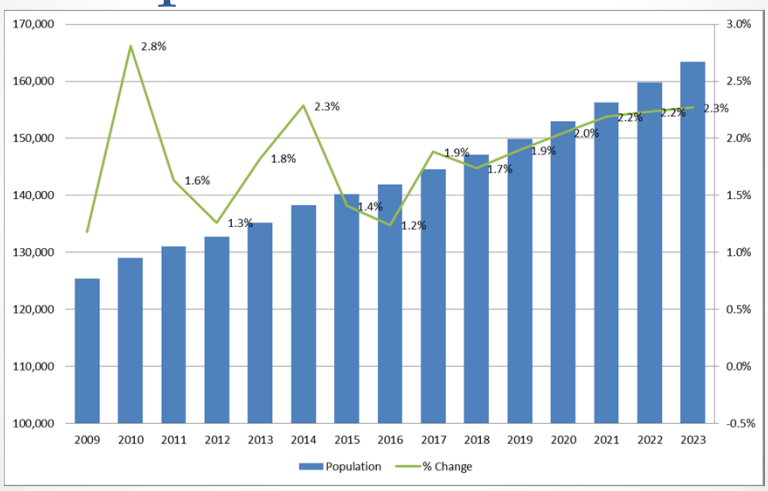
Five-Year Financial Outlook?

- Multi-year look at impact of existing and future priorities and challenges
- Promotes policy and long term focus
- Provides vehicle for clear direction from the Board to staff
- Creates alignment between Board Goals and the Annual Budget Process
- Not the annual budget or an adopted five year budget
- Developed with input from staff and reflects the Leadership Team's agreement on recommended priorities

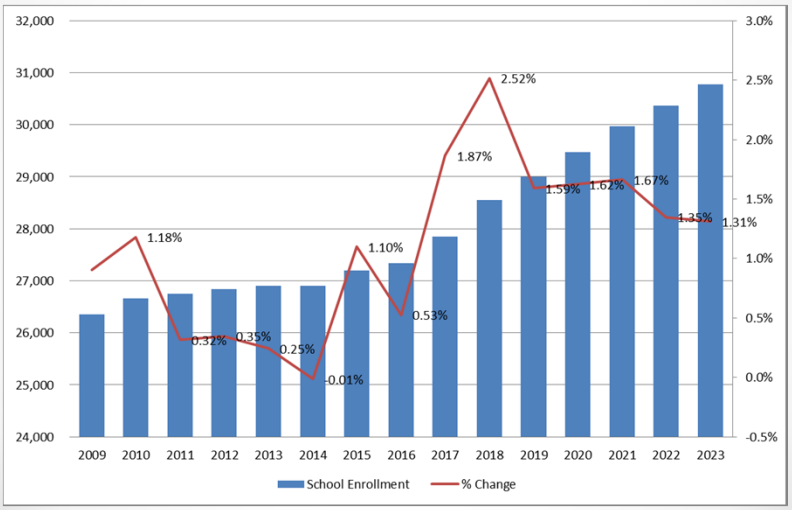
Overview

- Challenging environment assuming current revenue growth and modest expenditure assumptions
- Challenge driven by impact of increasing population and student enrollment…. with slow revenue growth
- Outlook leaves many reasonable needs unmet and likely not reflective of emerging Board & citizen priorities
- Capital program is particularly challenged
- County is currently in a "Catch up – Keep up" mode after years of recession and increased demands and expectations
- While adjustments will be needed, continued investment in economic development essential for future and is reflected in the plan

Population Growth



School Enrollment Growth



Agenda

- **Purpose:**
  - Board discussion on strategies to address the imbalance in the Five-Year Financial Outlook
- **Agenda:**
  - Brief overview of the existing outlook and its assumptions
  - Review of primary drivers and challenges reflected in the outlook
  - Board discussion and direction
    - Strategies/changes/issues for further review
- **Drivers/Challenges**
  - Maintaining current level of service as population/enrollment grows
  - Maintaining competitive pay to reduce turnover and ensure quality services
  - Addressing the County's Growing Capital Needs

Five-Year Financial Outlook Overview

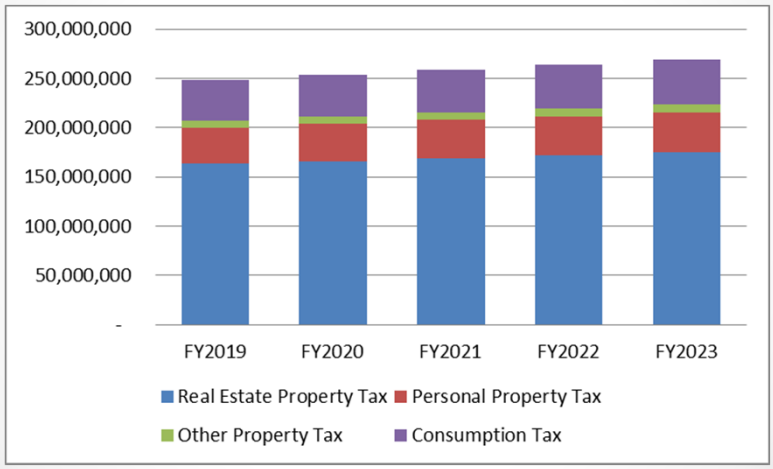
Revenue Assumptions

- Real Estate:
  - Assumes 2% new construction growth every year and 5% reassessment every other year;
    - Scenario 1 – Assumes equalized tax rate;
    - Scenario 2 – Assumes 1% change in rate in reassessment years; and,
    - Scenario 3 – Assumes a constant rate of $0.99 throughout the plan.
- Other Property Tax revenue projected based with historical trends.
- Consumption taxes projected on historical trends.
- State and Federal revenues are expected to remain relatively flat.

Real Estate Rates Assumed

	Real Estate Tax Rate				
	FY2019	FY2020	FY2021	FY2022	FY2023
Scenario 1	$ 0.941	$ 0.893	$ 0.893	$ 0.846	$ 0.846
Scenario 2	$ 0.960	$ 0.902	$ 0.902	$ 0.860	$ 0.860
Scenario 3	$ 0.990	$ 0.990	$ 0.990	$ 0.990	$ 0.990
Balanced	$ 0.965	$ 0.940	$ 0.940	$ 0.956	$ 0.956

Major Revenue Sources



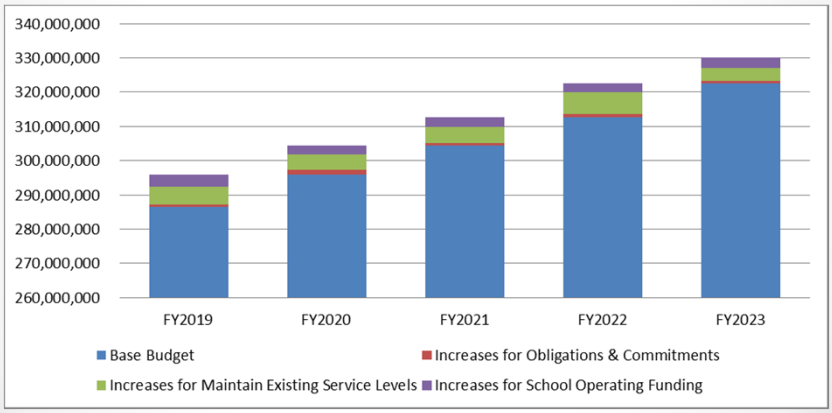
Expenditures

- Projected population and enrollment growth along with normal inflation are elemental factors underlying the needs in the outlook.
- There are several major expenditure drivers:
  - Schools Operational Funding
  - Public Safety Staffing
  - Social Services Staffing and Compensation
  - Achieving Market Pay for Staff
  - Mandated Treatment Services for Children (CSA)
  - Capital Improvement Projects
- All expenditure assumptions can be categorized as either keep up "or" catch up.
- Outlook does not include new services and leaves many needs unmet.

Expenditure Assumptions

KEEP UP	CATCH UP
2% Salary increases	Public Safety Staffing
Hazardous Duty Pay	Court Facilities
2% Inflationary Increases for Department Budgets (non-personal)	Social Services Staffing and Compensation
2% Increases for Partner Agencies	Achieving Market Pay for Staff
Maintaining Financial Policy Reserves	Repair, Replacement and Rehabilitation Projects
Mandated Treatment Services for Children (CSA)	Fire Fighters
Capital Projects	
Schools Operational Funding	

Expenditure Graph



Bottom Line

Five Year Finanical Outlook FY2019-23

	FY2019	FY2020	FY2021	FY2022	FY2023
Revenue					
Scenario 1	294,675,341	300,230,087	306,158,587	311,680,937	317,863,716
Scenario 2	296,133,397	302,710,786	309,563,142	316,633,268	323,922,037
Scenario 3	301,967,622	312,784,857	323,529,576	334,881,236	346,588,409
Expenditures					
Base Budget	286,415,159	295,992,780	304,446,961	312,679,707	322,537,592
Obligations & Commitments	684,199	1,330,197	697,314	907,894	635,774
Maintain Existing Service Levels	5,376,659	4,383,986	4,684,182	6,340,066	3,824,940
School Transfer (50% New Tax Revenue)					
Scenario 1	3,516,764	2,739,998	2,851,250	2,609,925	3,028,515
Scenario 2	4,364,792	3,195,320	3,315,678	3,433,813	3,537,510
Scenario 3	7,756,904	5,108,243	5,266,860	5,605,580	5,752,712
Five Year Outlook					
Scenario 1	(1,317,441)	(4,216,874)	(6,521,120)	(10,856,655)	(12,163,105)
Scenario 2	(707,413)	(2,191,497)	(3,580,993)	(6,728,212)	(6,613,779)
Scenario 3	1,734,702	5,969,651	8,434,259	9,347,989	13,837,391

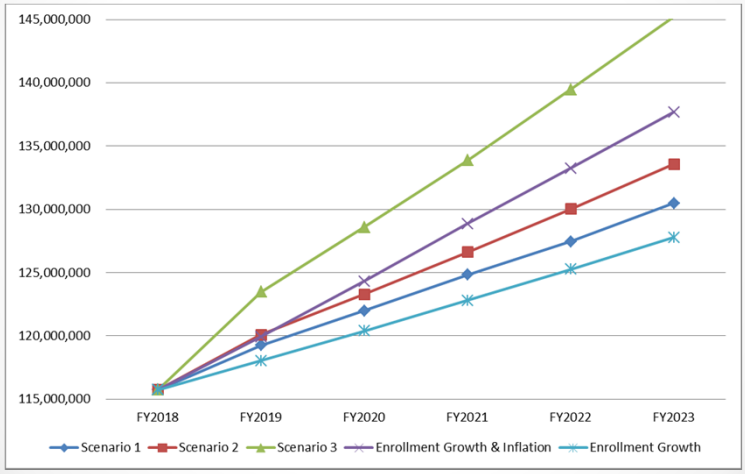
Major Budget Drivers

Schools Operational Funding
Public Safety Staffing
Social Services Staffing and Compensation
Achieving Market Pay for Staff
Mandated Treatment Services for Children (CSA)
Utilities Fund
Capital Improvement Projects

School's Operational Funding

- Challenges/Drivers
  - Enrollment growth projected throughout
  - Stafford has among the highest enrollment per capita in the state
  - Early Childhood Special Education
  - Achieving Market Pay
- In the Five Year Outlook
  - Model based on 50% allocation of all property and consumption taxes.
  - Staff analyzed additional potential formulas approaches:
    - Growth – maintaining local per pupil funding as enrollment grows
    - Growth and Inflation – maintaining local per pupil funding as enrollment grows plus inflation

School's Operating Transfer Comparison



School's Operational Funding Discussion and Direction

- Considerations
  - A funding formula can provide a basis for budget planning, but may also create an expectation that won't always be met
  - Prior transfers have been needs based
  - An established funding formula, without an analysis of need, can over or underfund the school division and effect funding for other critical non-school requirements or priorities
- Direction
  - Does the Board support a funding formula or a needs-based approach?

Public Safety Staffing

- Challenges/Drivers
  - Population growth resulting in increased calls for service
  - Sheriff's Department experiencing changes in the nature of calls responded to and the resources needed
  - Demand for fire and rescue services increasing, while volunteer participation is declining
- In the Five Year Outlook
  - Sheriff's Department
    - Adds 4 new deputies annually and is in line with FY2018 Adopted Budget
    - Each deputy is projected at $125,000 in the first year –which includes salaries and equipment
  - Fire and Rescue Department
    - Adds a new engine crew in FY2019 – 12 new fire fighters
    - No additional staff throughout the remaining years pending additional review and consideration

Public Safety Staffing
Consideration and Direction

- Considerations
  - Increasing population and changing types and numbers of crimes
  - Staffing study used Community Policing model as basis for projecting needs in the Sheriff's Office
  - Declining response times to Fire and Rescue calls
  - Recruitment and retention of Fire and Rescue volunteers.
  - Additional requests from Volunteer Companies for career staffing
- Direction
  - Does the Board support the community policing model?
  - What strategies should staff pursue for Fire and Rescue staffing and to fortify Volunteer Fire and Rescue participation?

Social Services Staffing

- Challenges/Drivers
  - Significant turnover (28.5% overall; 17.2% for voluntary, mid career separations)
  - Higher caseload per employee than comparative localities ~ 24.6% higher than Spotsylvania County
  - Benefit Specialist can earn $5K more in Spotsylvania and Fredericksburg and up to $11k more in Prince William County.
- Five Year Outlook includes:
  - 10 new positions in the next five years ~ $529k over that period
  - Increase to Benefit Specialist and to Family Services Specialist pay to combat compression ~ $150,000 (part of Market Pay incentive in FY2019)
  - Reduce compression from new hires by providing current staff market increases ~ $90,000 (part of Market Pay incentive in FY2019)

Social Services Staffing

Discussion and Direction

- Considerations
  - Continual increases in caseloads with relatively little change in FTE's
  - Pay for key positions significantly behind market
  - Changing State and Federal requirements drive operational needs
- Direction
  - Does the Board support the proposed staffing additions and market adjustments?

Employee Compensation

- Challenges
  - High turnover rate, particularly in certain departments
  - Challenging market impacted by Northern Virginia
  - Have fallen behind City of Fredericksburg market in certain positions
- Five Year Outlook includes:
  - Assumes a 2% annual salary increase ~ $1.2M in FY2019
  - Assumes continued support for moving towards the Board's philosophy of meeting 75% of the market
  - Adds 1% of payroll annually

Employee Compensation

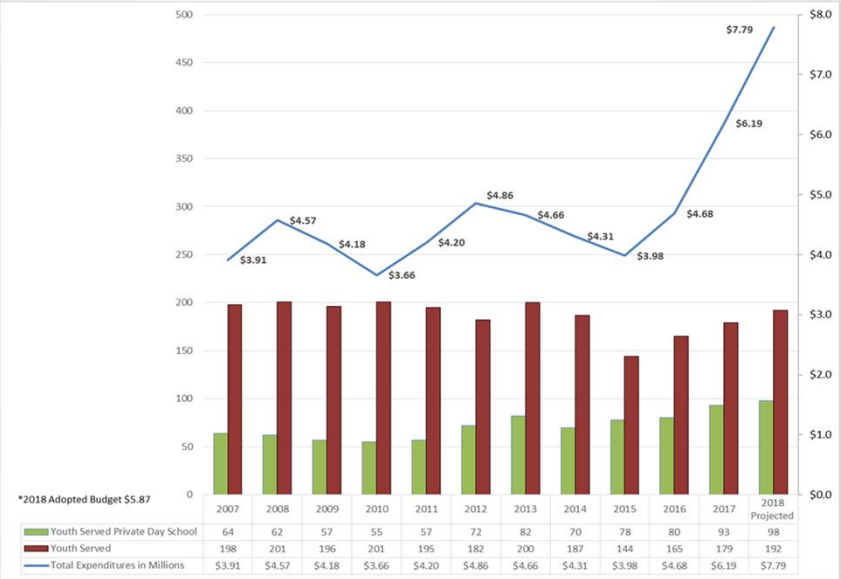
Discussion and Direction

- Considerations
  - Understanding where we are in the market is important to guiding a holistic employee compensation and benefit strategy. An updated market study, with a plan to conduct these studies at regular intervals would provide the data necessary to develop and maintain this strategy.
  - Maintaining excellent service levels relies heavily on recruiting and retaining qualified staff.
  - Employee turnover has implicit costs of training new personnel, recruitment and lost opportunities.
- Direction
  - Does the Board support the development of a comprehensive employee compensation and benefits strategy supported by regular market studies and analysis?
  - Does the Board support the pay philosophy of 75% of the market?

Mandated Treatment Services for Children (CSA)

- Challenges
  - Population requiring private day educational services has steadily increased
  - Continued increases in costs associated with private day educational services
  - Resource availability to meet the increased level of complexity of special needs youth
- Five Year Outlook includes:
  - $1.1M increase in FY2019 with 2% increases in fiscal years 2020-23; however, more recent analysis of expenditures increase the FY2019 need to be $1.8M.

Mandated Treatment Services for Children (CSA)



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018 Projected
Youth Served Private Day School	64	62	57	55	57	72	82	70	78	80	93	98
Youth Served	198	201	196	201	195	182	200	187	144	165	179	192
Total Expenditures in Millions	$3.91	$4.57	$4.18	$3.66	$4.20	$4.86	$4.66	$4.31	$3.98	$4.68	$6.19	$7.79

Mandated Treatment Services for Children (CSA) Discussion and Direction

- Considerations
  - Budgeting a reserve to mitigate the continued increase in costs with private day school placements at mid-year
- Proposed Initiatives
  - Proposed Shared Position with SCPS and Human Services (CSA):
    - Focus on transparency of process of identifying students requiring private day programming; focus on outcome measurements/progress of private day school placements.
  - Expansion of Public Day Programming:
    - 1classrooms/6 additional students- Capacity
    - Increase of MOA $285,000; EBS Teacher and 9 Behavioral Support Aides
  - Continue to pursue State support through legislative action regarding the restructuring of alternative day programming.
  - Develop strategy on cost sharing local share of private day school placements with SCPS (Local Match Rate for private day school placements is 44.39%)

Direction

- Does the Board generally support the initiatives proposed to control CSA costs?

Utilities Fund

- Challenges
  - Growth is outpacing the ability to maintain systems
  - Adequate proactive programs not currently in place (FOG pretreatment, water system flushing, pump station rehabilitation)
- Five Year Outlook includes:
  - Revenue Assumptions ~ 9% rate increase in FY2019; 1.5% in out years
  - Expenditure Assumptions
    - 2% market pay
    - 2% inflationary increases
    - Additional of 18 new personnel over the 10 year period
  - Capital Program
    - $169M in next 10 years

Utilities Fund
Discussion and Direction

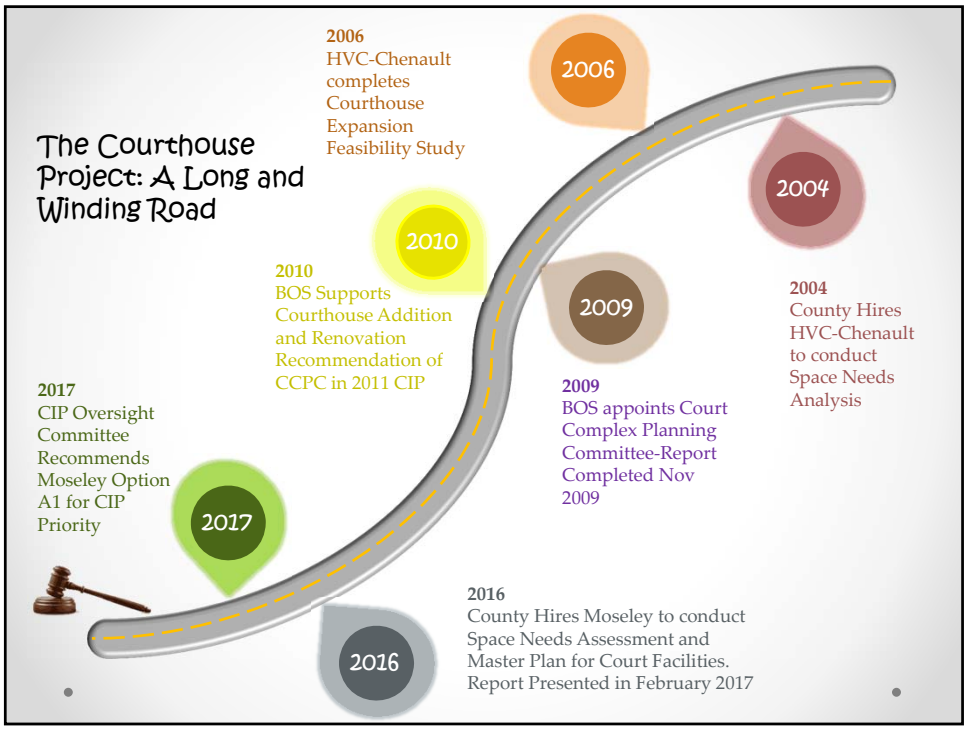
- Consideration
  - The Five Year Financial Outlook outlined proactive strategies and a maintenance schedule for long term solutions which need additional staffing to fully support.
- Direction
  - Does the Board support the staffing increases and other investments to support long term maintenance and prevention needs?

Capital Improvement Program

- Challenges/Drivers
  - Population increases and projected enrollment growth
  - There are three major projects driving the CIP development:
    - Elementary School #18
    - High School #6
    - Courthouse Facility
- Five Year Outlook includes
  - "Ramp up" for the Courthouse
  - Debt service and operating costs included in FY2022
  - School projects impacts are outside the five years

New Courthouse

- Challenges/Drivers
  - Increasing caseload driven by increasing population
  - Court security
- Five Year Outlook includes:
  - Projected annual cost increase equivalent to approximately $0.05 on real estate tax rate
    - Annual Debt Service Increase $5.5M
    - Annual Operating/Personnel Increase $2.5M

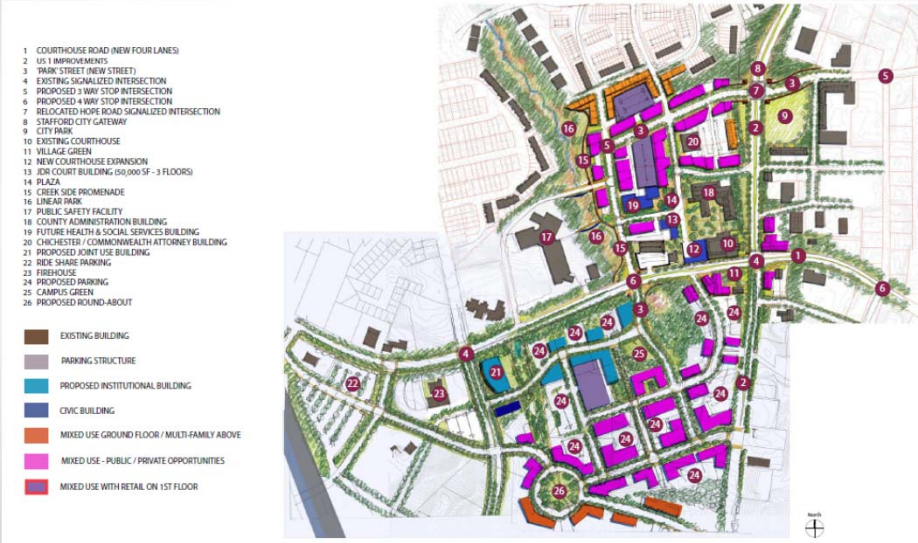


Courthouse Space Needs

Court Type	Current Courts	Case Capacity	Average Cases Stafford 2005-2015	Actual Court Rooms Needed 2016	Projected Court Rooms Needed 2026	Projected Court Rooms Needed 2036
Circuit	3	5,640	5,746	4	6	7
General District	2	43,706	35,951	2	3	3
J & DR	2	7,296	9,928	3	4	5

Proposed Courthouse Plan	Master Plan Includes Phasing	Long Term Space and Parking Needs Met	Costs	Other Considerations
June 2006 (J&DR Boat Center)	Yes	Space needs met, not future parking needs	$42 million	Operating Costs would be higher due to need for multiple security stations
July 2008	Yes	Yes	$57 million	Could impact Downtown Stafford Development
FY 2010 CIP (Nov 2006 plan)	Yes	No	$32 million	Would be beyond capacity by 2019
Moseley 2017	Yes (with A2)	Yes	$71 million	Could impact Downtown Stafford Development

What Would This Mean To Downtown Stafford?



New Courthouse Discussion and Direction

- Considerations
  - Population growth is driving case loads
  - Security issues and an older facility create the need for investments into the current facility.
- Direction
  - Is there additional research the Board would like staff to begin?

Transportation

- Challenges/Drivers
  - Operating revenues, including Fuels Tax Revenues, are outpaced by operating expenditures such as VRE and PRTC subsidies
- Five Year Outlook Includes:
  - Gasoline Sales Tax revenue projections provided by PRTC prepared for the FY2018 budget process.
  - Enon Road Improvements to intersection at Route 1

Transportation Discussion and Direction

- Considerations
  - 2008 Bond referendum has projects with no work done; projects are removed from previous CIP's due to lack of funding along with other projects proposed for Smart Scale or referred by Board Members
  - Operating revenues continue to decline, while operating expenditures are projected to increase creating additional pressures on available funding.
- Direction
  - Does the Board have suggested alternatives for staff to pursue?

Elementary and High School Projects

- Challenges
  - Enrollment growth and increased participation in Early Childhood Special Education are driving the need for a new elementary and high school
- In the Five Year Outlook
  - The Five Year Outlook did not account for changes in School CIP – other than bond funded Repair, Replacement and Rehabilitation projects
  - A new elementary school falls just outside of the Five Year Outlook

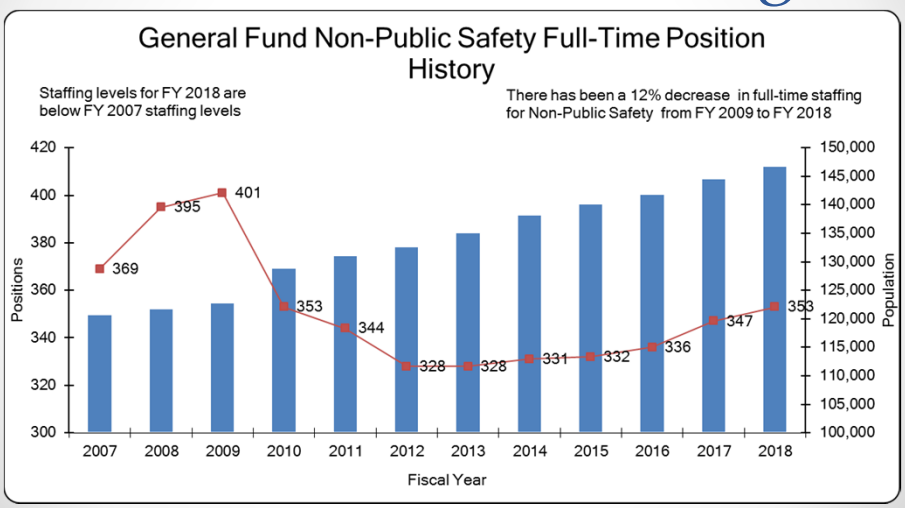
Elementary and High School Discussion and Direction

- Consideration
  - School staff is presenting updated enrollment projections based upon program capacity basis to the School Board
  - Fredericksburg Christian Academy provides the potential to remove pre-k from elementary schools. More work to understand how that impacts program capacity may be necessary.
  - The School Board's policy/practice on redistricting can be a determinate as to when to include new school facilities.
  - A "ramp up" for new facilities can be considered to help alleviate reliance on debt and build debt service costs into the budget gradually.
  - The mandated Pre-K program is seeing growing enrollment.
- Direction
  - More data is forthcoming.

Unmet Needs

- Challenges
  - The Five Year Financial Outlook doesn't have sufficient resources to address the needs identified by the Departments and supported by the Leadership Team.
  - Population growth continues to drive work loads, but addressing operational capacity is not included within the Outlook.
  - Several proposed CIP projects have no funding source.
  - Station 14 had originally included a Battalion Chief and a Ladder Truck crew, but were not funded in the five years.

Unmet Needs
General Fund Staffing



Conclusion/Discussion

Staffing Plan

Mission

A highly skilled and motivated workforce that is Responsible and Accountable to the Citizens

Each year, employees are invited to attend our service awards ceremony to recognize continued commitment to our community. Awards are received at 3 years, 5 years, 10 years, etc.

Initiatives to Better Serve the Community

- Public Safety is one of the Board's priorities and we continue to work on initiatives to make these programs even stronger. The Public Safety Staffing Plan was adopted by the Board of Supervisors at their meeting on June 2, 2015. This plan provides the County with strategic objectives to continue to enhance our responsiveness to our citizens and to build upon the excellent services and relationships that we have established. In FY2019, the adopted budget adds 5 full-time Deputies in the Sheriff's Office, an engine crew staffed by 12 full-time positions and a Volunteer Services Coordinator in the Fire and Rescue Department.

- Staffing in the non-public safety agencies has had slow growth since the recession despite continually increasing accomplishments and responsibilities. The FY2019 Proposed Budget includes positions to ensure that the County can continue to provide exemplary service to our citizens. A total of 10 new full-time positions are included:

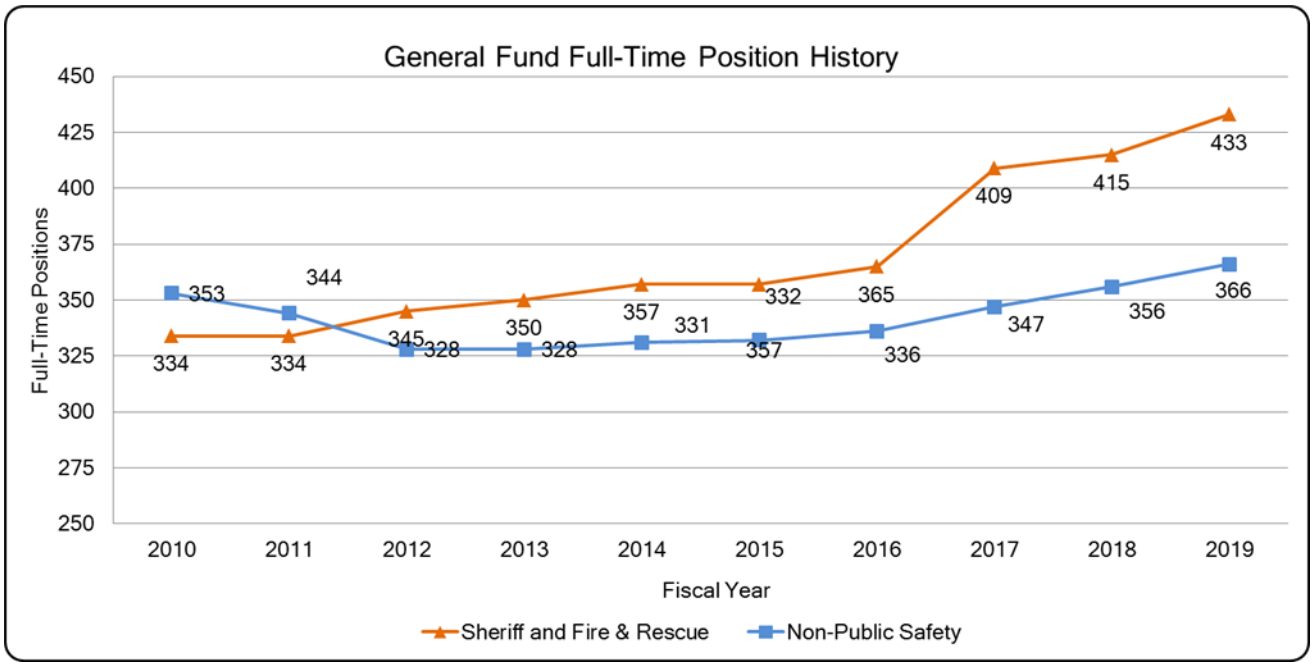
    - Social Services (4)
    - Social Services - Medicaid/Medicare Expansion Dependent (2)
    - Information Technology (1)
    - Finance and Budget (1)
    - Economic Development - partially funded in Tourism Fund (2)
    - Utilities (10)
    - Fire and Rescue (13)
    - Sheriff (5)

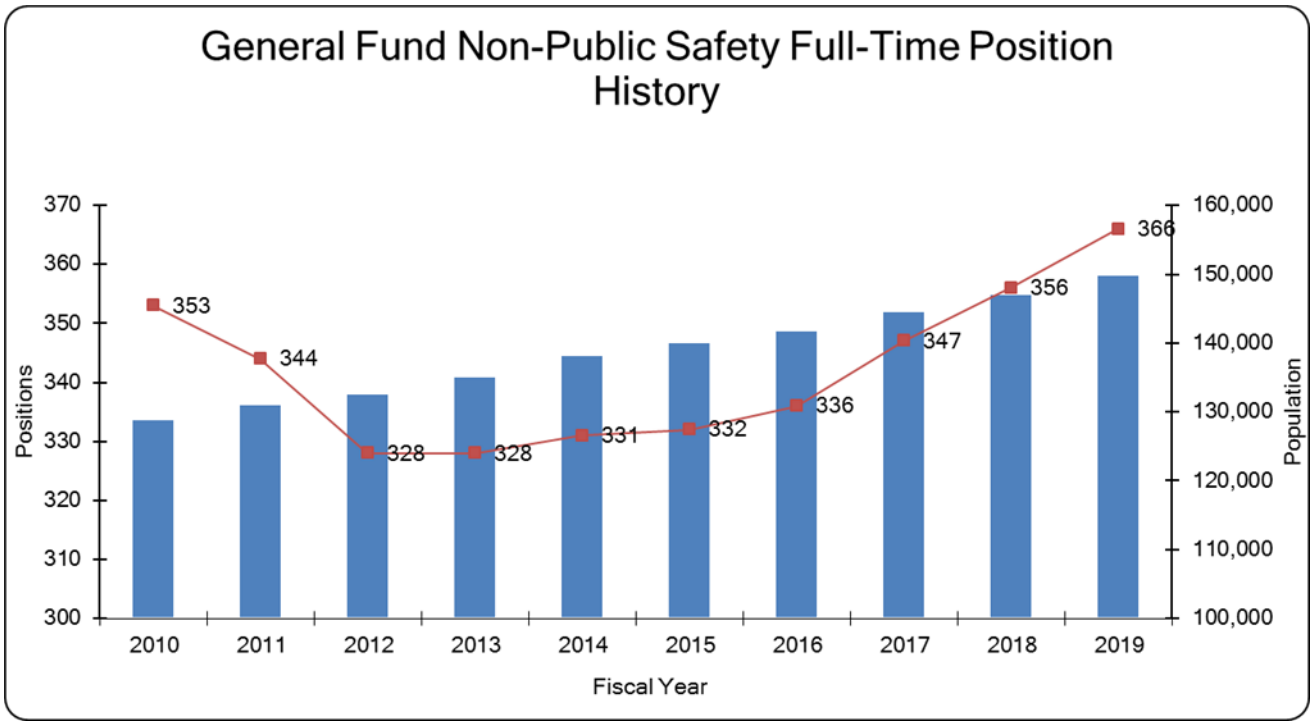
Thinking Efficiently

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

Non-Public Safety positions in FY2019 have increased thirteen (13) positions above staffing levels in FY2010. Staffing levels in Public Safety have increased by ninety-nine (99) positions as more resources have been allocated to this priority of the Board.





Compensation and Health Care

A competitive and meaningful total rewards package is critical to ensuring the organization is able to attract and retain a highly qualified workforce. The needs and preferences for total rewards are continually changing with demographic and culture shifts and therefore a recurrent analysis is necessary to ensure future progress.

In FY2015, a classification and compensation study (class/comp study) was conducted to evaluate Stafford County's competitiveness in the local and regional markets and initial adjustments were made to positions misaligned with the market. The FY2019 proposed budget provides funding to address market competiveness in targeted areas. As an example, the market has shifted for Benefit Programs positions and Family Services positions in the Social Services department. This funding will be used to reclassify these specific positions to a market competitive pay grade and will address pay compression that will occur as a result of the reclassification. The Sheriff's Office is currently engaged in a study for the Communications Officers and implementation of this study will occur through use of market competitiveness funds in the FY2019 budget.

FY2019 continues our joint health insurance program with the Stafford County Public Schools (SCPS) which continues to provide efficiencies and align benefits strategy through shared services. It is a goal of the County to offer employees a fiscally responsible benefits package that is competitive and valuable. The County and SCPS will continue to discuss opportunities to better align our benefit programs and the costs associated with those programs over the next several years. Staff is working with a consultant to re-evaluate the market and make recommendations on how to move forward with the shared health insurance model.

The County continues to monitor Federal legislation surrounding the Affordable Care Act (ACA) in an effort to manage the impact on the cost of health insurance.

Future Challenges

Strategic evaluation and planning of the County's compensation and benefit programs is critical in order to attract and retain a highly qualified workforce to support our thriving community. The FY2019 Proposed Budget provides funding to create and implement a holistic classification system which will include a market survey of key positions. This system will be more than a standard compensation study by providing a framework to align jobs within our pay structure based on the evaluation of various key factors.

The ability to utilize systems and data to make strategic business decisions for the workforce is an area identified for improvement. The FY2019 budget proposal includes funding for a Talent Management System that will greatly improve and streamline our people management processes. Further details can be found in the Human Resources narrative.

It is anticipated that additional efforts and resources will be necessary to achieve market competitiveness and benefit costs (Virginia Retirement System, health insurance, and life insurance) are expected to continue to increase.

Moving Forward

Stafford County employees are committed to cultivating a great community. Employees are counted on to be more generalists than specialists 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.

In order to provide the tools employees need to excel in their position and also take steps to advance their career, Stafford County is committed to providing a variety of professional development opportunities, including:

- Technical and computer skills
- Customer service
- Manager/supervisor training
- Leadership training
- Tuition reimbursement
- Proper workplace conduct and diversity awareness

As an organization, Stafford County will continue to invest in our human resources as our people are a critical component to delivering exceptional services to the citizens of this growing community.

Position Summary

	FY 2016		FY 2017		FY 2018		FY 2019	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
General Government								
Board of Supervisors	0	7	0	7	0	7	0	7
Commissioner of the Revenue	29	1	29	1	29	1	29	1
County Administration	7	0	8	1	8	1	8	1
County Attorney	7	0	7	0	7	0	7	0
Electoral Board and Registrar	3	1	3	1	3	1	3	1
Finance and Budget	15	0	15	0	15	0	16	0
Geographic Information Systems	5	0	5	0	5	0	5	0
Human Resources	3	2	5	1	5	1	5	1
Information Technology	12	2	12	2	14	0	15	0
Office of Community Engagement	2	0	2	1	3	1	3	1
Treasurer	17	3	18	3	18	3	18	3
Total General Government	100	16	104	17	107	15	109	15
Public Safety								
Sheriff	217	14	227	13	231	14	236	14
Fire & Rescue Services	120	0	154	0	156	0	169	0
15th District Court Unit	2	0	2	0	2	0	2	0
Code Compliance	39	0	39	0	41	0	41	0
Total Public Safety	378	14	422	13	430	14	448	14
Judicial Administration								
Circuit Court	3	0	3	0	4	0	4	0
Clerk of the Circuit Court	18	0	20	0	20	0	20	0
Commonwealth's Attorney	25	1	27	0	27	0	27	0
Court Deputies	28	3	28	3	28	3	28	3
Total Judicial Administration	74	4	78	3	79	3	79	3
Community Development								
Cooperative Extension Program	0	4	0	4	0	4	0	4
Economic Development	6	0	5	0	5	0	7	0
Planning and Community Development	20	1	21	0	21	0	21	0
Total Community Development	26	5	26	4	26	4	28	4
Health and Social Services								
Human Services	2	0	3	0	3	0	3	0
Social Services	58	6	60	6	61	6	67	6
Total Health and Social Services	60	6	63	6	64	6	70	6
Parks, Recreation and Cultural								
Parks and Recreation	39	116	39	116	40	115	40	115
Total Parks, Recreation and Cultural	39	116	39	116	40	115	40	115
Public Works								
Engineering	5	0	5	0	5	0	5	0
Community Facilities	19	5	19	5	20	5	20	5
Total Public Works	24	5	24	5	25	5	25	5
Total General Fund Positions	701	166	756	164	771	162	799	162
Capital Projects Fund Total Positions	3	0	2	0	2	0	2	0
Utilities Fund Total Positions	139	1	140	1	140	1	150	0
Total Authorized Strength All Funds	843	167	898	165	913	163	951	162

(Details on staffing changes are also included within each Department section)

Summary of General Fund Position Changes

Stafford County FY19 Proposed Budget

Department	Position	Full-Time	Part-time	Notes
	FY2018 Adopted Positions	768	161	
FY2018 Changes				
Sheriff	Senior Law Enforcement Analyst		1	As per policy after a year converted from temporary part-time to regular part-time
Code Compliance	Commercial/Residential Planer	1		Approved by R18-25
Code Compliance	Senior Building Inspector	1		Approved by R18-25
Community Facilities	Building Maintenance Mechanic III	1		Approved by R17-153 for upkeep of Jeff Rouse Swim and Sports Center funded by ESM Embrey Mill, LLC
	Total Change	3	1	
	FY2018 Revised Positions	771	162	
FY2019 Proposed Positions				
Finance and Budget	Budget Analyst	1		
Information Technology	Systems Analyst I	1		
Sheriff	Deputy Sheriff I - Field Ops	5		One vehicle unfunded
Fire and Rescue	24 hour F&R Lieutenant	3		Budgeted fro 6 months
Fire and Rescue	24 hour F&R Master Technician	3		Budgeted fro 6 months
Fire and Rescue	24 hour F&R Technician II	6		Budgeted fro 6 months
Fire and Rescue	Volunteer Program Coordinator	1		
Economic Development	Marketing Associate	1		Contracted Employee to Full-Time 50% General Fund 50% Tourism Fund
Economic Development	Administrative Associate	1		Contracted Employee to Full-Time 80% General Fund 20% Tourism Fund
Social Services	Benefit Programs Specialist II	2		
Social Services	Family Services Specialist III	1		
Social Services	Office Associate II	1		
Social Services	Benefit Programs Specialist II	2		Medicaid/Medicare Expansion 85.5% state funded
	Total Proposed	28	0	
	Total General Fund Positions	799	162	

Summary of Utilities Fund Position Changes

Department	Position	Full-Time	Part-time	Notes
	FY2018 Adopted Positions	140	1	
FY2019 Proposed Positions				
Utilities	Line Crew Worker I	2		
Utilities	Line Crew Worker II	2		
Utilities	Water Plant Operators	2		
Utilities	Geographic Info Systems Analyst	1		
Utilities	Maintenance Mechanic II	1		
Utilities	Meter Reader / Technician I	1	-1	Convert Regular part- time Meter Reader / Technician I to a full-time Meter Reader / Technician I
Utilities	Industrial Pretreatment Program Manager	1		
	Total Proposed	10	-1	
	Total Utilities Fund Positions	150	0	

Position Justification

Department:

Finance and Budget Department

Position:

1 Budget Analyst

Full-time

Funding Source:

Local Revenue

Position Description:

The Budget Analyst would assist with the review and analysis of proposed budgeted expenditures and budget preparation; assisting with the monitoring of budget and expenditure reviews; preparing and maintaining budget spreadsheets, records and files. They would also assists in the preliminary and final formulation, presentation, and administration of the recommended annual operating budget, the ten year capital improvement program and the five year financial outlook for the County. They would assist with the preparation of supporting budget documentation including revenue projections, statistical data and other information. Analyzes expenditures and revenues for the Grant and Capital projects funds; prepares and provides periodic reporting to administrative staff. The analyst would analyze current operating expenditures and the estimates of future expenditures. Conducts research, analyzes and reports on expenditure patterns and recommends financial corrective measures as required. They would also provide technical expertise in the preparation of reports and presentation to staff and the Board. Prepare and/or post budget adjustments.

Position Justification:

The implementation of the Joint Capital Improvement Plan with the Schools and the County and the more robust long term financial planning process have been added to the current staff's responsibilities. These processes begin in early summer and overlap the annual budget development process. They both require a higher level of data support, intensive review, reporting, presentations and work sessions with the Board of Supervisors. The five year plan requires more interaction with departments which require current Budget staff to prepare for, facilitate and record meeting outcomes. Implementation of new reporting platforms, such as the Budget in Brief, provides substantial challenges for current staff to manage. Additional Special Revenue Funds provide additional work load for existing staff.

Cost Benefit Analysis:

Salary/Benefits	$81,467
Operating/Capital Costs	3,050
Revenue	0
Current Expenses	0
Net Cost	$84,517

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Annual budget work sessions	3	6	6
Oversight Committee meetings	0	3	3
Technical Review Committee meetings	0	3	6
Budget in brief	0	1	1
Number of Special Revenue Funds	10	11	13
Number of management studies	1	2	3
All Funds Total Expenditures	$ 562,245,699	$ 562,245,699	$ 572,941,255

Position Justification

Department: Information Technology

Position:

1 Systems Analyst I

Full-time

Funding Source:

General Fund Revenues

Position Description:

Performs intermediate professional work involving the analysis of departmental operating procedures; develops and maintains work plans for moderate to complex projects; participates on project teams; maintains a moderate level of knowledge of the application system(s), multiple platforms and new technology to provide technical expertise and advice to project teams and users; performs development, design and implementation of computer systems; and does related work as required. Work is performed under regular supervision. Supervision may be exercised over subordinate technical personnel.

Position Justification:

The IT strategic plan has called for additional positions on the Applications Systems team to support the implementation of new technologies and to enhance the use of those already in place. As the use of technology in the County increases every year so does the need to adequately support it. This position will support the growing use of mobile applications among the work force, They will be responsible for growing OnBase into an enterprise document management system, which is part of the proposed County five year plan. Integrating OnBase with existing applications and developing workflows to streamline departmental processes will significantly improve efficiency in all departments. The position would also support ePlans and online permitting to maximize the utilization of these technologies.

The FY2019 Proposed Budget includes one-time funding to provide for an Enterprise Resource Planning (ERP) system study to provide sufficient data to develop and implement an ERP for the County. The Systems Analyst would be instrumental in the development of the criteria of the study and provide a bridge between using departments and a delivered solution.

Cost Benefit Analysis:

Salary/Benefits	$101,507
Operating/Capital Costs	0
Revenue	0
Current Expenses	0
Net Cost	$101,507

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
OnBase imaging system users	50	50	85
Eplans users supported	10	18	40
Mobile enterprise app. Users (Hansen, OnBase, GIS)	15	15	30
Business Intelligence Software Users Supported (COGNOS)	8	12	20
Talent Management and other HR systems	0	0	900
Agenda Management system users supported	0	0	50
Executime Online Timesheet Users	100	600	700

Position Justification

Department:

Sheriff

Position:

Deputy Sheriff I - Field Ops

5 full-time

Funding Source:

Local Revenue

Position Description:

This position is responsible for routine patrol, crime prevention, traffic safety, juvenile services, and special problems.

Position Justification:

The need to establish additional field deputy positions remains a priority. Calls for service have increased by approximately 16% since the completion of the study in 2012. Time on calls has increased because of changes in law and procedures. Administrative requirements have increased because of changes in the law and reporting requirements. Training has increased because of the nature of calls such as mental health incidents and opioid overdose emergency procedures. Proactive time has decreased reducing community policing time, proactive patrol, traffic enforcement time and neighborhood and business checks. Minimum staffing criteria has become difficult to meet consistently because of training demands, injuries, illness and required obligations beyond patrol.

These positions are a part of the staffing study. Four of the deputies are being funded with vehicles as shown below. Funding for the fifth vehicle is proposed from one time funding from prior year fund balance.

Cost Benefit Analysis:

Salary/Benefits	$68,416
Operating/Capital Costs	63,128
Revenue	0
Current Expenses	0
Net Cost	$131,544

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Number of Field Ops Officers	65	69	74
Number of Field Operations Officers based on the Comprehensive Staffing Plan	87	87	87
percentage of Comprehensive Staffing Plan Achieved	74.7%	79.3%	85.1%

Position Justification

Department:

Fire and Rescue

Position:

6 F&R Technician II

3 F&R Master Technician

3 F&R Lieutenants

12 Full-time Positions

Funding Source:

Local Revenue

Position Description:

Twelve total positions as described below to staff a Suppression Unit on all three shifts are proposed to be paid for half of FY2019. The recruitment process for these positions provides for at least six months of lead time before it is reasonable that the hiring process is complete.

Position Justification:

Reduce Emergency Response Times throughout the County - our intent is to fill identified staffing gaps in the system as identified by the approved staffing plan and fire and rescue assessment.

New Positions tied to the following Goals:

Plan #1 Fire and Rescue Assessment

Plan #2 Fire and Rescue Staffing Plan

Plan #3 Comprehensive Plan

The metric below represents data from Hartwood Volunteer Fire and Rescue. Requested staffing support from volunteer stations has created pressures to increase staffing levels

Cost Benefit Analysis:

Salary/Benefits	$636,202
Operating/Capital Costs	30,000
Revenue	0
Current Expenses	0
Net Cost	$666,202

Position Justification

Department:

Fire and Rescue

Position:

1 Volunteer Program Coordinator

Funding Source:

Local Revenue

Position Description:

Volunteer Program Coordinator

Position Justification:

The creation and full-time staffing of a Volunteer Program Coordinator within the Fire and Rescue Department was an overarching recommendation following the 2017 Stafford County Fire and Rescue System Assessment. In recent months the department's Assessment Review Team, which is comprised of leadership personnel from the department's career and volunteer components, has worked to create a job description and scope of responsibilities document for the future position.

The goal of the Volunteer Program Coordinator is to increase voluntary participation within the Stafford County Fire and Rescue System. The non-uniformed employee will serve as the primary conduit for communication and coordination of the volunteers within our system, building a better team. Developing and refining volunteer onboarding systems and processes, increasing recruitment and decreasing volunteer member attrition. This employee will work alongside members within the volunteer leadership ranks to market and attract the best members for the Stafford County Fire and Rescue System.

The development of a new zero based budgeting process for volunteers has created savings in the FY2019 Proposed Budget of $63,322. These funds are being leveraged to reduce the overall impacts to the budget.

New Positions tied to the following Goals:

Plan #1 Fire and Rescue Assessment

Plan #2 Fire and Rescue Staffing Plan

Cost Benefit Analysis:

Salary/Benefits	$87,187
Operating/Capital Costs	4,000
Revenue	0
Current Expenses	(63,322)
Net Cost	$27,865

Position Justification

Department:

Economic Development & Tourism

Position:

Economic Development & Tourism Marketing Associate

Full-time

Funding Source:

General Fund 50%
Tourism Fund 50%

Position Description:

Performs difficult skilled clerical and intermediate technical work assisting with a variety of office assistance and difficult administrative tasks; does related work as required. Writes, edits and manages content for marketing websites and collateral. Work is performed under general supervision. Supervision may be exercised over subordinate office assistance personnel.

Position Justification:

The position is currently a Temporary Position. The Marketing Associate position leads the department's economic development and tourism efforts, social media and websites content, collateral, all in multiple formats, up to and including 50% or more of time. In addition, the Associate provides economic development/tourism office support via writing and editing copy, including press release, publications, e-newsletters, photography, social media and web content as well as assisting with ribbon cutting and other marketing /tourism events.

This permanent position expands the communication for local, regional, and statewide department efforts to attract and expand new businesses, and increase the County tax base, increase business community and citizen assistance and support, and continues to add new responsibilities. The demands of the expanded role requires new skill sets be developed or enhanced in social media, customer relationship management software, public events and more.

Cost Benefit Analysis for General Fund:

Salary/Benefits	$29,503
Operating/Capital Costs	0
Revenue	0
Current Expenses	(20,000)
Net Cost	$9,503

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Temp/Perm Salary	42,240	42,240	59,000
Tourism Assists	216	230	240
Events	10	13	15
Ribbon cuttings	24	27	30

Position Justification

Department:

Economic Development & Tourism

Position:

Administrative Associate

Full-time

Funding Source:

General Fund 80%
Tourism Fund 20%

Position Description:

Performs intermediate skilled clerical work involving a variety of administrative support and clerical tasks in an office environment; does related work as required. Work is performed under general supervision. Limited supervision may be exercised over assigned personnel.

Position Justification:

This position is currently a temporary position within the Department. Serving both Economic Development and Tourism, this position is primary initial contact for calls, assistance and support questions, and introduction to Department services to prospects, entrepreneurs, and business executives. This position facilitates business attraction, expansion, retention, and Tourism that adds new businesses, jobs, training, tax revenue, and quality of life to Stafford County. Department activity increases annually, requiring higher volumes of service assistance. Skill sets in customer relationship management software (CRM), CoStar, Constant Contact and other software solutions are now necessary to track business support, prospects, existing businesses, local and regional partners, events, communication, and more. New and expanding tasks include:

- Assists the public with the process of starting a new business.
- Enters a variety of data into CRM system.
- Maintains inventories of visitor and brochures.
- Assist with events on and offsite

Cost Benefit Analysis for General Fund:

Salary/Benefits	$44,265
Operating/Capital Costs	0
Revenue	0
Current Expenses	(23,930)
Net Cost	$20,335

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Temp/Perm Salary	42,240	42,240	55,331
Visitors Counseled	771	789	800
Tourism Assists	216	230	240
Events Assisted	15	18	21
VEDP Database	32	45	58

Position Justification

Department:

Social Services

Position:

2 Benefit Programs Specialist II's

Full-time

Funding Source:

Federal/State: 32%
Local: 68%

Position Description:
Benefit Programs Specialist II responsibilities are related to the determination and re-determination of eligibility of individuals and families for financial assistance; Supplemental Nutrition Assistance Program (SNAP), Medicaid (Medical Assistance), and for other social services' benefit programs. The work is performed within established policies, procedures and guidelines. Employees conduct interviews of persons to determine eligibility for assistance for benefit programs and determine reasons and need for assistance; process applications for financial assistance and diversion; explain client responsibilities, rights and program availability; evaluate consistency and completeness of data secured, and where indicated substantiates its accuracy; compute assistance plans; determine the need for and amount of allowances for special circumstance items; evaluate such social factors as education, work experience, and levels of social functioning; and evaluate employability of clients and explore potential sources of income.

Position Justification:
Stafford County Social Services has consistently been a top performer in meeting state and federal compliance standards for enrolling eligible children and families for benefits such as medical coverage and temporary nutritional assistance. Unfortunately, over the last few years, we have seen community needs increase as evidenced by caseloads that have doubled. Despite the increasing caseload, limited number of Benefit Programs Specialists, and potential expansion of Medicaid, DSS continuously strives to complete all Medicaid applications and renewals timely in accordance with current program requirements. Stafford County DSS assisted 18,527 clients with Medicaid Benefits in 2016 continuing a steady increase for the past 6 years of those requiring financial support for access to medical services. Many of these individuals served are receiving combinations of support to include Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and/or Medicaid. In 2016, twenty-two thousand five hundred forty-nine (22,549) Stafford County residents received SNAP, TANF, or Medicaid. Twelve thousand one hundred sixty-two (12,162) of 22,549 recipients were ages 0-17 years old, thus substantiating that 54% are children. DSS will continue to strive for excellence, but as the caseload continues to grow additional staff will be required to keep up with the demand.

Cost Benefit Analysis:

Salary/Benefits (2 positions)	$131,412
Operating/Capital Costs	0
Revenue (2 positions)	$42,052
Current Expenses	0
Net Cost (2 positions)	$89,360

Position Justification

Department:

Social Services

Position:

1 Family Services Specialist III

Full-time

Funding Source:

Federal/State: 32%
Local: 68%

Position Description:

This position is responsible for interviewing and investigating allegations of child abuse or neglect and implementing individualized service plans involving the application of casework methods in Child Protective Services. Typically employee performs all tasks independently and only seeks supervisory advice on unusual situations or when policies and procedures require supervisory review or involvement. Interprets laws, policies and regulations as applied to Child Protective Service (CPS); monitors, coordinates and administers specific programs as assigned; coordinates services within CPS; interviews and assesses customer needs and other relevant factors such as educational skill levels, abilities, interests, and support systems; informs clients of related service programs rules/regulations, and right to participate; presents cases to determine appropriate services and writes/implements service plans; provides case management services to monitor compliance; and protect children; testifies in legal proceedings; tracks expenditures, prepares/submits budget estimates and ensures payment for services; completes necessary federal, state, and local planning and reporting requirements; coordinates with other agencies and participates in multi-disciplinary and inter-agency teams providing services to customers; conducts overall monitoring of programs in CPS; serves as resource to clients and the community in area of expertise; and provides after hours on-call coverage and responds to emergencies in child/adult protective services and/or foster care.

Position Justification:

The Code of Virginia charges Child Protective Services (CPS) staff within Stafford County DSS with receiving and responding to all valid complaints of child abuse and neglect within our jurisdiction and to provide necessary protective services for families when children are found to be at risk for future harm. Over the past 10 years there has been a steady increase in the number of CPS referrals made to Stafford County DSS, with the CPS staff investigating 755 complaints in 2017 representing a 61% increase from 2007. There is a high volume of calls on the CPS hot line, as well as office visits by individuals who request to make CPS complaints; over 1,465 referrals were received in 2017. CPS staff members are mandated to be available 24 hours a day/7days per week to manage each individual concern, assess child safety issues, and make appropriate referrals for needed services. As of July 1, 2017, state law requires that any valid complaint on a child under the age of 2, CPS must respond within 24 hours. State and Federal laws also require that all CPS calls and interventions are to be promptly documented in the CPS computer program.

Cost Benefit Analysis:

Salary/Benefits	$87,821
Operating/Capital Costs	0
Revenue	$28,103
Current Expenses	0
Net Cost	$59,718

Position Justification

Department:

Social Services

Position:

1 Office Associate II

Full-time

Funding Source:

Federal/State Funding: 32%
Local: 68%

Position Description:

An Office Associate II is responsible for performing independently a variety of office support activities following administrative practices, policies, and procedures. This position is responsible for managing all aspects of the front desk reception area and lobby. This includes greeting visitors/customers, answering agency multi-phone lines to provide basic information and route calls, referring customers to appropriate staff or community resources, and assisting customers with applying for benefit programs. All documents received by mail and through the front desk window are scanned electronically and indexed in the Data Management Imaging System (DMIS) to be attached to the client's benefits case record in the Virginia Case Management System (VaCMS). The Office Associate II also maintains agency records, sets-up files, purges records, and maintains the filing system housing all physical case records. In addition to these tasks, this worker is responsible for typing correspondence, meeting minutes, reports, keeping statistical logs of visitors, and distributing mail.

Position Justification:

he significant increase in population within Stafford County to almost 145,000 has created a notable increase to the agency caseload, the number of clients coming into the agency, and the volume of telephone calls received through the main agency switchboard line. We currently have three Office Associate II positions; two working at the main social service front desk and one stationed in the Foster Care/Adult Services office located off-site. As the caseloads have doubled in the past few years, the amount of telephone calls and number of clients walking into the office has become greater than can be managed at the current staffing level. In 2016, the Data Management Imaging System (DMIS) was implemented requiring that over 5,000 documents be scanned into an electronic management system monthly. In response to recommendations citing insufficient filing systems from both County and Federal audits, we moved to a new comprehensive filing system for all physical case records (both opened and closed) to be located and secured in

Cost Benefit Analysis:

Salary/Benefits	$57,391
Operating/Capital Costs	0
Revenue	$18,365
Current Expenses	0
Net Cost	$39,026

Position Justification

Department:

Social Services

Position:

2 Benefit Programs Specialist II's

Full-time

Funding Source:

Federal/State: 85.5%
Local: 14.5%

Position Description:
Benefit Programs Specialist II responsibilities are related to the determination and re-determination of eligibility of individuals and families for financial assistance; Supplemental Nutrition Assistance Program (SNAP), Medicaid (Medical Assistance), and for other social services' benefit programs. The work is performed within established policies, procedures and guidelines. Employees conduct interviews of persons to determine eligibility for assistance for benefit programs and determine reasons and need for assistance; process applications for financial assistance and diversion; explain client responsibilities, rights and program availability; evaluate consistency and completeness of data secured, and where indicated substantiates its accuracy; compute assistance plans; determine the need for and amount of allowances for special circumstance items; evaluate such social factors as education, work experience, and levels of social functioning; and evaluate employability of clients and explore potential sources of income.

Position Justification:
Stafford County Social Services has consistently been a top performer in meeting state and federal compliance standards for enrolling eligible children and families for benefits such as medical coverage and temporary nutritional assistance. Unfortunately, over the last few years, we have seen community needs increase as evidenced by caseloads that have doubled. Despite the increasing caseload and limited number of Benefit Programs Specialists, DSS continuously strives to complete all Medicaid applications and renewals timely in accordance with current program requirements.

On February 18, 2018, The Virginia House of Delegates unveiled their plan for Medicaid expansion which was also included in outgoing Governor McAuliffe's budget proposal. If Medicaid expansion is passed, the state estimates an additional three hundred thousand (300,000) low-income adults would be eligible for Medicaid statewide. Stafford County DSS assisted nineteen thousand five hundred seventy-two (19,572) clients with Medicaid Benefits in 2017 continuing a steady increase for the past 7 years of those requiring financial support for access to medical services. Many of the individuals served are receiving combinations of support to include Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and/or Medicaid. In 2017, twenty-two thousand two hundred nine (22,209) Stafford County residents received SNAP, TANF, or Medicaid. If Medicaid Expansion occurs, Stafford County expects approximately three thousand (3,000) residents to be eligible thus increasing the clients served to near twenty-six thousand (26,000). With the Centers for Medicare and Medicaid Services recently releasing guidelines for states to apply for waivers to require able-bodied Medicaid recipients to work or perform community service to receive the benefit, additional services for each open Medicaid case would be required, thus extending time frames for cases to be completed. Additional staff will be required to keep up with these new and unforeseen requirements.

Cost Benefit Analysis:

Salary/Benefits (2 positions)	$131,412
Operating/Capital Costs	0
Revenue (2 positions)	$112,357
Net Cost (2 positions)	$19,055

Position Justification

Department:

Utilities

Position:

2 Utilities Line Crew Worker I

Full-time

Funding Source:

Utilities Fund

Position Description:

The Line Crew Workers I (LCW-I) are an important part of our Utilities Field Crew team, providing the skilled labor required in installing, maintaining, and repairing our water distribution and sewer collection systems. LCWs work on all of our field crew teams, including water quality, construction, sewer inspection, and sewer cleaning, working on each team to build their competencies in each of the work areas. Work is related to both planned and emergency response efforts.

Position Justification:

The addition of two LCW I positions will allow field crew to continue with expanded maintenance programs that have been initiated in FY18, while also allowing for the remaining work areas to be properly addressed. These positions will allow us to increase the effectiveness of our preventative maintenance programs by proactively addressing work on our water distribution and waste water collection systems. These positions will also allow us to complete in-house construction activities where it is more cost effective and time responsive to do so.

We have shown with our unidirectional flushing programs this year in both Aquia Harbour and Falmouth that the 50 miles flushed has led to virtually zero customer complaint related flushing calls. With additional personnel we plan to perform a unidirectional flush of 130 miles of our system annually going forward, eventually rotating through all of our system every five years. The unidirectional flushing in FY18 was performed as a pilot project. In order to effectively flush the system, maintain water quality and reduce emergency overtime flushing, additional staff are required.

Additionally our Staff installed 1,200 feet of 12 inch water line along Courthouse Road from US-1 to I-95 at a cost savings of $200 per foot installed, saving $240,000 in total project costs as compared to the competitive bids received. These additional positions would allow Utilities to perform more in house construction work, with estimated savings of $500,000 per year.

Cost Benefit Analysis:

Salary/Benefits	$108,000
Operating/Capital Costs	2,476
Revenue	0
Current Expenses	(286,080)
Net Cost	($175,604)

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Unidirectional Flushing Savings	$0	$46,080	$92,160
In House Construction Services Savings	$0	$240,000	$500,000

Position Justification

Department:

Utilities

Position:

2 Line Crew Worker II

Full-time

Funding Source:

Utilities Fund

Position Description:

The Line Crew Workers II (LCW-II) are an important part of our Utilities Field Crew team, providing the skilled labor required in installing, maintaining, and repairing our water distribution and sewer collection systems. LCWs work on all of our field crew teams, including water quality, construction, sewer inspection, and sewer cleaning, working on each team to build their competencies in each of the work areas. Work is related to both planned and emergency response efforts.

Position Justification:

The addition of two LCW II positions will allow field crew to continue with expanded maintenance programs that have been initiated in FY18, while also allowing for the remaining work areas to be properly addressed. These positions will allow us to increase the effectiveness of our preventative maintenance programs by proactively addressing work on our water distribution and waste water collection systems. These positions will also allow us to complete in-house construction activities where it is more cost effective and time responsive to do so.

We have shown with our unidirectional flushing programs this year in both Aquia Harbour and Falmouth that the 50 miles flushed has led to virtually zero customer complaint related flushing calls. With additional personnel we plan to perform a unidirectional flush of 130 miles of our system annually going forward, eventually rotating through all of our system every five years. The unidirectional flushing in FY18 was performed as a pilot project. In order to effectively flush the system, maintain water quality and reduce emergency overtime flushing, additional staff are required.

Additionally our Staff installed 1,200 feet of 12 inch water line along Courthouse Road from US-1 to I-95 at a cost savings of $200 per foot installed, saving $240,000 in total project costs as compared to the competitive bids received. These additional positions would allow Utilities to perform more in house construction work, with estimated savings of $500,000 per year.

Cost Benefit Analysis:

Salary/Benefits	$126,131
Operating/Capital Costs	2,486
Revenue	0
Current Expenses	(286,080)
Net Cost	($157,463)

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Unidirectional Flushing Savings	$0	$46,080	$92,160
In House Construction Services Savings	$0	$240,000	$500,000

Position Justification

Department:

Utilities

Position:

2 Water Plant Operators

Full-time

Funding Source:

Utilities Fund

Position Description:

The Water Plant Operator (Class I) position operates the water treatment plant to produce drinking water. Plant operators take samples, maintain and operate plant equipment, maintain records, and prepare reports necessary for the proper and safe operation of the plant. Plant operators are required to possess a Class I Water Treatment Operator's license issued by the Commonwealth of Virginia.

Position Justification:

Per State and Federal regulations, two operators are required at a drinking water treatment facility during all operating hours, which is 24 hours per day, 365 days per year. Current staffing levels at both plants are considered skeleton crews. Operators are required to work 12 hour shifts with mandatory overtime to meet regulations. Two additional Water Plant Operators (Class I) will allow for a more equitable distribution of workload and eliminate excessive overtime costs. The added positions will be funded with the savings in overtime costs.

Cost Benefit Analysis:

Salary/Benefits	$90,347
Operating/Capital Costs	3,686
Revenue	0
Current Expenses	(113,568)
Net Cost	($19,535)

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Overtime Costs	$ 279,316	$ 295,839	$185,957

Position Justification

Department:

Utilities

Position:

Geographic Info Systems Analyst

Full-time

Funding Source:

Utilities Fund

Position Description:

The Geographic Info Systems Analyst's job duties include technical work involving development, operation, and maintenance of the Utility's Geographic Information System (GIS). The GIS system provides critical information to our Utilities staff to allow accurate execution of work tasks by our engineering and operations staff. The Utilities GIS staff enters new assets to our system, corrects errors found in the field, and provides a correct inventory of assets contained in our distribution and collection system.

Position Justification:

The Utilities Department has been making the shift to digital mapping over the past few years, and recently began intensely integrating GIS data into the work efforts of operations, engineering, and administrative staff. The field implementation of GIS and operations allows for better data collection which assists our team in making better informed decisions in the repair and maintenance of our assets.

This workload is currently being performed by two GIS Interns that each work 35 to 40 hours per week. The level of effort, and quality of work being performed, has provided a noticeable and positive impact on the work performance of the operations and engineering staff. In assessing our ongoing needs and with the temporary nature of internships, it is clear that there is a need for an additional, full-time GIS analyst to take the place of long-term internships.

Cost Benefit Analysis:

Salary/Benefits	$66,309
Operating/Capital Costs	500
Revenue	0
Current Expenses	(47,022)
Net Cost	$19,787

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Paid Intern Hours	140	2,912	0
Non-Paid Intern Hours	325	35	500

Position Justification

Department:

Utilities

Position:

Maintenance Mechanic II

Full-time

Funding Source:

Utilities Fund

Position Description:

The Utilities Maintenance Mechanic II position performs difficult skilled work participating in and supervising the maintenance, repair, and replacement of machinery and equipment in water or wastewater treatment plant and pump stations. This position acts as a lead worker in performing skilled maintenance, repair, dismantling and overhauling of varied plant equipment such as bar screens, grit collectors, conveyors, mechanical grinders, pumps, engines and blowers, gas and air compressors and ventilation system.

This position will float between the Smith Lake Water Plant and the Lake Mooney Water Plant, assisting both as needed. Currently Lake Mooney needs additional assistance, due to the additional machinery and equipment that is located at that facility and the adjacent pump station that supplies water to the reservoir.

Position Justification:

When the Lake Mooney Water Treatment Plant was brought online and the Abel Lake Water Treatment Plant was closed, operations staff was transferred from one facility to another with no changes in size. Lake Mooney has approximately 54,000 square feet of plant area housing over 140 pieces of equipment while Able Lake operated in less than 5,000 square feet of plant area housing around 33 pieces of equipment. While the facility is relatively new, our the Lake Mooney Facility Mechanic has experienced a significant increase in the amount of work to be performed and it's clear that the facility now needs a second, full-time mechanic. Additionally, it is expected that this position will assist at the Smith Lake facility with the increasing workload created by an aging system. Work at Smith Lake is needed more for off hours, and also to have a depth of knowledge of the mechanical systems.

Cost Benefit Analysis:

Salary/Benefits	$61,870
Operating/Capital Costs	1,443
Revenue	0
Current Expenses	0
Net Cost	$63,313

Metric Description	Able Lake WTF	Lake Mooney WTF
Square Feet of Facility Maintained	>5,000	54,000
Number of Equipment Maintained	33	140

Position Justification

Department:

Utilities Fund

Position:

Meter Reader / Technician I

Convert Regular Part Time Meter Reader / Technician I to Full Time Meter Reader / Technician I

Funding Source:

FY2019 Budget

Position Description:

Performs intermediate field clerical and technical work reading water meters; does related work as required. Work is performed under the regular supervision of the Meter Technician Supervisor.

The Meter Reading team's responsibilities include the following:

- Read approximately 36,600 meters monthly
- Complete an average of 1,100 ons/offs monthly
- Turn on/off approximately 500 delinquent customers monthly
- Set approximately 60 meters monthly
- Replace approximately 63 meters monthly
- Maintain approximately 36,600 meters
- Respond to approximately 74 customer inquiries monthly

All of these responsibilities are time sensitive to ensure timely and accurate bills are processed for our customers on a daily basis

Position Justification:

There are currently four full time Meter Reader/Technicians, one regular part time Meter Reader/Technician and one Meter Technician Supervisor. Collectively the team averages about eight hours a week of overtime. Additionally, the Department is regularly required to hire temporary workers to assist with seasonal increases in work. The conversion of the part-time to full-time Meter Reader/Technician will reduce both overtime and temporary labor costs. It is essential that the regular part-time position is upgraded to a regular full-time position.

Cost Benefit Analysis:

Salary/Benefits	$48,330
Operating/Capital Costs	0
Revenue	0
Current Expenses	(19,874)
Net Cost	$28,456

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
Meters Read	430,161	438,330	447,096
Ons/Offs	14,001	15,549	17,259
Delinquent Offs	5,303	4,530	4,620
Meter Sets	734	840	957
Meter Replacements	757	795	835
Meters to Maintain	36,453	37,204	37,948
Customer Inquiries	885	1,185	1,587

Position Justification

Department:

Utilities

Position:

Industrial Pretreatment Program Manager

Full-time

Funding Source:

Utilities Fund

Position Description:

The Industrial Pretreatment Manager Position performs difficult work with limited supervision from the Assistant Director of Utilities Operations. This position is tasked with enforcing the county's industrial pretreatment standards to assure compliance with our wastewater facilities discharge permits. This position works closely with businesses to assure compliance with discharge permit rules, to help protect our waste water collection system and waste water plants plants from damage, and also to protect the environment.

Position Justification:

Currently the Waste Water Treatment Plant Managers have been in charge of monitoring industrial pretreatment standards and Fats Oils and Grease (FOG) standards. In the last 10 years we've had about 8.4% growth in commercial restaurants and as that growth continues FOG will continue to be an issue we will need to address. With current system needs and in order to meet projected growth, our collection and treatment systems are now at a point where a full time position is necessary to assure compliance with state laws and best management practices.

The Utilities Department spends about $10,000 per month responding to sewer system backups related to FOG. Currently our staff lacks the manpower to effectively enforce the FOG standards that ensure businesses and industries are correctly maintaining grease traps that prevent FOG from entering the system. The hiring of a Pretreatment Manager will allow the Department to begin the enforcement of these standards and ensure FOG events are minimized.

The pretreatment program is a regulatory requirement for waste water collection systems. The workload required for compliance with ever evolving regulations necessitates the efforts of a full time employee.

Cost Benefit Analysis:

Salary/Benefits	$71,285
Operating/Capital Costs	2,150
Revenue	0
Current Expenses	(120,000)
Net Cost	($46,565)

Metric Description	FY2017 Actual	FY2018 Budget	FY2019 Plan
FOG Cleanup Costs	$120,000	$120,000	$40,000
FOG Related Spills	100	120	60

Capital Improvement Program Introduction

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 Capital Improvement Program is an important component of the County's long range planning process and serves as a planning and implementation tool for the acquisition, development, construction, maintenance, and renovation of public facilities, infrastructure and capital equipment. 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.

In developing its Capital Improvement Program, the County adheres to a set of financial and debt management policies established by the Board of Supervisors. These policies help preserve the County's credit rating and establish the framework for the County's overall fiscal planning and management. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds to meet operational and community needs.

CIP programming offers a systematic approach to planning and financing capital projects, and is one of the principal measures used in achieving desired growth and development as directed by the Comprehensive Plan. The CIP allows the County to anticipate and plan for future spending requirements, and provides a positive influence on private investment decisions.

A joint CIP process was approved by the Board of Supervisors on July 5, 2017, on Resolution R17-203.

Capital Improvement Plan:

The CIP represents Stafford County's policy regarding our long range planning process for the next ten years. 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 as prioritized by the various review committees in accordance with the Board's guiding principles. The CIP is reviewed annually and the priorities re-evaluated based on conditions and requirements of the community.

In developing the Capital Improvement Program, the County adheres to a financial and debt management policy established by the Board of Supervisors and outlined in the Financial Management Policies section of this document. The policy helps preserve the County's credit rating and establishes the framework for the County's overall fiscal planning and management. Projects are carefully evaluated and prioritized to optimize the use of limited capital funds to meet operational and community needs.

Benefits of Capital Programming are:

- Eliminates the duplication of project requests and enables the County to take advantage of joint planning and shared county facilities.
- 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.

- Provides a sound and stable financial program.
- Focuses attention on community goals and objectives.
- Allows for proper programming and project design.
- 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.

Project Descriptions:

Capital Project

A planned expense for a facility or physical item requiring a minimum expenditure of $500,000. Has a useful life span of 10 years or more and meets one or more of the following definitions:

- Requires the acquisition or construction of any physical facility for the community.
- Involves the acquisition of land or an interest in land for the community.
- Involves the acquisition or construction of public utilities.
- Involves the ongoing acquisition of major equipment or physical systems, such as, computer technology, radio systems, major specialized vehicles etc.
- Involves modifications to facilities, including additions to existing facilities, which increases the square footage, useful life, or value of the facility; and/or capital maintenance or replacement projects on existing facilities, as defined below.

Capital Repair, Replacement and Rehabilitation Projects

Repair, replacement and rehabilitation projects (3R), primarily are small scale projects related to current existing physical assets. Generally, they are less than $500,000 to be included in the County's CIP and accounted for in the Capital Projects Fund. These projects can extend the useful life of an asset, but not fundamentally change the structure or purpose. These also include repair, replacement and rehabilitation of major mechanical systems such as heating and cooling systems, which may exceed the $500,000. Upgrades to technology infrastructure and systems can also be considered a 3R project.

In the FY2019 Proposed Budget the County's 3R projects are funded with current revenue as defined in the Principles of High Performance Financial Management. This funding is equal to 3% of general government expenditures and totals $2.9M. In prior years, all activity for the 3R projects was accounted for in the General Fund. In FY2019, it is proposed to be accounted for in the Capital Projects Fund if it exceeds $100,000. Projects that are under $100,000 will be accounted for and expensed in the General Fund. This delineation of projects and change of budgetary practices creates a more transparent process. It creates the additional benefit of unused capital funds being held in reserve for the use of capital projects and creates a transparent reporting mechanism to inform management, the Board, and the public.

The FY2019 Proposed Budget also leverages the use of capital projects reserve and expired commitments to provide $1.1M funding to invest in current assets, for projects over $100,000. A list of the projects under $100,000 and expensed in the General Fund can be found in the General Fund Expenditures section, within non-departmental and capital projects. This practice of utilizing the budget development process to fund projects is considered to provide the management, the Board and the citizens with a comprehensive list of needs and the resources to address those needs. This initiative supports the Board's priorities for infrastructure and fiscal responsibility.

Approximately $10M in funding is applied to the School's 3R projects. The funding sources are cash and bond funding through the Virginia Public School Authority program. The School's 3R projects are identified and prioritized by School staff. These are presented to the School Board for approval.

Obligation project

A project in response to contractual requirements for joint funded projects (e.g. City) or project submissions tied to contractual agreements (e.g. Lease agreement for Storage Facility.)

Mandated Project

Projects submitted in response to a directive/law from a governing body (i.e. Local Govt., State Govt., or Federal Govt. mandate).

Funding Sources:

There are a number of different funding sources available for the various types of projects included in the Capital Improvements Program (CIP). This section outlines some of the more common funding sources used in the 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 after a public hearing.

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.

Repair, Replacement and Rehab, Cash Capital or Pay-As-You-Go

Cash capital funding comes from annual appropriations and is part of the adopted operating budget. Projects that are typically smaller in scale such as minor renovations and upgrades are likely candidates for Cash Capital funding as long as the project has an expected useful life of at least five years or more. This type of funding provides the greatest flexibility since it:

- Has no debt service cost to be paid on the expenditure
- Is available at the start of the fiscal year
- Does not have to be approved through a referendum
- Can be carried over at the end of each fiscal year

Cash Proffers

Funds negotiated at the time of rezoning to help defray the capital costs associated with resultant development. As funds are collected over time, appropriations are used for specific capital facility needs.

Capital Project Reserve

Funds reserved from County operating revenues for capital projects.

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. Below is a summary of the master lease projects and the County's availability limit for the ten-year period in the proposed FY19 CIP:

Functional Area	Department/Projects	Opening Date (CY)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Total This Period
General Government													
	Information Technology												
	ERP System		0	0	5,065,000	0	0	0	0	0	0	0	5,065,000
Public Safety													
	Fire and Rescue												
	Replacement Apparatus		1,978,000	1,536,000	2,044,000	1,614,000	1,710,000	876,000	898,000	920,000	943,000	1,279,000	13,798,000
	Life Pak Replacement		292,000	1,640,000	216,000	0	0	0	0	0	0	0	2,148,000
	Sheriff												
	Radio Back up (Core)		0	0	0	0	0	1,965,240	0	0	0	0	1,965,240
	Command Bus		0	0	691,000	0	0	0	0	0	0	0	691,000
	Total Master Lease Projects		$2,270,000	$3,176,000	$8,016,000	$1,614,000	$1,710,000	$2,841,240	$898,000	$920,000	$943,000	$1,279,000	$23,667,240
	Total Borrows		$2,270,000	$3,176,000	$8,016,000	$1,614,000	$1,710,000	$2,841,240	$898,000	$920,000	$943,000	$1,279,000	$23,667,240
	Availability Limit		5,821,000	508,000	7,343,000	2,594,000	695,000	3,089,000	742,000	2,605,000	727,240	1,473,000	25,597,240
	Cumulative (Deficit)/Surplus		3,551,000	883,000	210,000	1,190,000	175,000	422,760	266,760	1,951,760	1,736,000	1,930,000	

Revenue Sharing

The Revenue Sharing Program provides additional funding for use by a county, city, or town to construct, reconstruct, or improve the highway systems within each locality and for eligible rural additions in certain counties of the Commonwealth. Locality funds are matched with state funds, with statutory limitations on the amount of state funds authorized per locality. The program is administered by the Department of Transportation in cooperation with the participating localities, under the authority of Section 33.11-23.05 of the Code of Virginia. An annual allocation of funds for this program is designated by the Commonwealth Transportation Board. A locality may apply for a maximum of $10 million in matching allocations for each year.

PPTA

The Public-Private Transportation Act of 1995 is the legislative framework enabling the Commonwealth of Virginia, qualifying local governments and certain other political entities to enter into agreements authorizing private entities to acquire, construct, improve, maintain, and/or operate qualifying transportation facilities.

Smart Scale

Smart Scale, which became law under HB2 in 2014, requires projects to be scored based on how they ease congestion, improve economic development, provide accessibility to jobs, improve safety and environmental quality, and support transportation-efficient land use. State and federal construction funds are distributed to three programs - 27.5% for High Priority Projects, a program for key statewide and regional projects; 27.5% for the Construction District Grants program, in which

funds are distributed to each district for competition among localities; and 45% provided to the State of Good Repair program for capital reconstruction of deteriorated bridges and pavements, which is subject to a separate asset management process.

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 to maximize available state revenue sharing based on the County's available funding.

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.

Development of the Capital Improvement Program

The Department 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. The planning phase begins with a detailed review of the ten-year needs and as the program develops, Finance and Budget assists in the review and evaluation of project submissions. The CIP process takes approximately ten months each planning cycle.

Project Request

Each year, representatives of County departments, offices and agencies and the Stafford County Public Schools are asked to submit a Capital Improvements Project (CIP) request form. The completed forms provide a detailed project description, justification, cost projections, and a statement of impact on the County's and School's operating budgets.

Projected costs are determined using historical or current costs for similar projects based on engineering or architectural estimates when available. An average annual escalation assumption is included for all projects.

New projects should include the following:

- A CIP justification package - based on standards, comparisons, metrics, methodologies and objective study to justify the need and timing for capital improvements. This includes: the Comprehensive Plan, School capacity projections, vehicle and apparatus replacement criteria, facility maintenance and replacement needs assessment, long range space studies, facility master planning; and/or strategic plans.

- Program Description - The description should provide sufficient detail to permit a full understanding of the nature and scope of the project and include, but not be limited to, the function or goal served, and the location (include an illustration, map or photograph, if appropriate). Also include in the program description a discussion of project need; the function a project will serve; the reason a project is requested for a specific time; a discussion of the project as it relates to department objectives and the relationship of the project to long term County goals as defined by the Comprehensive Plan.

- Operating Impact Summary - All CIP projects include a section that identifies operating budget impacts that will be incurred as a result of project implementation during the ten-year CIP period. Examples of annual operating budget impacts would include, but are not limited to, maintenance, personnel, supplies, and utilities associated with the project. This calculation should estimate the annual cost for the capital project. This estimate should be included in the five-year operating budget included in the proposed budget for the upcoming year. Include any cost savings or improved efficiencies resulting from the proposed project. The purpose of assessing and displaying these impacts is to identify foreseeable demands on the operating budget as a result of project completion. Include any cost savings or improved efficiencies as a result of the proposed project

- Project Cost Estimates – The schedule should include the following phases:

    - Land: any actual or projected costs pertaining to the acquisition of land for a project, including appraisal fees, land costs, closing costs, and recording fees. Estimate acres and cost if firm figures are not known.

    - Construction: any actual or projected cost for construction of a project, including site preparation or grading, erection and finishing of structures, and any other on-site items such as roads, parking, curb and gutter, water and sewer, storm drains, and landscaping.
    - Planning and Design: any costs, actual or projected, for planning, architectural, or engineering fees. If a specific amount is not known, estimate these costs by taking ten percent of site development and construction costs.

    - Equipment: any costs, actual or projected, for furniture, fixtures, or equipment that is required in the facility but not included in the construction of the structure.

    - Hardware/Software: any costs, actual or projected, of any computer hardware or software associated with the project.

    - Project Management: any costs for personnel and operating costs needed for project or contract management during the life of the project.

    - Other: cost estimates for projects or project elements that do not fit in the above categories.

Updated projects should include the following:

- Project amendments to include a brief description.
    - Updated cost calculations based on current market or program clarifications.
    - Change in an existing approved project.
    - Change based on revenue projections.

Review Process:

Initial Staff Review

Finance and Budget Department staff compiles the submitted project requests and verifies the accuracy of the anticipated project costs and operating impact. The requests are extensively reviewed by the County Public Works Department (PW) and Department of Parks, Recreation and Community Facilities (PRCF) to verify

the accuracy, adequacy and completeness of project descriptions, project cost, and funding requests. The Capital Improvement Program review schedule provides for a four week review period for any project in the CIP requiring construction.

Technical Review Committee

The TRC ranks the projects based on established criteria. The ranking process allows projects to be added in a systematic, objective manner. Available revenues, the Board's Guiding Principles and Priorities, and financial policies guide project inclusion in the Capital Improvement Program. The Technical Review Committee reports its recommendations to the Oversight Committee.

The Capital Program Technical Review Committee will assist the County in the Capital Program process by assuring that the technical aspects and costs of each of the requested projects have been researched and documented. The team will also review, evaluate and document the need for each project and make recommendations for priority funding based on the established Capital Project Evaluation Criteria. The Capital Program Technical Review Committee will report their recommendations to the County Administrator and the Capital Program "Oversight Committee".

TRC Members Responsibilities:

- Review all project requests for clarity, accuracy and appropriate timing;
- Meet with project submitters to clarify requests and propose revisions, if needed;
- Rank requested projects based on established evaluation criteria;
- Review available revenues and debt service requirements for project requests based on approved County financial policies;
- Prioritize projects based on their ranking and available revenues;
- Together with the DFB develop a recommended CIP based on revenue projections provided by DFB; forward the joint recommendation to the Capital Program Oversight Committee for its review.

TRC Members:

- County Budget Director, Department of Finance and Budget (Member/Facilitator)
- Senior Project Management staff, Department of Public Works
- Senior Planning staff, Department of Planning & Zoning
- Senior Project Management staff, Stafford County Schools
- Planning/Budget/Finance staff, Stafford County Schools
- Budget staff/analyst, Department of Finance and Budget

Established Project Evaluation Criteria:

Project evaluation criteria have been established and are used by the committees to review and evaluate all capital projects and their cost estimates. All projects are evaluated against various factors which the submitting department/agency is asked to address on each of the CIP forms.

All submitted or proposed Capital Improvement Projects will be subject to ranking in the following areas of emphasis:

- Health and Safety
- Education
- Impact on Operational Budget
- Special Considerations
- Economic/Community Development
- Quality of Life
- Infrastructure
- Sustainability/Energy Efficiency

Oversight Committee

The Oversight Committee (OSC) reviews the Technical Review Committee's ranking and Capital Program recommendation adjusting the projects as necessary. The Oversight Committee provides a recommended CIP to the County Administrator and reviews the recommendation with the Board of Supervisors and School Board at a joint meeting in December of each year.

The Committee will assure that the proposed Capital projects are aligned with County policies, established priorities, guiding principles and long term vision. The Committee will also assure that the recommended ten-year CIP is aligned with approved financial policies and that the County's financial stability is maintained through the prudent use of its revenues.

Oversight Committee Member Responsibilities:

- Review the recommended Capital Improvement Program presented by the Technical Review Committee.
- Ensure that the proposed project ranking is properly and consistently applied.
- Propose modifications/improvements to the project ranking system.
- Ensure that all capital projects carry out the County's long-range goals and objectives.
- Ensure that the recommended ten-year CIP addresses County needs through the proper timing, prioritization and balance of local government and school division projects.

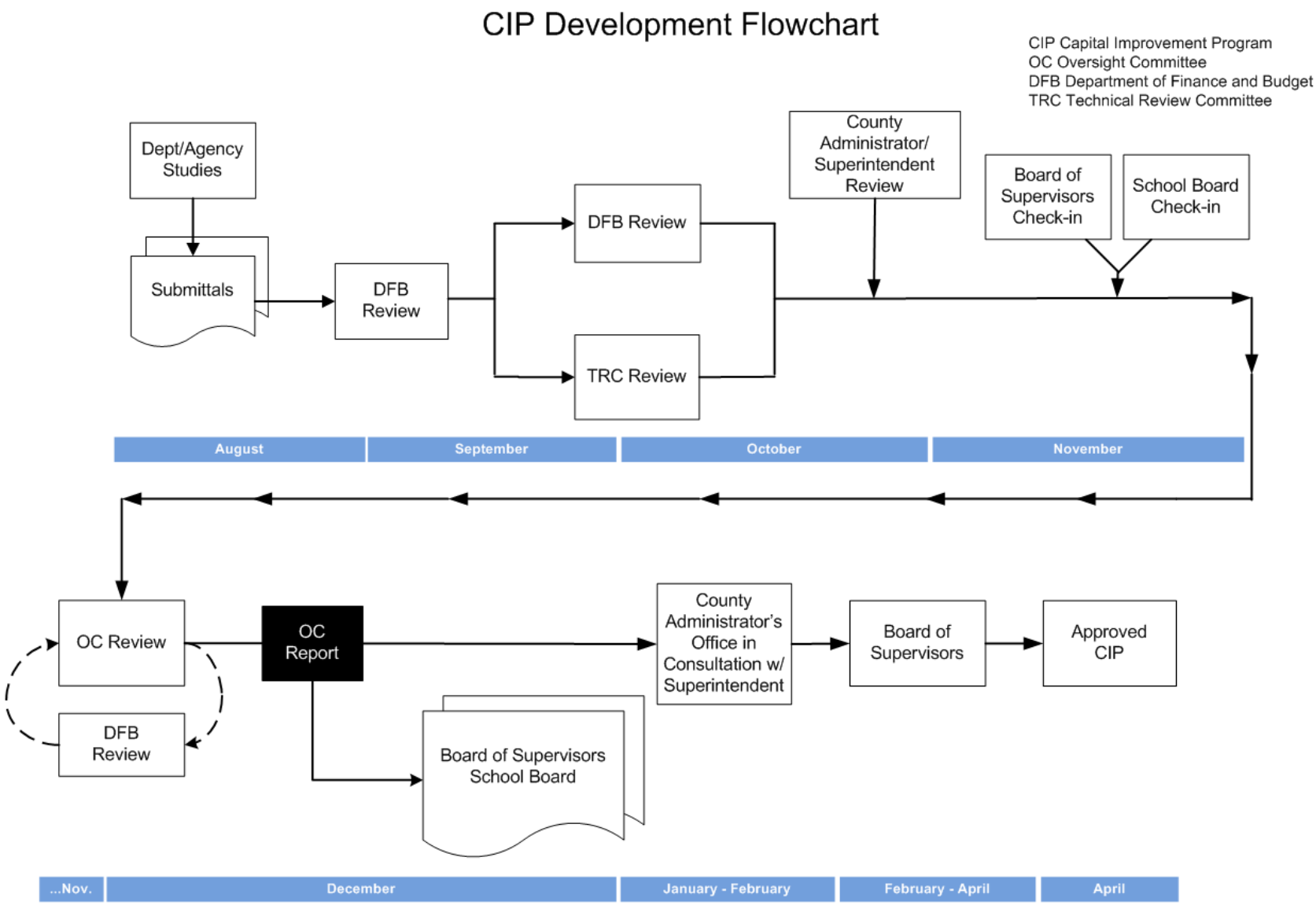
- Ensure that County revenues are used wisely to address the County's capital needs and that the recommended CIP conforms to approved financial policies, including the use of on-going revenues and borrowed funds.
- Propose revisions or adjustments to the ten-year CIP proposed by the Technical Review Committee, if needed.
- Submit a recommended CIP to the County Administrator with any documented revisions to the plan submitted by the Technical Review Committee.

Oversight Committee Members:

- Members of the Board of Supervisors' Finance, Audit and Budget Committee.
- Members of the School Board Finance, Audit and Budget Committee.
- One Citizen Representative. Selected by Superintendent and County Administrator with business and construction experience.
- County/School Staff Support includes: Deputy County Administrators, Deputy Superintendents, the Director of Finance and Budget (Facilitator).

CIP Recommendation

The County Administrator's recommended CIP is reviewed by the Board of Supervisors for projects to be funded in the upcoming fiscal year during the annual budget process. 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.


CIP Development Flowchart
CIP Capital Improvement Program
OC Oversight Committee
DFB Department of Finance and Budget
TRC Technical Review Committee
Dept/Agency Studies
Submittals
DFB Review
DFB Review
TRC Review
County Administrator/ Superintendent Review
Board of Supervisors Check-in
School Board Check-in
August
September
October
November
OC Review
DFB Review
OC Report
Board of Supervisors School Board
County Administrator's Office in Consultation w/ Superintendent
Board of Supervisors
Approved CIP
...Nov.
December
January - February
February - April
April

Policies

Financial Policy:

The CIP is developed to be consistent with approved County financial policies that set guidelines for the CIP and for the funding of maintenance and replacement projects.

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 increasing other types of funding for capital projects. The County has established the following policies to assist management with financial decisions.

The County's Principles Of High Performance Financial Management was last update by Resolution R17-113 on April, 18, 2017.

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.

Proffer Policy:

Development proffers can be a valuable asset towards funding capital projects in the County's CIP. Proffers are voluntary off-sets for new development to mitigate its capital facilities impacts. Proffers are derived for individual zoning reclassifications of properties. Proffers are negotiated on a case by case basis between the Board of Supervisors and a land development applicant. Proffers benefiting the CIP usually take two forms: 1) cash payments, and 2) land dedications. The most prevalent type of proffers received by the County are cash payments.

State Code regulates when and how proffers can be accepted by the County and what they can be used for. Proffers are intended to minimize capital facilities impacts and cannot be used to off-set operating costs or maintenance. Proffers must be used for facility improvements that will increase capacity to serve the new development. Some proffers are designated to specific capital projects. The use of those designated funds would be restricted to the specified capital facility. Cash proffer payments can only be collected at time of final inspection for a new home or business. As a result, payments cannot be considered a reliable funding source. They are made to the County as development occurs and are subject to market conditions and decisions made by individual developers. For CIP planning purposes, the County must project when proffer payments are made.

The County is limited in its ability to expend proffer funds. Expenditure of proffer funds are not only limited to capital facilities but, can only be applied to projects within the CIP. There is a time limit for which proffer funds must be expended. The County has 12 years to expend proffer funds from the date of collecting all proffered payments associated with a specific zoning reclassification. If those funds are not expended, they must be forfeited to the Virginia Commonwealth Transportation Board to be used for construction of road improvements in the County.

The state monitors the County's use of proffers. The County is required to provide an annual report to the state on its activities regarding proffers. The County reports to the Virginia Commission on Local Government 1) the aggregate amount of cash proffer payments collected, 2) estimated dollar amount of proffered pledged to the County, and 3) the amount of proffer payments expended. The expended funds report must be broken out by type of public facility. Funds are not expended by the County until the Board of Supervisors has appropriated them to the Capital Budget for an eligible project.

Debt Service Impacts:

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.

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 November 2015. Debt limitations are as follows:

- General obligation debt shall not exceed 3% of the assessed valuation of taxable real property.
- General fund debt service expenditures (County and Schools) shall not exceed 10% of the general government and schools operating budgets.
- 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.

Although the proposed CIP will add an additional $314,836,257 in general fund debt over the ten year period, the additional debt service to be incurred for these projects would still be below the County's guidelines. Below is a summary of the County's debt service and affordability limits.

Debt Service Summary	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Existing Bond Debt Service	43,613,716	41,275,473	39,410,427	38,406,640	36,379,564	34,313,531	33,206,733	33,041,359	32,369,000	31,975,020
New Bond Debt Service	495,000	1,887,000	2,393,000	9,226,000	10,676,000	11,138,000	11,556,000	12,139,000	16,614,000	22,782,000
Total Bond Debt	$44,108,716	$43,162,473	$41,803,427	$47,632,640	$47,055,564	$45,451,531	$44,762,733	$45,180,359	$48,983,000	$54,757,020

Bond Funded Affordability Summary (master lease not included)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Total
County	0	0	66,223,369	0	0	0	0	0	0	0	66,223,369
School	16,632,500	6,048,000	15,437,000	17,330,000	5,518,900	4,994,000	6,963,761	53,482,000	73,704,000	48,502,727	248,612,888
Total Borrows	$16,632,500	$6,048,000	$81,660,369	$17,330,000	$5,518,900	$4,994,000	$6,963,761	$53,482,000	$73,704,000	$48,502,727	$314,836,257
Availability Limit	$43,490,000	$36,764,000	$26,691,000	$37,350,000	$39,840,000	$29,108,000	$18,497,000	$25,381,000	$22,472,000	$35,841,000	$315,434,000
Cumulative (Deficit)/Surplus	$26,857,500	$57,573,500	$2,604,131	$22,624,131	$56,945,231	$81,059,231	$92,592,470	$64,491,470	$13,259,470	$597,743	

What's New?

In FY2019 The County and Schools began the new Joint Capital Program Process which was approved by the Joint Finance and Budget Committee and subsequently approved independently by both the Board of Supervisors and the School Board. The FY2019-2028 joint process was limited in scope to large scale bond funded projects.

Information Technology

- Enterprise Resource Planning System – Replacement of the County's Financial System - Master Lease
- Fiber Network Deployment to target public safety sites – Prior Year Fund Balance

Public Safety

- LifePak Replacement – Replacement of AED and Lucas Devices over a three year period beginning in FY2019 – Master lease
- Radio Core – Back up to the County's radio system – Master Lease

Summary By Functional Area

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Total This Period	Later Years Funding	Total Project Cost
Information Technology	0	1,026,000	212,000	5,707,000	338,000	697,000	1,016,000	1,304,000	380,000	979,000	203,000	11,862,000	$0	11,862,000
Fire and Rescue	0	3,674,000	4,037,000	3,142,000	2,517,000	2,637,000	1,827,000	1,873,000	1,919,000	1,966,000	2,429,000	26,021,000	0	26,021,000
Sheriff	0	1,036,000	818,000	691,000	0	0	1,965,240	0	0	0	0	4,510,240	0	4,510,240
Code Compliance - Stormwater	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000	0	3,000,000
Courts	0	0	4,622,000	66,387,000	0	0	0	0	0	0	0	71,009,000	0	71,009,000
Parks and Recreation	0	229,000	1,148,000	749,000	884,000	1,447,000	904,000	1,021,000	1,183,000	0	1,589,000	9,154,000	0	9,154,000
Library	0	0	0	0	0	0	0	0	0	0	50,000	50,000	19,813,500	19,863,500
Community Facilities	0	100,000	552,000	919,000	680,000	105,000	667,000	335,000	191,000	298,000	845,000	4,692,000	0	4,692,000
Schools	35,589,000	22,554,500	11,352,000	20,717,000	22,557,000	10,688,900	10,078,000	15,691,000	59,583,295	78,753,000	53,544,330	305,519,025	83,998,840	425,106,865
Transportation	9,318,872	10,849,264	8,683,418	14,227,709	2,021,441	2,974,297	1,550,403	5,128,350	0	0	25,000	45,459,882	0	$54,778,754
Total all Projects	$44,907,872	$39,768,764	$31,724,418	$112,839,709	$29,297,441	$18,849,197	$18,307,643	$25,652,350	$63,556,295	$82,296,000	$58,985,330	$481,277,147	$103,812,340	$629,997,359

Revenues	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Total
County	0	0	66,223,369	0	0	0	0	0	0	0	66,223,369
Schools	16,632,500	6,048,000	15,437,000	17,330,000	5,518,900	4,994,000	6,963,761	53,482,000	73,704,000	48,502,727	$248,612,888
Bond Proceeds	$16,632,500	$6,048,000	$81,660,369	$17,330,000	$5,518,900	$4,994,000	$6,963,761	$53,482,000	$73,704,000	$48,502,727	$314,836,257
Use of Prior Year Fund Balance General Fund	$1,150,000	$1,859,000	$0	$0	$0	$0	$0	$0	$0	$0	3,009,000
General Fund Allocation Transfer - 3% Guideline Policy	2,945,000	3,891,000	3,492,000	3,105,000	3,476,000	3,838,000	3,935,000	3,053,000	2,600,000	4,087,000	34,422,000
Fleet Services Capital Funding	700,000	0	0	0	0	0	0	0	0	0	700,000
Nutrition Capital Funding	115,000	118,000	122,000	126,000	130,000	0	0	0	0	0	611,000
Master Lease Proceeds	2,270,000	3,176,000	8,016,000	1,614,000	1,710,000	2,841,240	898,000	920,000	943,000	1,279,000	23,667,240
Current Revenue - County	1,275,200	2,763,000	0	0	0	0	0	0	0	0	4,038,200
Current Revenue - Schools	5,107,000	5,186,000	5,158,000	5,101,000	5,040,000	5,084,000	5,079,000	5,044,000	5,049,000	4,936,000	50,784,000
Proffers	1,061,356	0	163,631	0	0	0	3,648,239	1,057,295	0	180,603	6,111,124
Service District	428,200	627,114	1,000,261	0	0	0	0	0	0	0	2,055,575
Revenue Sharing	2,338,171	850,000	871,712	0	0	0	0	0	0	0	4,059,883
State/Federal	1,639,886	5,706,625	5,844,992	3,208,646	6,282,575	0	0	0	0	0	22,682,724
Impact Fees	627,559	500,000	500,000	500,000	0	0	0	0	0	0	2,127,559
Use of Prior Year Fund Balance Transportation	304,021	1,090,000	871,712	0	0	0	0	0	0	0	2,265,733
School Fund Allocation Transfer to Transportation	637,500	100,000	0	0	0	0	0	0	0	0	737,500
Total Funding Sources	$37,231,393	$31,914,739	$107,700,677	$30,984,646	$22,157,475	$16,757,240	$20,524,000	$63,556,295	$82,296,000	$58,985,330	$469,104,562

Operating Impacts Summary	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	384,507	1,061,000	1,140,000	2,961,000	4,303,000	4,404,000	4,508,000	4,616,000	4,724,000	5,137,000
Operating	283,610	308,000	625,640	2,498,946	2,388,543	1,972,445	2,058,663	2,121,209	2,188,098	3,401,342
Debt Service Bond (cumulative)	0	1,392,000	1,898,000	8,731,000	10,181,000	10,643,000	11,061,000	11,644,000	16,119,000	22,287,000
Debt Service Master Lease (cumulative)	0	330,000	918,000	2,518,000	2,732,000	2,959,000	3,267,724	3,002,724	3,073,724	3,198,724
Total	$668,117	$3,091,000	$4,581,640	$16,708,946	$19,604,543	$19,978,445	$20,895,387	$21,383,933	$26,104,822	$34,024,066

GENERAL GOVERNMENT

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
ERP System	0	200,000	0	5,065,000	0	0	0	0	0	0	0	0	5,265,000
Fiber Network	0	542,000	0	0	0	0	0	0	0	0	0	0	542,000
Repairs, Replacements and Rehabs	0	284,000	212,000	642,000	338,000	697,000	1,016,000	1,304,000	380,000	979,000	203,000	0	6,055,000
Total General Government	$0	$1,026,000	$212,000	$5,707,000	$338,000	$697,000	$1,016,000	$1,304,000	$380,000	$979,000	$203,000	$0	$11,862,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	820,000	0	0	0	0	0	0	0	0	0
GF Allocation Transfer - 3% Guideline	0	206,000	212,000	642,000	338,000	697,000	1,016,000	1,304,000	380,000	979,000	203,000
Master Lease Proceeds	0	0	0	5,065,000	0	0	0	0	0	0	0
Total	$0	$1,026,000	$212,000	$5,707,000	$338,000	$697,000	$1,016,000	$1,304,000	$380,000	$979,000	$203,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	101,507	104,000	106,000	108,000	110,000	112,000	114,000	117,000	119,000	121,000
Operating	28,610	45,000	316,640	328,946	341,543	354,445	367,663	381,209	396,098	405,342
Debt Service Master Lease	0	0	0	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000
Total	$130,117	$149,000	$422,640	$1,622,946	$1,637,543	$1,652,445	$1,667,663	$1,684,209	$1,701,098	$1,712,342

Information Technology Repairs, Replacements and Rehabs

Total Project Cost: $6,055,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

Information Technology (IT) 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, as determined by the IT Strategic Plan, will reduce cost, improve efficiency, make maintenance and support considerably more efficient and minimize the number of problems with the operational environment.

The Server (Virtual Cluster) and Storage Area Network (SAN) replacement plan supports the replacement and maintenance of the County's central computing infrastructure. The systems are purchased with a 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.

Two years ago IT installed a cloud-based managed Wi-Fi system in the Administration Center. The goal is to extend the Wi-Fi system into the Public Safety Center, Courthouse building and our remote sites. Total replacement of the system will be in FY25 under a 6 year replacement cycle.

Our goal is to extend our fiber network to as many remote sites as possible by utilizing the Schools existing fiber network. Fiber provides a much more stable network for computers and phones than current cable internet providers and it will significantly reduce network outages and help improve redundancy.

Virtual Desktop virtualization is client-server computing where the desktop is stored on a centralized server and distributed to users through the network. It reduces desktop computer costs and upgrades and provides easier management of operating systems. This system will be under a 6 year replacement cycle.

OPERATING IMPACT SUMMARY

The additional operating costs are associated with smartnet maintenance on new equipment and licenses.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Network Equipment Replacement	0	284,000	212,000	368,000	338,000	522,000	1,016,000	565,000	380,000	979,000	203,000
Physical Security	0	0	0	165,000	0	0	0	0	0	0	0
Managed Wi-Fi	0	0	0	0	0	0	0	185,000	0	0	0
iSeries H.T.E. Hardware Replacement	0	0	0	109,000	0	0	0	0	0	0	0
Server Replacement	0	0	0	0	0	175,000	0	0	0	0	0
Virtual Desktop	0	0	0	0	0	0	0	554,000	0	0	0
Total	$0	$284,000	$212,000	$642,000	$338,000	$697,000	$1,016,000	$1,304,000	$380,000	$979,000	$203,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	78,000	0	0	0	0	0	0	0	0	0
GF Allocation Transfer - 3% Guideline	0	206,000	212,000	642,000	338,000	697,000	1,016,000	1,304,000	380,000	979,000	203,000
Total	$0	$284,000	$212,000	$642,000	$338,000	$697,000	$1,016,000	$1,304,000	$380,000	$979,000	$203,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Operating	25,000	41,000	57,640	64,946	72,543	80,445	88,663	97,209	106,098	115,342
Total	$25,000	$41,000	$57,640	$64,946	$72,543	$80,445	$88,663	$97,209	$106,098	$115,342

General Government Repairs, Replacement, and Rehabs

Description of Project	Year	Project Amount
ERP Study	FY2019	200,000
Fiber to fire stations	FY2019	542,000
Upgrade fiber network equipment to 1 GB	FY2019	284,000
	FY2019 Total	**1,026,000**
Replace fiber site network equipment to 1 GB	FY2020	212,000
	FY2020 Total	**212,000**
Replace Cisco network equipment in the Courthouse that are end of life	FY2021	165,000
Replace fiber site network equipment to 1 GB	FY2021	203,000
Physical security at remote sites	FY2021	165,000
Replace Admin and Public Safety Center DMVPN Routers	FY2021	109,000
	FY2021 Total	**642,000**
Replace Cisco network equipment at remote sites that are end of life	FY2022	338,000
	FY2022 Total	**338,000**
Replace Admin and Public Safety Center core network equipment	FY2023	522,000
Replace Cisco UCS Servers that are end of life	FY2023	175,000
	FY2023 Total	**697,000**
Replace County's Storage Area Network (SAN)	FY2024	538,000
Replace Backup System	FY2024	478,000
	FY2024 Total	**1,016,000**
Implement virtual desktop technology to reduce PC replacement frequency	FY2025	554,000
Replace Admin and Courthouse Uninterruptable Power Supply System	FY2025	111,000
Replace Admin and Public Safety Center Firewall routers	FY2025	454,000
Replace Cisco Managed WiFi system that is end of life	FY2025	185,000
	FY2025 Total	**1,304,000**
Replace Cisco network equipment at remote sites that are end of life	FY2026	380,000
	FY2026 Total	**380,000**
Replace Cisco wiring closet network equipment that are end of life	FY2027	391,000
Replace Cisco network equipment in the Courthouse that are end of life	FY2027	197,000
Replace Cisco network equipment at remote sites that are end of life	FY2027	391,000
	FY2027 Total	**979,000**
Replace Cisco UCS Servers that are end of life	FY2028	203,000
	FY2028 Total	203,000
	Grand Total	**6,055,000**

Enterprise Resource Planning (ERP) System Purchase and Implementation

Total Project Cost: $5,265,000 **Est. Opening Date:** FY2019

PROGRAM DESCRIPTION

This project funds the purchase and implementation of a new ERP system. The County currently uses a collection disparate systems for finance, HR, Utility billing, permitting, etc. H.T.E is the primary application used by the County and has been in use since 1999. While it has undergone serveral upgrades, it does not provide many of the essential features of modern ERP systems. Most users still use mainframe green screen technology and it runs on an IBM i series (AS/400), which is also outdated and many generations behind modern computing platforms. The intention of going to a new ERP sytem will be to consider a cloud-based software as a service system (SaaS) that will integrate all of the key functions under a single computing platform and database management system. This will provide better integration between functions, improved reporting, and eliminate the double-entry of data. It is anticipated that the ERP will include modules for A/R, A/P, G/L, utility billing, payroll, HR, employee self service, vendor self service, data warehousing and possibly permitting and asset management. It is anticipated that the project will begin by hiring a consultant to conduct a thorough needs assessment and to provide assistance, assist with the devleopment of an RFP and assistance with the purchase and implemenation of the selected system.

OPERATING IMPACT SUMMARY

Maintenance costs for H.T.E. and the maintenance of the i-series computer. Both systems will likely be kept functioning for at least two years after implementation for reference purposes

CHANGE/REASON FOR REVISION

2019 - New to the CIP

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	200,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	4,800,000	0	0	0	0	0	0	0
Contingency	0	0	0	265,000	0	0	0	0	0	0	0
Total	$0	$200,000	$0	$5,065,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	200,000	0	0	0	0	0	0	0	0	0
Master Lease Proceeds	0	0	0	5,065,000	0	0	0	0	0	0	0
Total	$0	$200,000	$0	$5,065,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	101,507	104,000	106,000	108,000	110,000	112,000	114,000	117,000	119,000	121,000
Operating	3,610	4,000	259,000	264,000	269,000	274,000	279,000	284,000	290,000	290,000
Master Lease	0	0	0	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$105,117	$108,000	$365,000	$1,558,000	$1,565,000	$1,572,000	$1,579,000	$1,587,000	$1,595,000	$1,597,000

County Fiber Network Deployment

Total Project Cost: $542,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

This project will deploy and light fiber to over 20 sites not currently wired to the County network. These sites currently rely on cable modems, which results in over 2000 service interruptions each year. Connecting fiber to these sites will improve reliability to over 98%. This project will utilize the fiber that the school system deployed over the last several years to minimize the length of each fiber connection. The County currently runs several sites through the school system's backbone using advanced encryption technology. The project will initially target public safety sites and sites located the closest to schools' fiber. The following is a summary of the locations that would be connected in FY19: Aquia Harbour RS (construction budget), Station 14 (Construction budget), White Oak RS, and White Oak FS.

OPERATING IMPACT SUMMARY

There are no additional operating costs associated with this project.

CHANGE/REASON FOR REVISION

FY2019 - New to the CIP

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Construction / Project	0	542,000	0	0	0	0	0	0	0	0	0
Total	$0	$542,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	542,000	0	0	0	0	0	0	0	0	0
Total	$0	$542,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Public Safety

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Fire and Rescue													
Replacement Apparatus	0	2,802,000	2,397,000	2,926,000	2,517,000	2,637,000	1,827,000	1,873,000	1,919,000	1,966,000	2,329,000	0	23,193,000
LifePak Replacement	0	292,000	1,640,000	216,000	0	0	0	0	0	0	0	0	2,148,000
Repairs, Replacements and Rehabs	0	580,000	0	0	0	0	0	0	0	0	100,000	0	680,000
Sheriff													
Command Bus	0	0	0	691,000	0	0	0	0	0	0	0	0	691,000
Radio Core	0	0	0	0	0	0	1,965,240	0	0	0	0	0	1,965,240
Repairs, Replacements and Rehabs	0	1,036,000	818,000	0	0	0	0	0	0	0	0	0	1,854,000
Code Compliance													
Stormwater	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	0	3,000,000
Total Public Safety	$0	$5,010,000	$5,155,000	$4,133,000	$2,817,000	$2,937,000	$4,092,240	$2,173,000	$2,219,000	$2,266,000	$2,729,000	$0	$33,531,240

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	330,000	0	0	0	0	0	0	0	0	0
GF Allocation Transfer - 3% Guideline	0	2,410,000	1,979,000	1,182,000	1,203,000	1,227,000	1,251,000	1,275,000	1,299,000	1,323,000	1,450,000
Master Lease Proceeds	0	2,270,000	3,176,000	2,951,000	1,614,000	1,710,000	2,841,240	898,000	920,000	943,000	1,279,000
Total	$0	$5,010,000	$5,155,000	$4,133,000	$2,817,000	$2,937,000	$4,092,240	$2,173,000	$2,219,000	$2,266,000	$2,729,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	20,000	21,000	24,000	25,000	26,000	26,000	50,000	51,000	52,000	54,000
Debt Service Master Lease	0	330,000	918,000	1,332,000	1,546,000	1,773,000	2,081,724	1,816,724	1,887,724	2,012,724
Total	$20,000	$351,000	$942,000	$1,357,000	$1,572,000	$1,799,000	$2,131,724	$1,867,724	$1,939,724	$2,066,724

REPLACEMENT APPARATUS

Total Project Cost: $23,193,000 **Est. Opening Date:** On-going

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.

CHANGE/REASON FOR REVISION

FY2019 - Program replacement policy change

PROJECT COSTS

		3 ambulances 1 engine 1 ladder	3 ambulances 1 engine 1 tanker	3 ambulances 1 engine 1 heavy rescue	3 ambulances 1 engine 1 tanker	3 ambulances 2 engines	3 ambulances 1 engine	3 ambulances 1 engine	3 ambulances 1 engine	3 ambulances 1 engine	3 ambulances 1 engine 1 Fire Boat
Expenditures	**Prior Year**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**
Ambulance	0	824,000	861,000	882,000	903,000	927,000	951,000	975,000	999,000	1,023,000	1,050,000
Engines	0	775,000	794,000	814,000	834,000	1,710,000	876,000	898,000	920,000	943,000	967,000
Specialty Apparatus	0	1,203,000	742,000	1,230,000	780,000	0	0	0	0	0	312,000
Total	$0	$2,802,000	$2,397,000	$2,926,000	$2,517,000	$2,637,000	$1,827,000	$1,873,000	$1,919,000	$1,966,000	$2,329,000

Revenues	**Prior Year**	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**
GF Allocatin Transfer - 3% Guideline	0	824,000	861,000	882,000	903,000	927,000	951,000	975,000	999,000	1,023,000	1,050,000
Master Lease Proceeds	0	1,978,000	1,536,000	2,044,000	1,614,000	1,710,000	876,000	898,000	920,000	943,000	1,279,000
Total	$0	$2,802,000	$2,397,000	$2,926,000	$2,517,000	$2,637,000	$1,827,000	$1,873,000	$1,919,000	$1,966,000	$2,329,000

Operating Impacts	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**	**FY2028**
Master Lease	0	262,000	466,000	737,000	951,000	1,178,000	1,294,000	1,413,000	1,535,000	1,660,000
Total	$0	$262,000	$466,000	$737,000	$951,000	$1,178,000	$1,294,000	$1,413,000	$1,535,000	$1,660,000

CARDIAC EQUIPMENT REPLACEMENT

Total Project Cost: $2,148,000 **Est. Opening Date:** 2019

PROGRAM DESCRIPTION

This project will replace all of the Fire and Rescue Department's cardiac monitor/defibrillator and CardioPulmonary Resuscitation (CPR) equipment which was obtained in 2009 on a lease-purchase program. The lease ended in 2014 and the department purchased the equipment at that time. The service life for this equipment is ten years. Cardiac monitor/defibrillator equipment is essential to the department's advanced life support and emergency medical services program. Replacement of the equipment en masse is necessary in order to maintain consistency, maintain current equipment with technological standards and ultimately provide optimal care.

OPERATING IMPACT SUMMARY

In order to spread out the debt service costs associated with replacement, a replacement schedule based on 15 years for AED's, 12 years for LUCAS compression devices and 10 years for LifePak monitor/defribillators has been established. 2019 Replacement of 38 AED's @ $2000 each then repeating every 15 years. 2020 Replacement of 41 LifePak monitor defribillators @$40,000 each then repeating every 10 years. 2019 Replacement of 12 Lucas Devices @ $18,000 each. 2021 Replacement of 12 Lucas Devices @ $18,000 each, then the total replacement schedule for all Lucas Devices will begin 12 years from 2021 and repeat.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Other	0	292,000	1,640,000	216,000	0	0	0	0	0	0	0
Total	$0	$292,000	$1,640,000	$216,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Master Lease Proceeds	0	292,000	1,640,000	216,000	0	0	0	0	0	0	0
Total	$0	$292,000	$1,640,000	$216,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Master Lease	0	68,000	452,000	503,000	503,000	503,000	435,000	51,000	0	0
Total	$0	$68,000	$452,000	$503,000	$503,000	$503,000	$435,000	$51,000	$0	$0

Fire Rescue Repairs, Replacements and Rehabs

Total Project Cost: $680,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

Funds will be utilized to upgrade the infrastructure of our numerous volunteer stations. These upgrades could include the installation of the exhaust removal systems in each remaining station, replacement of HVAC, electrical and plumbing/septic systems and repairs to roofs, concrete apparatus floors and aprons, etc. Funding will be allocated annually based on location needs. Examples include cracked foundations, roofs with multiple failing layers, lacking dormatory space, code compliance with egress.

CHANGE/REASON FOR REVISION

2019 - New to the CIP

OPERATING IMPACT SUMMARY

No additional operating impacts are associated with this project

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Major Repairs and Facility Upgrades	0	330,000	0	0	0	0	0	0	0	0	100,000
Exhaust Removal (Plymovent)	0	250,000	0	0	0	0	0	0	0	0	0
Total	$0	$580,000	$0	$0	$0	$0	$0	$0	$0	$0	$100,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	0	330,000	0	0	0	0	0	0	0	0	0
GF Allocation Transfer - 3% Guideline	0	250,000	0	0	0	0	0	0	0	0	100,000
Total	$0	$580,000	$0	$0	$0	$0	$0	$0	$0	$0	$100,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Sheriff Maintenance, Repairs and Improvements

Total Project Cost: $2,456,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

1. Safety Improvements -Government Center and Courthouse public safety amplifier installation and enhancement.
2. Ongoing Improvements/Upgrades - Consolettes for Command bus and Microwave replacements for 13 towers.
3. IT Improvements - Animal Control Software equipping the Officer with information concerning previous encounters with animals and their owners.

OPERATING IMPACT SUMMARY

Operating impacts associated with this project will be mininal and include increases for software updates and additional utilities for the range facility.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
IT improvements	0	286,000	500,000	0	0	0	0	0	0	0	0
Ongoing improvements/upgrades	0	540,000	318,000	0	0	0	0	0	0	0	0
Safety improvements	0	110,000	0	0	0	0	0	0	0	0	0
Dive Team Vehicle	0	100,000	0	0	0	0	0	0	0	0	0
Total	$0	$1,036,000	$818,000	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	1,036,000	818,000	0	0	0	0	0	0	0	0
Total	$0	$1,036,000	$818,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Operating	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total	$0	$0	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000

Public Safety Repairs, Replacement and Rehabs

Description of Project	Year	Project Amount
County MS4 Stormwater Permit	FY2019	300,000
Install exhaust removal (plymovent)	FY2019	250,000
Animal Control Software provides information to ACO's about previous activity at specific locations	FY2019	286,000
Radio Consolettes for Command Bus replacement of current ones which are falling apart	FY2019	103,000
13 towers - 2 per year- $400K per year	FY2019	437,000
Dive team vehicle replacement	FY2019	100,000
Major Repairs and Facility Upgrades to fire and rescue stations	FY2019	330,000
Government Center and Courthouse public safety amplifier installation and enhancement	FY2019	110,000
	FY2019 Total	**1,916,000**
County MS4 Stormwater Permit	FY2020	300,000
Upgrades to CAD	FY2020	500,000
Firing Range Facilities - building with classroom space	FY2020	318,000
	FY2020 Total	**1,118,000**
County MS4 Stormwater Permit	FY2021	300,000
	FY2021 Total	**300,000**
County MS4 Stormwater Permit	FY2022	300,000
	FY2022 Total	**300,000**
County MS4 Stormwater Permit	FY2023	300,000
	FY2023 Total	**300,000**
County MS4 Stormwater Permit	FY2024	300,000
	FY2024 Total	**300,000**
County MS4 Stormwater Permit	FY2025	300,000
	FY2025 Total	**300,000**
County MS4 Stormwater Permit	FY2026	300,000
	FY2026 Total	**300,000**
County MS4 Stormwater Permit	FY2027	300,000
	FY2027 Total	**300,000**
County MS4 Stormwater Permit	FY2028	300,000
unscheduled maintenance and repairs	FY2028	100,000
	FY2028 Total	**400,000**
	Grand Total	**5,534,000**

Public Safety Command Bus Replacement

Total Project Cost: $691,000 **Est. Opening Date:** 2021

PROGRAM DESCRIPTION

The current command bus is approaching 13 years in service. Most of the technologies purchased as a part of the command bus are also approaching 13 years old and have or will soon reach their end of life. An upgrade approximately eight years ago, funded by a grant, extended the life of the bus. The command bus continues to operate as an alternate communications center and doubles as a command post for special events, unique and extended investigations, and as a means to continue operations in the face of natural or manmade disasters that can affect operations of the emergency communications center. Newer technologies will make the use of the command bus and its capabilities more efficient and prevent the limitations in functionality currently imposed due to the old technology and limited space. This bus, when needed, supports a critical function that must be system ready at a moments notice and capable of delivering necessary services.

OPERATING IMPACT SUMMARY

There are no additional operating impacts assocated with this project.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Construction / Project	0	0	0	691,000	0	0	0	0	0	0	0
Total	$0	$0	$0	$691,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Master Lease Proceeds	0	0	0	691,000	0	0	0	0	0	0	0
Total	$0	$0	$0	$691,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Master Lease	0	0	0	92,000	92,000	92,000	92,000	92,000	92,000	92,000
Total	$0	$0	$0	$92,000	$92,000	$92,000	$92,000	$92,000	$92,000	$92,000

Radio Core

Total Project Cost: $1,965,240 **Est. Opening Date:** 2024

PROGRAM DESCRIPTION

Stafford County operates an emergency radio system that services the County Sheriff's Office, Fire Department, Emergency Management, Utilities, Parks and Recreation, and the Schools. The same system also services the City of Fredericksburg for their Emergency Services. The radio system is a Motorola P25 system that consists of 14 tower sites and one radio system core. The radio system core acts as the brain of the system and controls the various radio channels and talk groups. The core is housed in a secure and protected location. The system has the ability to lose a tower and still function on the remaining towers. The system weakness is in the single core design. If the core were lost due to an issue in the core or with the building housing the core, the radio system would not function. The installation of a secondary "Hot Standby" core at a second location would give the redundancy needed to ensure operations of the vital emergency radio system. This would allow the system to automatically fall over to the secondary core in the event of a failure of the main core. This redundancy is necessary in emergency services to prevent the loss of emergency communications during major weather events or any type of disaster that would affect the locality. Continuing without a second core is placing a liability on the system that could result in loss of emergency communications.

OPERATING IMPACT SUMMARY

This Radio Core will have operating costs for annual maintenance and upkeep.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Construction / Project	0	0	0	0	0	0	1,909,620	0	0	0	0
Contingency	0	0	0	0	0	0	55,620	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$1,965,240	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Master Lease Proceeds	0	0	0	0	0	0	1,965,240	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$1,965,240	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Operating	0	0	0	0	0	0	23,000	23,000	24,000	25,000
Master Lease	0	0	0	0	0	0	260,724	260,724	260,724	260,724
Total	$0	$0	$0	$0	$0	$0	$283,724	$283,724	$284,724	$285,724

Stormwater Compliance

Total Project Cost: $3,000,000 **Est. Opening Date:** On-Going

PROGRAM DESCRIPTION

The U.S. Environmental Protection Agency (EPA), in coordination with the Virginia Department of Environmental Quality (DEQ), has developed a Total Maximum Daily Load (TMDL) for the Chesapeake Bay, which was finalized by EPA on December 31, 2010. The TMDL establishes a "pollution diet" for the entire Chesapeake Bay watershed to address pollution from nutrients and sediment, and requires localities to implement water quality improvements to meet water quality standards for the Chesapeake Bay. EPA has identified that certain stormwater retrofits as a key component of the TMDL, therefore, the County's MS4 Stormwater Permit will contain certain retrofit mandates on a phased basis over 15 years. Retrofits include stream restoration projects, construction of new stormwater management facilities and upgrades to existing facilities to meet quality standards.

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.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Construction / Project	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Operating	20,000	21,000	21,000	22,000	23,000	23,000	24,000	25,000	25,000	26,000
Total	$20,000	$21,000	$21,000	$22,000	$23,000	$23,000	$24,000	$25,000	$25,000	$26,000

Judical

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Courthouse	0	0	4,622,000	66,387,000	0	0	0	0	0	0	0	0	71,009,000
Total Courts	$0	$0	$4,622,000	$66,387,000	$0	$0	$0	$0	$0	$0	$0	$0	$71,009,000

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	0	66,223,369	0	0	0	0	0	0	0
Prior Year Fund Balance	0	0	1,859,000	0	0	0	0	0	0	0	0
Current Revenue - County	0	0	2,763,000	0	0	0	0	0	0	0	0
Proffers	0	0	0	163,631	0	0	0	0	0	0	0
Total	$0	$0	$4,622,000	$66,387,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	1,473,000	1,517,000	1,563,000	1,609,000	1,658,000	1,707,000	1,759,000
Operating	0	0	0	1,036,000	878,000	904,000	932,000	959,000	988,000	1,018,000
Debt Service	0	0	0	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000
Total	$0	$0	$0	$8,051,000	$7,937,000	$8,009,000	$8,083,000	$8,159,000	$8,237,000	$8,319,000

Courthouse

Total Project Cost: $71,009,000 **Est. Opening Date:** 2022

PROGRAM DESCRIPTION

In 2016, a space needs study was conducted to identify the 20 year space needs for the courthouse and a security analysis of the facility with the assistance of the National Center for State Courts to develop a Facilities Master Plan. The new proposed courthouse would include construction of a proposed 178,000 square foot three story Courthouse with partial basement and be locate on County owned land across Courthouse Road from the Public Safety Building. Courtrooms could include four General District, six Circuit and six Juvenile and Domestic courtrooms.

OPERATING IMPACT SUMMARY

Operating costs include one-time start up expenses for new employees and maintenance supplies and equipment for Parks, Recreation and Community Facitilites. Ongoing costs include eight deputies for the Sheriff's deptment and three maintenance mechanic II and one custodian for Parks, Recreation and Community Facilities department.

CHANGE/REASON FOR REVISION

FY2007 - New project in CIP $20.6M
FY2008 - Updated construction cost $33.8M
FY2009 - No change
FY2010 - No change.
FY2011 - Consolidate a renovation of current courthouse project and reduced existing project to an addition due to current conditions in the economy. Project to begin in FY13. $21.7M
FY2012 - Changed scope of project. Added a Courthouse annex project. Due to shortage in affordability project to begin planning and design in FY17. $22.9M
FY2013 - Due to conditions in the economy and changes in affordability project will begin planning and design work in FY19. No other changes have been made. $22.2M
FY2014 - Scope of project changed to include parking improvements and significant ADA upgrades. $26.8M
FY2015 - No change
FY2016 - Project cost update. No change in scope of project. $29M
FY2017 - No change
FY2018 - Change in scope of project. Proposed project is a new construction for all three courts. New proposed cost is $71M

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	4,622,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	59,983,000	0	0	0	0	0	0	0
Contingency	0	0	0	6,404,000	0	0	0	0	0	0	0
Total	$0	$0	$4,622,000	$66,387,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	0	66,223,369	0	0	0	0	0	0	0
Prior Year Fund Balance	0	0	1,859,000	0	0	0	0	0	0	0	0
Current Revenue - County	0	0	2,763,000	0	0	0	0	0	0	0	0
Proffers	0	0	0	163,631	0	0	0	0	0	0	0
Total	$0	$0	$4,622,000	$66,387,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	1,473,000	1,517,000	1,563,000	1,609,000	1,658,000	1,707,000	1,759,000
Operating	0	0	0	1,036,000	878,000	904,000	932,000	959,000	988,000	1,018,000
Debt Service	0	0	0	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000	5,542,000
Total	$0	$0	$0	$8,051,000	$7,937,000	$8,009,000	$8,083,000	$8,159,000	$8,237,000	$8,319,000

Parks, Recreation and Cultural

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Repairs, Replacements and Rehabs	0	229,000	1,148,000	749,000	884,000	1,447,000	904,000	1,021,000	1,183,000	0	1,589,000	0	9,154,000
Library	0	0	0	0	0	0	0	0	0	0	50,000	19,813,500	19,863,500
Total Parks, Recreation and Cultural	$0	$229,000	$1,148,000	$749,000	$884,000	$1,447,000	$904,000	$1,021,000	$1,183,000	$0	$1,639,000	$19,813,500	$29,017,500

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	229,000	1,148,000	749,000	884,000	1,447,000	904,000	1,021,000	1,183,000	0	1,589,000
Proffers	0	0	0	0	0	0	0	0	0	0	50,000
Total	$0	$229,000	$1,148,000	$749,000	$884,000	$1,447,000	$904,000	$1,021,000	$1,183,000	$0	$1,639,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Parks and Recreation Repair, Replacement and Rehab

Total Project Cost: $9,154,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

Repair, replace and rehab various County assets.

OPERATING IMPACT SUMMARY

There are no operating costs associated with these projects.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Asphalt/Parking/Roads/Signs	0	0	0	0	214,000	0	0	312,000	624,000	0	496,000
ADA/Security/Master Plan	0	0	133,000	0	203,000	383,000	168,000	288,000	0	0	0
Building Replace/Repairs	0	103,000	0	465,000	225,000	399,000	0	0	177,000	0	0
Site Improvements/Fields/Trails	0	126,000	1,015,000	284,000	242,000	665,000	736,000	421,000	382,000	0	1,093,000
Total	$0	$229,000	$1,148,000	$749,000	$884,000	$1,447,000	$904,000	$1,021,000	$1,183,000	$0	$1,589,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	229,000	1,148,000	749,000	884,000	1,447,000	904,000	1,021,000	1,183,000	0	1,589,000
Total	$0	$229,000	$1,148,000	$749,000	$884,000	$1,447,000	$904,000	$1,021,000	$1,183,000	$0	$1,589,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Parks and Recreation Repair, Replacement and Rehab

Description of Project	Year	Project Amount
Lake Mooney Cabin restoration	FY2019	103,000
Shade structure over three existing playground	FY2019	126,000
	FY2019 Total	**229,000**
Various parks renovate existing athletic fields	FY2020	219,000
Agility course and exercise equipment - Pratt Park	FY2020	133,000
Replace worn out artificial turf field #1 - Smith Lake	FY2020	398,000
Replace worn out artificial turf field #2 - Smith Lake	FY2020	398,000
	FY2020 Total	**1,148,000**
Rectangle field lights	FY2021	284,000
Embrey Mill Park conference building	FY2021	465,000
	FY2021 Total	**749,000**
Rowser ADA restroom for softball field	FY2022	203,000
Lake Mooney phase 3 Picnic Shelter	FY2022	112,000
Replace pavilion	FY2022	130,000
Pave and light Pratt parking lot	FY2022	214,000
Pratt Restroom/Concession Renovation	FY2022	225,000
	FY2022 Total	**884,000**
Security, improve service to citizens, provide space for long-term staffing needs	FY2023	383,000
Curtis Park restroom at Pool	FY2023	318,000
Brooks - replace skate park	FY2023	347,000
Chichester shop	FY2023	399,000
	FY2023 Total	**1,447,000**
Additional walks and security measures, Smith lake	FY2024	168,000
Permanent restroom at soccer fields at Willowmere	FY2024	368,000
Replace two sheds with one small building, Gov. Center	FY2024	368,000
	FY2024 Total	**904,000**
ADA accessibility upgrades at various parks	FY2025	288,000
Resurface parking lots, Willowmere	FY2025	312,000
Install soccer field lights and landscaping - Willowmere	FY2025	421,000
	FY2025 Total	**1,021,000**

Parks and Recreation Repair, Replacement and Rehab

Description of Project	Year	Project Amount
Logistics/material preservation building	FY2026	177,000
Replace the skate park at Curtis Park	FY2026	624,000
Replace fence at various diamond fields *	FY2026	126,000
Pool resurfacing, Curtis Park	FY2026	256,000
	FY2026 Total	**1,183,000**
Playground, Carl Lewis	FY2028	122,000
Pool resurfacing, Woodlands	FY2028	218,000
Remove baby pool and install splash pad, Curtis Park	FY2028	272,000
Create restroom facilities at shelter #7	FY2028	481,000
Pratt entrance and parking to Butler road	FY2028	496,000
	FY2028 Total	**1,589,000**
	Grand Total	**9,154,000**

Library #4

Total Project Cost: $19,863,500 **Est. Opening Date:** 2029

PROGRAM DESCRIPTION

The Central Rappahannock Regional Library (CRRL) Board of Trustees is recommending the opening of a new branch library in the County to meet current unmet demands and to accommodate projected new population growth. High demand for books, programming, meeting rooms, computers and other library services at the Porter and England Run libraries will be relieved by 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. Three options for a new facility could include a traditional branch which would be similar to Porter and England Run libraries, a store front facility which could be located at a retail venue, or a partnership with Germanna Community College.

OPERATING IMPACT SUMMARY

No operating costs are associated with the project in this planning period.

CHANGE/REASON FOR REVISION

FY2013 - New to the CIP, project to begin in FY2022

FY2014 - Project moved to the right one year, reduced funding based on affordability

FY2015 - No Change

FY2016 - Project moved to last year of the CIP (2025) - $1M for planning and design

FY2017 - Project moving forward - based on affordability

FY2018 - Project moved to last year of CIP (2027) based on affordability

FY2019 - Change in funding amount for planning and design. Change in revenue source.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	0	0	0	0	0	0	0	0	50,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Proffers	0	0	0	0	0	0	0	0	0	0	50,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000

Operating Impacts		FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Public Works

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Repairs, Replacements and Rehabs	0	100,000	552,000	919,000	680,000	105,000	667,000	335,000	191,000	298,000	845,000	0	4,692,000
Total Community Facilities	$0	$100,000	$552,000	$919,000	$680,000	$105,000	$667,000	$335,000	$191,000	$298,000	$845,000	$0	$4,692,000

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	100,000	552,000	919,000	680,000	105,000	667,000	335,000	191,000	298,000	845,000
Total	$0	$100,000	$552,000	$919,000	$680,000	$105,000	$667,000	$335,000	$191,000	$298,000	$845,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Public Works Repairs, Replacement and Rehab

Total Project Cost: $4,692,000 **Est. Opening Date:** On-going

PROGRAM DESCRIPTION

Replace, repair or upgrade various County assets. See attached summary

OPERATING IMPACT SUMMARY

There are no operating costs associated with these projects.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
HVAC/Mechanical/Equipment	0	0	0	0	572,000	0	0	0	0	0	0
Roof Replacement/Repairs	0	0	372,000	410,000	108,000	0	0	0	0	0	374,000
Asphalt/Parking/Roads/Signs	0	0	0	0	0	0	0	0	191,000	0	0
ADA/Security/Master Plan	0	0	0	185,000	0	105,000	299,000	194,000	0	0	0
Building Replace/Repairs	0	100,000	180,000	324,000	0	0	0	141,000	0	0	471,000
Site Improvements/Fields/Trails	0	0	0	0	0	0	368,000	0	0	298,000	0
Total	$0	$100,000	$552,000	$919,000	$680,000	$105,000	$667,000	$335,000	$191,000	$298,000	$845,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
GF Allocation Transfer - 3% Guideline	0	100,000	552,000	919,000	680,000	105,000	667,000	335,000	191,000	298,000	845,000
Total	$0	$100,000	$552,000	$919,000	$680,000	$105,000	$667,000	$335,000	$191,000	$298,000	$845,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Public Works Repairs, Replacement and Rehab

Description of Project	Year	Project Amount
Upgrades to improve the efficiency of office work space	FY2019	100,000
	FY2019 Total	100,000
Administration Building LED upgrade	FY2020	180,000
Courthouse Community Center replace roof section 2	FY2020	372,000
	FY2020 Total	**552,000**
Public Safety Building LED upgrade	FY2021	324,000
Courthouse Community Center roof replacement section 1	FY2021	410,000
Various sites EDNA wireless	FY2021	185,000
	FY2021 Total	**919,000**
Roof section 4	FY2022	108,000
HVAC roof units #2,3&4	FY2022	572,000
	FY2022 Total	**680,000**
Video surveillance systems	FY2023	105,000
	FY2023 Total	**105,000**
Security cameras	FY2024	299,000
Fence-in maintenance facilities & provide covered structures for equipment at Pratt Park	FY2024	368,000
	FY2024 Total	**667,000**
Ceiling tile - Administration Building	FY2025	141,000
ADA upgrades to public facilities	FY2025	194,000
	FY2025 Total	**335,000**
Gov Center and Rowser parking lot, repair and seal	FY2026	191,000
	FY2026 Total	**191,000**
Built in gutters repair, Administration Building	FY2027	100,000
Paint interior, Administration building	FY2027	198,000
	FY2027 Total	**298,000**
Roof replacement, PBS	FY2028	374,000
System upgrades, energy management	FY2028	471,000
	FY2028 Total	**845,000**
	Grand Total	**4,692,000**

TRANSPORTATION SUMMARY

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
BELMONT - FERRY FARM TRAIL - PHASE 6	545,836	270,107	1,700,000	0	0	0	0	0	0	0	0	0	2,515,943
BEREA CHURCH ROAD (SR 654) IMPROVEMENTS	775,000	300,000	619,288	4,112,068	0	0	0	0	0	0	0	0	5,806,356
BROOKE ROAD (SR 608) RECONSTRUCTION SOUTH OF ESKIMO HILL ROAD (SR 628)	1,880,569	7,138,157	0	0	0	0	0	0	0	0	0	0	9,018,726
COURTHOUSE ROAD (SR 630) AT JEFFERSON DAVIS HWY (RT 1) INTERSECTION IMPROVEMENT	4,890,576	500,000	1,500,000	3,528,841	1,282,575	1,282,575	0	0	0	0	0	0	12,984,567
ENON ROAD (SR 753) WIDENING: RT1 TO I-95	401,891	0	500,000	566,930	568,266	1,691,722	1,550,403	5,128,350	0	0	0	0	10,407,562
JEFFERSON DAVIS HWY (RT 1) at POTOMAC CREEK DRIVE (SR 761)	150,000	150,000	500,000	1,000,000	0	0	0	0	0	0	0	0	1,800,000
JUGGINS ROAD (SR 711) RECONSTRUCTION	575,000	1,275,000	200,000	0	170,600	0	0	0	0	0	0	0	2,220,600
TECH CENTER DRIVE	0	0	0	0	0	0	0	0	0	0	25,000	0	25,000
TELEGRAPH ROAD (SR 637) AND WOODSTOCK LANE (SR 639) AT RT 1 SAFETY IMPROVEMENTS	0	1,100,000	3,200,000	4,500,000	0	0	0	0	0	0	0	0	8,800,000
FLATFORD ROAD SIDEWALK	0	91,000	39,130	519,870	0	0	0	0	0	0	0	0	650,000
ONVILLE ROAD SIDEWALK	100,000	25,000	425,000	0	0	0	0	0	0	0	0	0	550,000
Total All Projects	$9,318,872	$10,849,264	$8,683,418	$14,227,709	$2,021,441	$2,974,297	$1,550,403	$5,128,350	$0	$0	$25,000	$0	$54,778,754

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Current Revenue	2,925,000	1,275,200	0	0	0	0	0	0	0	0	0	0	4,200,200
School Fund Allocation Transfer in	200,000	637,500	100,000	0	0	0	0	0	0	0	0	0	937,500
Proffers/Capital Reserve	629,291	1,061,356	0	0	0	0	0	0	0	0	25,000	0	1,715,647
Service District	0	428,200	627,114	1,000,261	0	0	0	0	0	0	0	0	2,055,575
Prior Year Fund Balance	2,393,910	304,021	1,090,000	871,712	0	0	0	0	0	0	0	0	4,659,643
Revenue Sharing	8,905,975	2,338,171	850,000	871,712	0	0	0	0	0	0	0	0	12,965,858
State/Federal	2,641,669	1,639,886	5,706,625	5,844,992	3,208,646	6,282,575	0	0	0	0	0	0	25,324,393
Impact Fees	792,379	627,559	500,000	500,000	500,000	0	0	0	0	0	0	0	2,919,938
Total Funding	$18,488,224	$8,311,893	$8,873,739	$9,088,677	$3,708,646	$6,282,575	$0	$0	$0	$0	$25,000	$0	$54,778,754

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	58,000	60,000	62,000	63,000	65,000	67,000	69,000	71,000
Operating	0	0	35,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total	$0	$0	$93,000	$62,000	$64,000	$65,000	$67,000	$69,000	$71,000	$73,000

BELMONT - FERRY FARM TRAIL - PHASE 6

Total Project Cost: $2,515,943 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives

- 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. This project has been awarded the TEA Grant though VDOT.

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

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	545,836	54,107	0	0	0	0	0	0	0	0	0
Property Acquisition	0	216,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,700,000	0	0	0	0	0	0	0	0
Total	$545,836	$270,107	$1,700,000	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	109,167	54,021	340,000	0	0	0	0	0	0	0	0
State/Federal	436,669	216,086	1,360,000	0	0	0	0	0	0	0	0
Total	$545,836	$270,107	$1,700,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	58,000	60,000	62,000	63,000	65,000	67,000	69,000	71,000
Operating	0	0	35,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total	$0	$0	$93,000	$62,000	$64,000	$65,000	$67,000	$69,000	$71,000	$73,000

BEREA CHURCH ROAD (SR 654) IMPROVEMENTS

Total Project Cost: $5,806,356 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives

- Redevelopment Plan
- Economic Development 10 Point Plan
- Comprehensive Plan

PROGRAM DESCRIPTION

Reconstruction of Berea Church Road from Truslow Road to Warrenton Road using VDOT 3R standards. Improvements will include improved shoulders, drainage and wider lanes. Bicycle accommodations will also be included in this project.

OPERATING IMPACT SUMMARY

This is a safety improvement, upon completion this will become a part of the VDOT secondary system.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	775,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	300,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	619,288	4,112,068	0	0	0	0	0	0	0
Total	$775,000	$300,000	$619,288	$4,112,068	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Proffers/Capital Reserve	302,147	785,456	0	0	0	0	0	0	0	0	0
Service District	0	300,000	619,288	896,287	0	0	0	0	0	0	0
Revenue Sharing	2,353,966	549,212	0	0	0	0	0	0	0	0	0
Total	$2,656,113	$1,634,668	$619,288	$896,287	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

BROOKE ROAD (SR 608) RECONSTRUCTION SOUTH OF ESKIMO HILL ROAD (SR 628)

Total Project Cost: $9,018,726 **Est. Opening Date:** 2020

Links to Board's Strategic Initiatives
- Approved by voters in the 2008 referendum
- Comprehensive Plan
- Youth Driver Safety Initiative

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

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	890,567	0	0	0	0	0	0	0	0	0	0
Property Acquisition	990,002	1,933,906	0	0	0	0	0	0	0	0	0
Construction / Project	0	5,204,251	0	0	0	0	0	0	0	0	0
Total	$1,880,569	$7,138,157	$0	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Current Revenue	2,850,000	0	0	0	0	0	0	0	0	0	0
Proffers/Capital Reserve	3,400	275,900	0	0	0	0	0	0	0	0	0
Prior Year Fund Balance	114,485	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	3,605,904	901,459	0	0	0	0	0	0	0	0	0
Impact Fees	640,019	627,559	0	0	0	0	0	0	0	0	0
Total	$7,213,808	$1,804,918	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

COURTHOUSE ROAD (SR 630) AT JEFFERSON DAVIS HWY (RT 1) INTERSECTION IMPROVEMENT

Total Project Cost: $12,984,567 **Est. Opening Date:** 2024

Links to Board's Strategic Initiatives

- Parks & Rec Commission Facilities 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. The project scope has been expanded to include improvements to Hope Road, funded by approved Smart Scale revenues. Timing of this phase of the project is contingent upon the timing for the receipt of the Smart Scale funds.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	890,576	0	0	0	0	0	0	0	0	0	0
Property Acquisition	4,000,000	500,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,500,000	3,528,841	1,282,575	1,282,575	0	0	0	0	0
Total	$4,890,576	$500,000	$1,500,000	$3,528,841	$1,282,575	$1,282,575	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Proffers/Capital Reserve	323,744	0	0	0	0	0	0	0	0	0	0
Prior Year Fund Balance	2,121,544	250,000	750,000	871,712	0	0	0	0	0	0	0
Revenue Sharing	2,445,288	250,000	750,000	871,712	0	0	0	0	0	0	0
State/Federal	0	0	0	1,785,417	1,282,575	1,282,575	0	0	0	0	0
Total	$4,890,576	$500,000	$1,500,000	$3,528,841	$1,282,575	$1,282,575	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ENON ROAD (SR 753) WIDENING: RT1 TO I-95

Total Project Cost: $10,407,562 **Est. Opening Date:** 2025

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. This project might qualify to receive future Smart Scale funding. The CIP assumes Board approval to submit this project for HB2 funding and approval by the CTB.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	401,891	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	500,000	566,930	568,266	1,691,722	1,550,403	5,128,350	0	0	0
Total	$401,891	$0	$500,000	$566,930	$568,266	$1,691,722	$1,550,403	$5,128,350	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Prior Year Fund Balance	48,714	0	0	0	0	0	0	0	0	0	0
Revenue Sharing	200,817	0	0	0	0	0	0	0	0	0	0
State/Federal	0	0	793,321	1,156,679	1,555,671	5,000,000	0	0	0	0	0
Impact Fees	152,360	0	500,000	500,000	500,000	0	0	0	0	0	0
Total	$401,891	$0	$1,293,321	$1,656,679	$2,055,671	$5,000,000	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

JEFFERSON DAVIS HWY (RT 1) at POTOMAC CREEK DRIVE (SR 761)

Total Project Cost: $1,800,000 **Est. Opening Date:** 2021

Links to Board's Strategic Initiatives
- Comprehensive Plan
- Approved by Board for HB2 Funding

PROGRAM DESCRIPTION

Construction of a left-turn lane from southbound Jefferson Davis Highway to Potomac Creek Drive. Completion of this project according to the schedule shown is dependent upon the timing for the receipt of state Smart Scale Funding. This project will be administered by VDOT.

OPERATING IMPACT SUMMARY

A 2008 Transportation Bond Program project. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	150,000	150,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	500,000	1,000,000	0	0	0	0	0	0	0
Total	$150,000	$150,000	$500,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
State/Federal	331,000	340,000	622,000	507,000	0	0	0	0	0	0	0
Total	$331,000	$340,000	$622,000	$507,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

JUGGINS ROAD (SR 711) RECONSTRUCTION

Links to Board's Strategic Initiatives
- Supports the Board's Education Initiative

Total Project Cost: $2,220,600 **Est. Opening Date:** 2021

PROGRAM DESCRIPTION

Two lane reconstruction of Juggins Road (S.R. 711) from Chadwick Drive to the new Moncure Elementary School location, a distance of approximately .25 mile. Project will also include the rural restoration and surface treatment of Juggins Road from the north entrance to the elementary school to the end of state maintenance, about .3 mile. Bond funds would be included with the VPSA borrow for the school construction as this work is integral to the school construction.

OPERATING IMPACT SUMMARY

Road improvement necessary to support additional traffic resulting from the Moncure Elementary School relocation. Upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	275,000	25,000	0	0	0	0	0	0	0	0	0
Property Acquisition	300,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,250,000	200,000	0	170,600	0	0	0	0	0	0
Total	$575,000	$1,275,000	$200,000	$0	$170,600	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Current Revenue	75,000	0	0	0	0	0	0	0	0	0	0
School Fund Tranfer In	200,000	637,500	100,000	0	0	0	0	0	0	0	0
Revenue Sharing	300,000	637,500	100,000	0	0	0	0	0	0	0	0
State/Federal	0	0	0	0	170,600	0	0	0	0	0	0
Total	$575,000	$1,275,000	$200,000	$0	$170,600	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

TECH CENTER DRIVE

Total Project Cost: $2,600,000 **Est. Opening Date:** 2029

Links to Board's Strategic Initiatives
- Redevelopment Plan
- Comprehensive Plan
- Economic Development 10 Point Plan

PROGRAM DESCRIPTION

Road Construction to serve the Technology and Research Park within the Quantico Corporate Center, including improvements to the intersection with Telegraph Road.

OPERATING IMPACT SUMMARY

This is an Economic Development opportunity for the County.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Construction / Project	0	0	0	0	0	0	0	0	0	0	25,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$25,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Proffers/Capital Reserve	0	0	0	0	0	0	0	0	0	0	25,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$25,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

TELEGRAPH ROAD (SR 637) AND WOODSTOCK LANE (SR 639) AT RT 1 SAFETY IMPROVEMENTS

Total Project Cost: $8,800,000 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives

- Approved by Board for HB2 Funding
- Supports Economic Development

PROGRAM DESCRIPTION

This project consists of roadway reconstruction/realignment, installation of a new traffic signal, turn lane improvements and access management. This project has been approved to receive House Bill 2 (HB2) funding. The timing for the distribution of the HB2 funds is unknown at this time. Initial funding involves the release of Widewater CDA funding for this project.

OPERATING IMPACT SUMMARY

No operating impacts are expected for the County since upon completion, VDOT becomes the owner of the improvement.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	1,100,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,200,000	4,500,000	0	0	0	0	0	0	0
Total	$0	$1,100,000	$3,200,000	$4,500,000	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Current Revenue	0	1,275,200	0	0	0	0	0	0	0	0	0
State/Federal	1,874,000	571,000	2,900,000	1,980,000	199,800	0	0	0	0	0	0
Total	$1,874,000	$1,846,200	$2,900,000	$1,980,000	$199,800	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

FLATFORD ROAD SIDEWALK

Total Project Cost: $650,000 **Est. Opening Date:** 2022

Links to Board's Strategic Initiatives

- Board Sidewalk Priority

PROGRAM DESCRIPTION

Flatford Road sidewalk project extends from the terminus of Parkway Boulevard (SR-1264) to the terminus of Walpole Street (SR-709) near its intersection with Winding Creek Road (SR-628), approximately 1,400 feet in length. Construction of the Project would connect two existing sidewalks and provide for safer pedestrian access along a busy route. This route is frequently used by pedestrians traveling from one adjacent neighborhood to the next, and would improve pedestrian access to a commercial area near the intersection of Courthouse Road and Walpole Street. Constructing this "missing link" would also safely connect pedestrians to public facilities including Rodney Thompson Middle School, Park Ridge Elementary School, and John M. Porter Library.

The Project will consist of a five-foot wide sidewalk on the east side of Flatford Road with a crosswalk to be installed just north of the entrance to Horizons Church to help safely connect pedestrians to the west side of Flatford Road. The proposed sidewalk would then extend to Walpole Street, with another crosswalk installed on Winding Creek Road to connect with the existing sidewalk. This project is dependent on receipt of TAP funds in June 2018.

OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	91,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	39,130	519,870	0	0	0	0	0	0	0
Total	$0	$91,000	$39,130	$519,870	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Service District	0	18,200	7,826	103,974	0	0	0	0	0	0	0
State/Federal	0	72,800	31,304	415,896	0	0	0	0	0	0	0
Total	$0	$91,000	$39,130	$519,870	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

ONVILLE ROAD SIDEWALK

Links to Board's Strategic Initiatives

- Board Sidewalk Priority

Total Project Cost: $550,000

Est. Opening Date: 2021

PROGRAM DESCRIPTION

='Data Onville SW 19'!C45

OPERATING IMPACT SUMMARY

No operating impacts are anticipated at this time

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	100,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	25,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	425,000	0	0	0	0	0	0	0	0
Total	$100,000	$25,000	$425,000	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Service District	0	110,000	0	0	0	0	0	0	0	0	0
State/Federal	0	440,000	0	0	0	0	0	0	0	0	0
Total	$0	$550,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Educational

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Schools													
Rebuild Moncure Elementary	35,589,000	1,000,000	0	0	0	0	0	0	0	0	0	0	36,589,000
To be Determined	0	10,632,500	1,000,000	10,450,000	12,323,000	564,900	0	5,500,000	49,557,295	68,700,000	43,650,330	83,998,840	286,376,865
Cash/Grant/Lease Funded Repairs, Replacements & Rehabs	0	5,922,000	5,304,000	5,280,000	5,227,000	5,170,000	5,084,000	5,079,000	5,044,000	5,049,000	4,936,000	0	52,095,000
Bond Funded Repairs, Replacements & Rehabs	0	5,000,000	5,048,000	4,987,000	5,007,000	4,954,000	4,994,000	5,112,000	4,982,000	5,004,000	4,958,000	0	50,046,000
Total Education	$35,589,000	$22,554,500	$11,352,000	$20,717,000	$22,557,000	$10,688,900	$10,078,000	$15,691,000	$59,583,295	$78,753,000	$53,544,330	$83,998,840	$425,106,865

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	27,162,000	16,632,500	6,048,000	15,437,000	17,330,000	5,518,900	4,994,000	6,963,761	53,482,000	73,704,000	48,502,727
Fleet Services Capital Funding	0	700,000	0	0	0	0	0	0	0	0	0
Nutrition Capital Funding	0	115,000	118,000	122,000	126,000	130,000	0	0	0	0	0
Current Revenue - Schools	6,449,199	5,107,000	5,186,000	5,158,000	5,101,000	5,040,000	5,084,000	5,079,000	5,044,000	5,049,000	4,936,000
Proffers	1,977,801	0	0	0	0	0	0	3,648,239	1,057,295	0	105,603
Total	$35,589,000	$22,554,500	$11,352,000	$20,717,000	$22,557,000	$10,688,900	$10,078,000	$15,691,000	$59,583,295	$78,753,000	$53,544,330

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	283,000	957,000	976,000	1,320,000	2,614,000	2,666,000	2,720,000	2,774,000	2,829,000	3,186,000
Operating	235,000	242,000	250,000	1,107,000	1,141,000	686,000	707,000	728,000	750,000	1,922,000
Debt Service	0	1,392,000	1,898,000	3,189,000	4,639,000	5,101,000	5,519,000	6,102,000	10,577,000	16,745,000
Total	$518,000	$2,591,000	$3,124,000	$5,616,000	$8,394,000	$8,453,000	$8,946,000	$9,604,000	$14,156,000	$21,853,000

REBUILD MONCURE ELEMENTARY SCHOOL

Total Project Cost: $36,589,000 **Est. Opening Date:** FY2019

PROGRAM DESCRIPTION

Construct a 966-student elementary school for grades Pre-K through 5 to replace the existing Moncure Elementary (950 K-5, 16 Pre-K). The Rebuild Moncure Elementary School Project will include the construction of the school building ($214/SF), the development of the site, all planning & design requirements, all support furnishing, furniture & equipment and technology infrastructure. Juggins Road Improvements will be administered by Stafford County Government which will enable the County to apply for state Revenue Sharing matching funds. $1M in Rebuild MES Project Funds are being contributed to the Juggins Road Project. The school will be constructed with classrooms and core facilities to accommodate 966 students and follow the 2015 Stafford County Public Schools Elementary School Education Specification. The school will adhere to the Stafford County Public Schools Facility Design Standards, including pursuing LEED Silver Certification. Site location will be located off Juggins Road. In order to open the new Moncure Elementary School in January 2019 the following milestones must be achieved: Design must start no later than January 2016 and be completed no later than February 2017. School & Site development must start May 2017 and be complete by Oct 2018. The existing Moncure ES and site will be turned over to Stafford County per School Board/Board of Supervisors approved MOU.

OPERATING IMPACT SUMMARY

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CHANGE/REASON FOR REVISION

FY2018 - Project cost increased by $1.03M. Additional Proffers added, approved by BOS on 7/5/2017, Resolution R17-195. Current revenue updated to actuals.

PROJECT COSTS

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	2,524,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	1,700,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	29,967,000	1,000,000	0	0	0	0	0	0	0	0	0
Hardware/Software	350,000	0	0	0	0	0	0	0	0	0	0
Equipment	786,000	0	0	0	0	0	0	0	0	0	0
Other	262,000	0	0	0	0	0	0	0	0	0	0
Total	$35,589,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	27,162,000	1,000,000	0	0	0	0	0	0	0	0	0
Current Revenue - Schools	6,449,199	0	0	0	0	0	0	0	0	0	0
Proffers	1,977,801	0	0	0	0	0	0	0	0	0	0
Total	$35,589,000	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Debt Service	0	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000
Total	$0	$84,000	$84,000	$84,000	$84,000	$84,000	$84,000	$84,000	$84,000	$84,000

Renovate/Additions Moncure ES

Links to Board's Strategic Initiatives

School Goals: 1 and 3
County Goals: 1, 3, and 8

Total Project Cost: $24,337,900 **Est. Opening Date:** FY2023

PROGRAM DESCRIPTION

The Division's methodology or "trigger" for a new elementary school to open is when projected enrollment at the ES level exceeds 100% of current elementary school level capacity in their ES Region. As approved by the School Board in January 2018, the current capacity in the Central Region, which includes 8 elementary schools combined, is 6,544 students. With the opening of Rebuild Moncure ES in September 2019, the combined capacity increases to 6,685. 100% of that capacity is 6,685. 2018 - 2027 student enrollment projections show the need for a new elementary school in Central Region to open in September 2022. Because of this projected growth, the desire to keep the existing MES in the inventory, and affordability constraints, the Division is proposing a comprehensive renovation of MES. The Renovate/Addition MES project will be designed/constructed using the most current ES Ed Specifications and the SCPS Facility Design Standards and include the renovation of the entire school, new roofing and the re-development of the existing site, repairs to the parking lots, and an 8% construction contingency. Renovate/Addition MES project will also include all planning/design, new furniture, fixtures and equipment, new technology infrastructure and project management requirements. The programming sf of the renovation is 76,096 and an addition of 8,000 sf. Working with VA Department of Education, cost estimating consultants and historic data, Division staff estimate a minimum $165 per sf renovation cost in today's dollars and $225 per sf in new building cost. Site work is estimated at $1M for the storm water management improvements, some repairs to parking repairs lots and relocation of play areas. Renovation is scheduled for 15 months. Renovation/Addition MES project is being planned as a Leadership in Environmental and Energy Design (LEED) Silver rating, Energy Star rating to achieve an 80 score or better and an Energy Utilization Index (EUI) rating of less than 24. In order for the Renovation/Addition MES to be completed in September 2022, the following milestones must be achieved: Design start September 2019 and completed November 2020. Award January 2021. Construction start March 2021 and completed June 2022. Open September 2022.

OPERATING IMPACT SUMMARY

Renovate/Additions MES will result in a LEED Silver, energy efficient building with energy consumption significantly less per sf than the current facility. This project is proposing the renovation of 76,096 sf and the addition of 8,000 sf to address significant IAQ conditions with existing HVAC system and building and programmatic space deficiencies identified in a facility assessment study. The Principal, Librarian, Admin Assistant IV, and Admin Assistant III will start to be funded 1 year prior to the scheduled opening. When the school opens, the full array of 25 total positions will be funded. Renovate/Additions MES will result in no additional teachers. One year prior to the school opening, funds will be needed for text books and library books, as well as start up instructional costs. The first year the school is open, the full operational costs will begin to incur. After the first year of being opened, there will be a noteworthy drop in operating costs.

CHANGE/REASON FOR REVISION

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	1,000,000	700,000	99,000	0	0	0	0	0	0
Construction / Project	0	0	0	9,000,000	11,500,000	564,900	0	0	0	0	0
Contingency	0	0	0	750,000	724,000	0	0	0	0	0	0
Total	$0	$0	$1,000,000	$10,450,000	$12,323,000	$564,900	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	1,000,000	10,450,000	12,323,000	564,900	0	0	0	0	0
Total	$0	$0	$1,000,000	$10,450,000	$12,323,000	$564,900	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	324,000	1,598,000	1,630,000	1,663,000	1,696,000	1,730,000	1,764,000
Operating	0	0	0	850,000	876,000	413,000	426,000	439,000	452,000	465,000
Debt Service	0	0	84,000	958,000	1,989,000	2,036,000	2,036,000	2,036,000	2,036,000	2,036,000
Total	$0	$0	$84,000	$2,132,000	$4,463,000	$4,079,000	$4,125,000	$4,171,000	$4,218,000	$4,265,000

High School #6

Links to Board's Strategic Initiatives

School Goals: 1 and 3
County Goals: 1, 3, and 8

Total Project Cost: $161,050,330 **Est. Opening Date:** FY2029

PROGRAM DESCRIPTION

School Division's methodology or "trigger" for a new high school to open is when projected enrollment at the high school level exceeds 100% of current high school level capacity. Current capacity at the five (5) high schools combined is 10,650 students. 100% of that capacity is 10,650. 2018 - 2027 student enrollment projections show the need for a new high school to open in September 2024 when projected enrollment is 10,782 students. High School #6 will be planned for 2,150 students for grades 9 - 12. The current site is a proffered site in the Westlake subdivision located south of Rt. 17, west of Poplar Road and consists of 65 +/- acres. High School #6 project will be designed/constructed using the most current High School Ed Specifications and the SCPS Facility Design Standards and include the construction of the school building, all outbuildings, the development of the entire site (65 acres), any off site road improvements (unknown at this time), all on campus roads and parking lots, all athletic fields, stadium, track, bleachers, all storm water management requirements, installation of all utilities and a 5% construction contingency. High School #6 project will also include all planning/design requirements, all furniture, fixtures and equipment, all technology infrastructure, and project management. SCPS High School Ed specification will be updated 12 - 15 months prior to design resulting in an Ed specification with a total s.f. estimated at or around 300,000 sf. Working with VA DOE, cost estimating consultants and historic data Division staff estimate a $240 per sf building cost. Site work is estimated at 300,000 per acre. High School #6 is being planned for a Leadership in Environmental and Energy Design (LEED) Silver rating, Energy Star designed to achieve a 80 score or better and an Energy Utilization Index (EUI) rating of less than 24. Collection/use of rainwater for irrigation and/or grey water will also be implemented. Photovoltaic panels are being planned not only to supplement energy consumption but also as a teaching tool for students. In order for High School #6 to be opened in September 2028, design start July 2024 and be completed October 2025. Bidding will take place in November 2025. Award January 2026. Construction must start March 2026 and be completed May 2028. Open September 2028.

OPERATING IMPACT SUMMARY

The principal, librarian, admin assistant V and an admin assistant IV are hired and funded 1 year prior to HS #6 opening, for an estimated total of $301K. When the school opens (FY 2029), there will be 79 total positions added to support the new school, for a first-year total of $3.89M. The instructional startup costs 1 year before HS #6 opens will total roughly $1.15M to include the purchasing of textbooks, library books, and instructional startup funds. When the school opens, the year 1 operating costs total $1.88M with a noteworthy drop after the first year. HS #6 will be a LEED Silver, energy efficient building with roughly 10,000 sf more space than Stafford HS (~300,000 sf total). The estimated utilities are included in the operating costs and the energy consumption will be significantly less per sf.

CHANGE/REASON FOR REVISION

FY2016 - New project in CIP, open FY26; $106.3M
FY2017 - Project moved from FY26 to FY28, updated construction cost; $120.3M
FY2018 - No change

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	0	0	0	0	0	5,500,000	5,500,000	900,000	555,000
Construction / Project	0	0	0	0	0	0	0	0	40,000,000	64,000,000	37,367,330
Contingency	0	0	0	0	0	0	0	0	3,000,000	3,000,000	228,000
Total	$0	$0	$0	$0	$0	$0	$0	$5,500,000	$48,500,000	$67,900,000	$38,150,330

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	0	0	0	0	0	1,851,761	48,500,000	67,900,000	38,150,330
Proffers	0	0	0	0	0	0	0	3,648,239	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$5,500,000	$48,500,000	$67,900,000	$38,150,330

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	301,000
Operating	0	0	0	0	0	0	0	0	0	1,150,000
Debt Service	0	0	0	0	0	0	0	155,000	4,213,000	9,895,000
Total	$0	$0	$0	$0	$0	$0	$0	$155,000	$4,213,000	$11,346,000

Renovate/Additions Ferry Farm ES

Links to Board's Strategic Initiatives

School Goals: 1 and 3
County Goals: 1, 3, and 8

Total Project Cost: $32,810,130 **Est. Opening Date:** FY2031

PROGRAM DESCRIPTION

2007 HLA Study recommended a rebuild of FFES due to the cost of renovation exceeding 70% of the replacement cost. The 2008 facility assessment evaluated the condition of the school and provide recommendations on levels/timing of investments to critical building systems. The 2008 assessment was updated in 2017 and shows a significant level of investment ($14,750,000 +/-) needed by FY22. This level of investment is roughly 90% of the cost to replace the existing school. Based on the desire to keep existing school in the inventory and affordability constraints the Division is proposing a comprehensive renovation of the school. The Renovate/Addition FFES project will be designed/constructed using the most current ES Ed Specifications and the SCPS Facility Design Standards and include the renovation of the entire school, new standing seam roofing and the re-development of the existing site, parking lots, all athletic fields, all storm water management requirements and an 8% construction contingency. Renovate/Addition FFES project will also include all planning/design, new furniture, fixtures and equipment, new technology infrastructure and project management requirements. The programming sf of the renovation is 70,555 and an addition of 9,000 sf. Working with VA Department of Education, cost estimating consultants and historic data, Division staff estimate a minimum $165 per sf renovation cost in today's dollars and $235 per sf in new building cost. Site work is estimated at $2M for the new storm water management, and parking lots. An additional $650K is added for a 10-classroom modular facility for swing space during renovation. Renovation will last up to 24 months. Renovation/Addition FFES project is being planned as a Leadership in Environmental and Energy Design (LEED) Silver rating, Energy Star rating to achieve an 80 score or better and an Energy Utilization Index (EUI) rating of less than 24. In order for the Renovation/Addition FFES to be completed in September 2030, the following milestones must be achieved: Design start September 2026 and completed November 2027. Award February 2028. Construction start June 2028 and completed May 2030. Open September 2030.

OPERATING IMPACT SUMMARY

Renovate/Additions FFES will result in a LEED Silver, energy efficient building with energy consumption significantly less per sf than the current facility. This project is proposing the renovation of 70,555 sf and the addition of 9,000 sf to address significant building and programmatic space deficiencies identified in a facility assessment study. $650K is needed for the modular classrooms that will temporarily be used to house students while construction and renovation is occurring to sections of the school. Renovate/Additions FFES will result in no additional staff, faculty, or teachers.

CHANGE/REASON FOR REVISION

FY2007 - New renovation project in CIP, open FY12; $11.3M
FY2008 - Change in scope, additional square footage, change in escalation. Project moved from FY12 to FY13; $21.3M
FY2009 - Project moved from FY13 to FY14; $22.9M
FY2010 - Decrease in project scope, project moved from FY14 to FY13; $7.2M
FY2011 - Increase in scope, project moved from FY13 to FY14; $8.7M
FY2012 - Increase in scope, project changed from renovation to rebuild. Project moved from FY14 to FY19; $19M
FY2013 - Increased square footage, escalation change, project moved from FY19 to FY21; $25M
FY2014 - No change
FY2015 - Change in escalation; $25.5M
FY2016 - No change
FY2017 - Decreased capacity, new ES educational specifications. Project moved from FY21 to FY22; $29.9M
FY2018 - No change

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	0	0	0	0	0	0	0	800,000	800,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	3,000,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$800,000	$3,800,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	0	0	0	0	0	0	0	800,000	3,800,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$800,000	$3,800,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Debt Service	0	0	0	0	0	0	0	0	0	67,000
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$67,000

Rebuild Hartwood Elementary School

Links to Board's Strategic Initiatives
School Goals: 1 and 3
County Goals: 1, 3, and 8

Total Project Cost: $57,546,005 **Est. Opening Date:** FY2031

PROGRAM DESCRIPTION

HES was originally constructed in 1963 and received three major additions (1966, 1988 and 1993) for a total of 61,284 sf. HES is the only school in the county that is not supported by County water and sewer. The school operates two wells and a package waste water treatment plant. The 2008 facility assessment's purpose was to evaluate the physical condition of the school/site and provide recommendations on levels and timing of investments to building systems. As part of the 2015 Moseley Study, the report compared the 2009 SCPS Ed Specifications to the existing school space showing an 11,000 sf program deficiency. Comparing that program deficiency to the 2015 SCPS Ed Specifications shows a 29,500 sf deficiency. The 2008 assessment was updated in 2017 and shows a significant level of investment ($17.2M in today's cost or $29.4M in FY27) needed by FY27. This level of investment is roughly 114% of the cost to replace the existing school in FY27 ($25.7M). This, coupled with the need to address educational program deficiencies and provide county water and sewer to the school site, resulted in the proposed rebuild project. 2018 - 2027 student enrollment projections show additional capacity will be needed in the southern area of the county, which services Hartwood and Rocky Run ESs, in the 2026 timeframe. The Division currently has not secured a site for the Rebuild HES, however, the site will be 20 acres +/-, be located in the Urban Service Area and be in the current Hartwood ES attendance zone. The Rebuild HES project is planned for 966 students for grades Pre-K - 5. This will add approximately 301 additional elementary student seats and two pre-K rooms. Rebuild HES will be designed/constructed using the most current ES Ed Specifications (similar to Rebuild MES and site adapted) and the SCPS Facility Design Standards and include the construction of the school building, all outbuildings, the development of the entire site, any off site road improvements, all on campus roads and parking lots, all athletic fields, all storm water management requirements and an 8% construction contingency. The Rebuild HES project will also include all planning/design requirements, all furniture, fixtures and equipment, all technology infrastructure, and project management requirements. The programming sf of the proposed Rebuild HES is identified at 108,500 sf. Working with VA DOE, consultants and historic data, Division staff estimate a minimum $220 per sf building cost in today's dollars. Site work is estimated at $5.5M for site, storm water management, and parking lots.

OPERATING IMPACT SUMMARY

Rebuild HES will be a LEED Silver, energy efficient building with 108,500 sf. This new school's energy consumption will be significantly less per sf than the current facility. This project will address significant building and programmatic space deficiencies that were identified in a facility assessment study, bringing the latest SCPS school design to Hartwood ES. Capacity will be increased in the southern area of the county where classroom overcrowding is projected. While school teachers and staff will migrate to the newly built HES, there will be an addition of 4 support positions as a result of Rebuild HES being larger with a higher student capacity than the existing. There will be no additional operating costs outside of the Division's budget associated with this project.

CHANGE/REASON FOR REVISION

FY2007 - New renovation project in CIP, open FY12; $9.4M
FY2008 - Project removed from CIP
FY2009 - No change
FY2010 - No change
FY2011 - No change
FY2012 - No change
FY2013 - No change
FY2014 - Renovation project added to CIP, opening FY24; $12.5M
FY2015 - Decrease in escalation rate, project moved from FY24 to FY26; $12.1M
FY2016 - Increased cost per square foot, decreased escalation rate, project moved from FY26 to FY27; $14.4M
FY2017 - Increase in scope, new ES educational specifications; $21.8M
FY2018 - No change

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	0	0	0	0	0	0	0	0	0	1,700,000
Property Acquisition	0	0	0	0	0	0	0	0	1,057,295	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$1,057,295	$0	$1,700,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	1,594,397
Proffers	0	0	0	0	0	0	0	0	1,057,295	0	105,603
Total	$0	$0	$0	$0	$0	$0	$0	$0	$1,057,295	$0	$1,700,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Purchase/Renovate FCS

Links to Board's Strategic Initiatives

School Goals: 1 and 3
County Goals: 1, 3, and 8

Total Project Cost: $10,632,500 **Est. Opening Date:** FY2020

PROGRAM DESCRIPTION

The procurement of the Fredericksburg Christian School (FCS) would add roughly 39,000 sf (21 classrooms, Office Suite, Library, Gym w/stage, Serving Kitchen and Music Room) and 21 acres into the SCPS inventory. Current plans would be to remove all SCPS Early Childhood Special Education (ECSE) from elementary schools (50 + programs and 20 classrooms freeing up approximately 480 ES seats Division wide) and create a Head Start - ECSE Pre-K North and South Campus. FCS would be the North Campus. Existing Gari Melchers Complex would be the South Campus. FCS asking price is $7.8M. Staff estimates roughly $2.8M in renovation would be needed to ready FCS for Head Start - ECSE Pre-K North Campus (Design of modification and Construction (addition of bathrooms in all classrooms, upgrade of kitchen to production level, paint, replace carpet with tile, clinic expansion, playground modifications, lock standardization, furniture, CCTV and fiber). If funds are made available in FY19 to procure FCS and initiate the modification to open the campus in Sept 2019 (FY20), the following milestones need to be achieved: Design must start Jun 2018 and be completed November 2018. Bid in December 2018, award in February 2019, start renovation in April 2019, complete August 2019. Open September 2019.

OPERATING IMPACT SUMMARY

Relocation of some Head Start programs from Gari Melchers Complex (GMC) will take place. Equal distribution of ECSE program classes between GMC and FCS will be planned and coordinated prior to renovation project. Staffing cost of roughly $283K in FY19 and an additional $674K in FY20 will be required. Operating cost to oversee the FCS is estimated at $235K, in current dollars, per year.

CHANGE/REASON FOR REVISION

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning/Design	0	250,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	7,800,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,582,500	0	0	0	0	0	0	0	0	0
Total	$0	$10,632,500	$0	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	10,632,500	0	0	0	0	0	0	0	0	0
Total	$0	$10,632,500	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	283,000	957,000	976,000	996,000	1,016,000	1,036,000	1,057,000	1,078,000	1,099,000	1,121,000
Operating	235,000	242,000	250,000	257,000	265,000	273,000	281,000	289,000	298,000	307,000
Debt Service	0	890,000	890,000	890,000	890,000	890,000	890,000	890,000	890,000	890,000
Total	$518,000	$2,089,000	$2,116,000	$2,143,000	$2,171,000	$2,199,000	$2,228,000	$2,257,000	$2,287,000	$2,318,000

CAPITAL MAINTENANCE - INFRASTRUCTURE

Total Project Cost: $102,141,000 **Est. Opening Date:** 2019-2028

PROGRAM DESCRIPTION

Improvements and upgrades to various schools, facilities, equipment and grounds to correct deficiencies in safety, security, maintenance and repair.

OPERATING IMPACT SUMMARY

These improvement and upgrade projects are needed to continue to supply the students in Stafford County with a learning environment that is conducive to learning, setting the students up for success.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
School Site Improvements	0	3,567,000	7,750,000	4,540,000	4,178,000	3,205,000	5,408,000	2,271,000	2,121,000	6,822,000	2,589,000
Pavement	0	3,400,000	2,164,000	372,000	1,695,000	170,000	929,000	1,434,000	0	1,838,000	1,696,000
Environmental Upgrades	0	3,131,000	438,000	3,528,000	1,585,000	2,674,000	3,335,000	3,465,000	5,443,000	1,393,000	2,738,000
Roof Replace/Repair	0	824,000	0	1,827,000	2,776,000	4,075,000	406,000	3,021,000	2,462,000	0	2,871,000
Total	$0	$10,922,000	$10,352,000	$10,267,000	$10,234,000	$10,124,000	$10,078,000	$10,191,000	$10,026,000	$10,053,000	$9,894,000

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bond Proceeds	0	5,000,000	5,048,000	4,987,000	5,007,000	4,954,000	4,994,000	5,112,000	4,982,000	5,004,000	4,958,000
Fleet Services Capital Funding	0	700,000	0	0	0	0	0	0	0	0	0
Nutrition Capital Funding	0	115,000	118,000	122,000	126,000	130,000	0	0	0	0	0
Current Revenue - Schools	0	5,107,000	5,186,000	5,158,000	5,101,000	5,040,000	5,084,000	5,079,000	5,044,000	5,049,000	4,936,000
Total	$0	$10,922,000	$10,352,000	$10,267,000	$10,234,000	$10,124,000	$10,078,000	$10,191,000	$10,026,000	$10,053,000	$9,894,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Debt Service	0	418,000	840,000	1,257,000	1,676,000	2,091,000	2,509,000	2,937,000	3,354,000	3,773,000
Total	$0	$418,000	$840,000	$1,257,000	$1,676,000	$2,091,000	$2,509,000	$2,937,000	$3,354,000	$3,773,000

Repair, Replacement and Rehabs

CIP FY2019-28

Project Lead	Department	Project Type	Project Description	Funding Source	Year	Project Amount
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems (AHU-VAV-Chiller-BAS-Kitchen A/C) - RES	Bond Proceeds	FY2019	1,500,000
Schools	Schools	Pavement	Construct Bus Parking - Phase I - (TBD)	Bond Proceeds	FY2019	800,000
Schools	Schools	Pavement	Repair Track - MVHS	Bond Proceeds	FY2019	700,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - AGWMS/GES - Phase II	Bond Proceeds	FY2019	2,000,000
Schools	Schools	Environmental Upgrades	Repair Chillers - BPHS, CFHS & MVHS	Current Revenue - Schools	FY2019	343,000
Schools	Schools	Environmental Upgrades	Repair Elevator - SMS	Current Revenue - Schools	FY2019	187,000
Schools	Schools	Environmental Upgrades	Repair Gym HVAC - GMC	Current Revenue - Schools	FY2019	315,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - AYBAC (PDC)	Current Revenue - Schools	FY2019	162,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - FES Addition	Current Revenue - Schools	FY2019	78,000
Schools	Schools	Environmental Upgrades	Repair Network Operation Center (NOC) Electric Breakers - CFHS	Current Revenue - Schools	FY2019	17,000
Schools	Schools	Environmental Upgrades	Replace Chiller - PRES	Current Revenue - Schools	FY2019	510,000
Schools	Schools	Environmental Upgrades	Replace HVAC - Support Services	Current Revenue - Schools	FY2019	19,000
Schools	Schools	Pavement	Repair Pavement - GMC	Current Revenue - Schools	FY2019	850,000
Schools	Schools	Pavement	Repair Tennis Court - NSHS	Current Revenue - Schools	FY2019	350,000
Schools	Schools	Roofs	Repair Roof (SS) - HES	Current Revenue - Schools	FY2019	289,000
Schools	Schools	Roofs	Repair Roof (SS) - WES	Current Revenue - Schools	FY2019	236,000
Schools	Schools	Roofs	Repair Roofs - KWBES & MBES	Current Revenue - Schools	FY2019	299,000
Schools	Schools	School Site Improvements	Convert ES Computer Rooms - MBES, CES, HOES, RRES	Current Revenue - Schools	FY2019	112,000
Schools	Schools	School Site Improvements	Repair Erosion & Drainage (Phase 4, 7 - 9) - DSMS	Current Revenue - Schools	FY2019	325,000
Schools	Schools	School Site Improvements	Repair Phone, Media Retrieval & PA Systems - HOES	Current Revenue - Schools	FY2019	195,000
Schools	Schools	School Site Improvements	Replace Network Cable Plant - AGWMS/GES	Current Revenue - Schools	FY2019	273,000
Schools	Schools	School Site Improvements	Replace Network Cable Plant - SMS	Current Revenue - Schools	FY2019	185,000
Schools	Schools	School Site Improvements	Upgrade Locker Commons - NSHS	Current Revenue - Schools	FY2019	220,000
Schools	Schools	School Site Improvements	Upgrade School Flashing Signs (Remote Access)	Current Revenue - Schools	FY2019	142,000
Schools	Schools	Pavement	Construct Northern Fueling Station - Coal Landing Road	Fleet Services Capital Funding	FY2019	700,000
Schools	Schools	School Site Improvements	Replace Walk-In Freezer & Refrigerators - GMC	Nutrition Capital Funding	FY2019	115,000
Schools	Schools	Pavement	Repair Pavement - PRES	Bond Proceeds	FY2020	824,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - NSHS	Bond Proceeds	FY2020	2,730,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - HHPMS Phase I	Bond Proceeds	FY2020	1,494,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems (Chiller) - SES Addition	Current Revenue - Schools	FY2020	103,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems (Replace Building Automation Controls) - Fifteen (15) Sites	Current Revenue - Schools	FY2020	335,000
Schools	Schools	Pavement	Construct Salt Storage - Support Services Complex	Current Revenue - Schools	FY2020	258,000
Schools	Schools	Pavement	Repair Pavement & Parking Lot Lighting - FFES	Current Revenue - Schools	FY2020	927,000
Schools	Schools	Pavement	Repair Tracks - AGWMS & RES	Current Revenue - Schools	FY2020	155,000
Schools	Schools	School Site Improvements	Install Additional Aiphone Console (1 per Facility)	Current Revenue - Schools	FY2020	66,000
Schools	Schools	School Site Improvements	Install Additional Security Lighting - ES Playgrounds (17 ES)	Current Revenue - Schools	FY2020	97,000
Schools	Schools	School Site Improvements	Install Messaging Marquee - RTMS (Manual)	Current Revenue - Schools	FY2020	67,000
Schools	Schools	School Site Improvements	Install Messaging Marquees - AGWMS/GES/RES (Manual)	Current Revenue - Schools	FY2020	67,000
Schools	Schools	School Site Improvements	Painting - SHS	Current Revenue - Schools	FY2020	101,000
Schools	Schools	School Site Improvements	Repair Bathroom Floor - ABES	Current Revenue - Schools	FY2020	156,000
Schools	Schools	School Site Improvements	Repair Exterior (Paint) - GMC & SCHMS	Current Revenue - Schools	FY2020	227,000
Schools	Schools	School Site Improvements	Repair Library - RES	Current Revenue - Schools	FY2020	52,000
Schools	Schools	School Site Improvements	Repair Phone, Media Retrieval & PA Systems - SMS	Current Revenue - Schools	FY2020	206,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - WCES	Current Revenue - Schools	FY2020	165,000
Schools	Schools	School Site Improvements	Replace & Add Storage Buildings - CFHS, HOES, RES & RRES	Current Revenue - Schools	FY2020	347,000
Schools	Schools	School Site Improvements	Replace Auditorium Audio/Lighting - MVHS	Current Revenue - Schools	FY2020	180,000
Schools	Schools	School Site Improvements	Replace Fire Alarm System - RTMS	Current Revenue - Schools	FY2020	258,000
Schools	Schools	School Site Improvements	Replace Generator - HOES	Current Revenue - Schools	FY2020	65,000
Schools	Schools	School Site Improvements	Replace Generator - Support Services Complex	Current Revenue - Schools	FY2020	155,000
Schools	Schools	School Site Improvements	Replace Gym/Team Lockers - BPHS	Current Revenue - Schools	FY2020	117,000
Schools	Schools	School Site Improvements	Replace Hallway Lockers - SMS	Current Revenue - Schools	FY2020	119,000
Schools	Schools	School Site Improvements	Upgrade Black Boards to White Boards	Current Revenue - Schools	FY2020	103,000
Schools	Schools	School Site Improvements	Upgrade CTE Lab - CFHS	Current Revenue - Schools	FY2020	36,000
Schools	Schools	School Site Improvements	Upgrade Entrances - NSHS	Current Revenue - Schools	FY2020	824,000
Schools	Schools	School Site Improvements	Replace Walk-In Freezer & Refrigerators - WES	Nutrition Capital Funding	FY2020	118,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - NSHS Phase I	Bond Proceeds	FY2021	3,183,000
Schools	Schools	Roofs	Repair Roof - BPHS (Standing seam & Outbuildings; Ext painting)	Bond Proceeds	FY2021	743,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - HHPMS Phase II	Bond Proceeds	FY2021	1,061,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - (RTAA Chiller-MDF HVAC) - CFHS	Current Revenue - Schools	FY2021	345,000

Repair, Replacement and Rehabs

CIP FY2019-28

Project Lead	Department	Project Type	Project Description	Funding Source	Year	Project Amount
Schools	Schools	Pavement	Repair Tennis Courts - CFHS	Current Revenue - Schools	FY2021	372,000
Schools	Schools	Roofs	Replace Roof - FFES (SS)	Current Revenue - Schools	FY2021	372,000
Schools	Schools	Roofs	Replace Roof - GVES Addition (SS) & Library Overhang	Current Revenue - Schools	FY2021	372,000
Schools	Schools	Roofs	Replace Roof - SES (Area E & Outbuildings SS)	Current Revenue - Schools	FY2021	340,000
Schools	Schools	School Site Improvements	Construct Stairs at Football Stadium - RTMS	Current Revenue - Schools	FY2021	142,000
Schools	Schools	School Site Improvements	Construct Storage Buildings - ABES, AYBAC, GVES & WCES	Current Revenue - Schools	FY2021	266,000
Schools	Schools	School Site Improvements	Renovate Aimee Building - SHS	Current Revenue - Schools	FY2021	266,000
Schools	Schools	School Site Improvements	Repair Field Drainage - CFHS	Current Revenue - Schools	FY2021	212,000
Schools	Schools	School Site Improvements	Repair Library - KWBES	Current Revenue - Schools	FY2021	54,000
Schools	Schools	School Site Improvements	Repair Long Jump & South D Ring - SHS	Current Revenue - Schools	FY2021	285,000
Schools	Schools	School Site Improvements	Repair Phone, Media Retrieval & PA Systems - NSHS	Current Revenue - Schools	FY2021	318,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - RES	Current Revenue - Schools	FY2021	170,000
Schools	Schools	School Site Improvements	Replace Fiber Optic Cabling (Interior) - BPHS, TBGMS, NSHS & RTMS	Current Revenue - Schools	FY2021	372,000
Schools	Schools	School Site Improvements	Replace Fire Alarm System - MBES	Current Revenue - Schools	FY2021	318,000
Schools	Schools	School Site Improvements	Replace Generator - PRES	Current Revenue - Schools	FY2021	106,000
Schools	Schools	School Site Improvements	Replace Generator - RES	Current Revenue - Schools	FY2021	106,000
Schools	Schools	School Site Improvements	Replace Phone, Media Retrieval & PA Systems - PRES	Current Revenue - Schools	FY2021	212,000
Schools	Schools	School Site Improvements	Upgrade CTE Tech Ed Lab - HHPMS	Current Revenue - Schools	FY2021	212,000
Schools	Schools	School Site Improvements	Upgrade Network (IT) Plant - ABES, KWBES, MBES, CES, HES & RRES (ES IT Standard Specs)	Current Revenue - Schools	FY2021	318,000
Schools	Schools	School Site Improvements	Replace Walk-In Freezer & Refrigerators - RES	Nutrition Capital Funding	FY2021	122,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - NSHS Phase II	Bond Proceeds	FY2022	1,311,000
Schools	Schools	Roofs	Replace Roof - CFHS (Area A, B & D-All outbuilding SS)	Bond Proceeds	FY2022	2,404,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - RES	Bond Proceeds	FY2022	1,292,000
Schools	Schools	Environmental Upgrades	Replace CTE Dust Collection Systems - SMS	Current Revenue - Schools	FY2022	274,000
Schools	Schools	Pavement	Construct Salt Storage - Coal Landing	Current Revenue - Schools	FY2022	328,000
Schools	Schools	Pavement	Repair Pavement - RES	Current Revenue - Schools	FY2022	656,000
Schools	Schools	Pavement	Repair Pavement - SMS	Current Revenue - Schools	FY2022	546,000
Schools	Schools	Pavement	Repair Tracks - RRES & WCES	Current Revenue - Schools	FY2022	165,000
Schools	Schools	Roofs	Replace Roof - RES (Area A SS)	Current Revenue - Schools	FY2022	372,000
Schools	Schools	School Site Improvements	Construct Canopy - Support Services Complex	Current Revenue - Schools	FY2022	137,000
Schools	Schools	School Site Improvements	Install Sound System Gym/Activity Room - GVES & HES	Current Revenue - Schools	FY2022	109,000
Schools	Schools	School Site Improvements	Repair Athletic Fields - TBGMS, HHPMS, RTMS & SMS	Current Revenue - Schools	FY2022	218,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope (Windows) and Board Room Overhang - AYBAC	Current Revenue - Schools	FY2022	241,000
Schools	Schools	School Site Improvements	Repair Library - RRES	Current Revenue - Schools	FY2022	56,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - PRES	Current Revenue - Schools	FY2022	87,000
Schools	Schools	School Site Improvements	Replace Fire Alarm System - WCES	Current Revenue - Schools	FY2022	328,000
Schools	Schools	School Site Improvements	Replace Generator - DMS	Current Revenue - Schools	FY2022	437,000
Schools	Schools	School Site Improvements	Replace Generator - WES	Current Revenue - Schools	FY2022	437,000
Schools	Schools	School Site Improvements	Replace Phone, Media Retrieval & PA Systems - CFHS	Current Revenue - Schools	FY2022	274,000
Schools	Schools	School Site Improvements	Replace Phone, Media Retrieval & PA Systems - HES	Current Revenue - Schools	FY2022	218,000
Schools	Schools	School Site Improvements	Upgrade CTE Labs - FACS - DMS	Current Revenue - Schools	FY2022	218,000
Schools	Schools	School Site Improvements	Replace Walk-In Freezer & Refrigerators - PRES	Nutrition Capital Funding	FY2022	126,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems (VAV-Chiller-AHU-BAS-Kitchen A/C) - PRES	Bond Proceeds	FY2023	2,252,000
Schools	Schools	Roofs	Repair Roof - AYBAC	Bond Proceeds	FY2023	1,126,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - NSHS Phase I	Bond Proceeds	FY2023	1,576,000
Schools	Schools	Environmental Upgrades	Install Kitchen A/C - WES	Current Revenue - Schools	FY2023	422,000
Schools	Schools	Pavement	Repair Tracks - PRES	Current Revenue - Schools	FY2023	170,000
Schools	Schools	Roofs	Replace Roof - FES (SS)	Current Revenue - Schools	FY2023	361,000
Schools	Schools	Roofs	Replace Roof - RTMS (SS-All areas)	Current Revenue - Schools	FY2023	2,588,000
Schools	Schools	School Site Improvements	Repair Library - AGWMS	Current Revenue - Schools	FY2023	58,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - GES	Current Revenue - Schools	FY2023	90,000
Schools	Schools	School Site Improvements	Replace Generator - SMS	Current Revenue - Schools	FY2023	450,000
Schools	Schools	School Site Improvements	Replace Phone, Media Retrieval & PA Systems - RRES	Current Revenue - Schools	FY2023	225,000
Schools	Schools	School Site Improvements	Upgrade CTE Labs - FACS & Tech Ed Lab - NSHS	Current Revenue - Schools	FY2023	676,000
Schools	Schools	School Site Improvements	Replace Walk-In Freezer & Refrigerators - FFES	Nutrition Capital Funding	FY2023	130,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - AYBAC	Bond Proceeds	FY2024	1,015,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - HHPMS	Bond Proceeds	FY2024	1,101,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - NSHS Phase II	Bond Proceeds	FY2024	1,507,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - PRES	Bond Proceeds	FY2024	1,371,000

Repair, Replacement and Rehabs

CIP FY2019-28

Project Lead	Department	Project Type	Project Description	Funding Source	Year	Project Amount
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - FFES	Current Revenue - Schools	FY2024	2,320,000
Schools	Schools	Pavement	Repair Pavement - AYBAC	Current Revenue - Schools	FY2024	754,000
Schools	Schools	Pavement	Repair Tracks - KWBES	Current Revenue - Schools	FY2024	175,000
Schools	Schools	Roofs	Replace Roof - PRES (SS)	Current Revenue - Schools	FY2024	406,000
Schools	Schools	School Site Improvements	Repair Library - CES	Current Revenue - Schools	FY2024	60,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - GMC	Current Revenue - Schools	FY2024	93,000
Schools	Schools	School Site Improvements	Replace Fire Alarm System - RRES	Current Revenue - Schools	FY2024	348,000
Schools	Schools	School Site Improvements	Replace Generator - FFES	Current Revenue - Schools	FY2024	464,000
Schools	Schools	School Site Improvements	Replace Phone, Media Retrieval & PA Systems - TBGMS	Current Revenue - Schools	FY2024	232,000
Schools	Schools	School Site Improvements	Upgrade CTE Labs	Current Revenue - Schools	FY2024	232,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - SMS Phase I	Bond Proceeds	FY2025	1,075,000
Schools	Schools	Roofs	Replace Roof - AGWMS/GES	Bond Proceeds	FY2025	3,021,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - NSHS Phase III	Bond Proceeds	FY2025	1,016,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - WCES	Current Revenue - Schools	FY2025	2,390,000
Schools	Schools	Pavement	Repair Pavement - NSHS (Student Lot)	Current Revenue - Schools	FY2025	717,000
Schools	Schools	Pavement	Repair Pavement - HES	Current Revenue - Schools	FY2025	717,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - AGWMS/GES	Current Revenue - Schools	FY2025	596,000
Schools	Schools	School Site Improvements	Repair Library - HHPMS	Current Revenue - Schools	FY2025	62,000
Schools	Schools	School Site Improvements	Repair Phone, Media Retrieval & PA Systems - FFES	Current Revenue - Schools	FY2025	239,000
Schools	Schools	School Site Improvements	Replace Fire Alarm System - PRES	Current Revenue - Schools	FY2025	358,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - BPHS Phase I	Bond Proceeds	FY2026	2,583,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - SMS Phase II	Bond Proceeds	FY2026	2,399,000
Schools	Schools	Environmental Upgrades	Install Kitchen A/C - HOES	Current Revenue - Schools	FY2026	461,000
Schools	Schools	Roofs	Replace Roof - WCES	Current Revenue - Schools	FY2026	2,462,000
Schools	Schools	School Site Improvements	Repair Athletic Fields - NSHS	Current Revenue - Schools	FY2026	739,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - WES	Current Revenue - Schools	FY2026	614,000
Schools	Schools	School Site Improvements	Repair Library - ABES	Current Revenue - Schools	FY2026	64,000
Schools	Schools	School Site Improvements	Repair Phone, Media Retrieval & PA Systems - KWBES	Current Revenue - Schools	FY2026	246,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - KWBES	Current Revenue - Schools	FY2026	106,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - RRES	Current Revenue - Schools	FY2026	106,000
Schools	Schools	School Site Improvements	Upgrade CTE Labs	Current Revenue - Schools	FY2026	246,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - BPHS Phase II	Bond Proceeds	FY2027	1,393,000
Schools	Schools	School Site Improvements	Repair Interior Finishes - WCES	Bond Proceeds	FY2027	1,711,000
Schools	Schools	School Site Improvements	Repair Stormwater Management - SHS	Bond Proceeds	FY2027	1,900,000
Schools	Schools	Pavement	Construct Bus Parking - Phase II (TBD)	Current Revenue - Schools	FY2027	887,000
Schools	Schools	Pavement	Repair Pavement - DMS	Current Revenue - Schools	FY2027	951,000
Schools	Schools	School Site Improvements	Construct Storage Buildings - DSMS, FFES, TBGMS & KWBES	Current Revenue - Schools	FY2027	317,000
Schools	Schools	School Site Improvements	Renovate Front Office Suite - NSHS	Current Revenue - Schools	FY2027	191,000
Schools	Schools	School Site Improvements	Repair Athletic Fields - BPHS	Current Revenue - Schools	FY2027	632,000
Schools	Schools	School Site Improvements	Repair Athletic Fields - MVHS	Current Revenue - Schools	FY2027	632,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - RES	Current Revenue - Schools	FY2027	632,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope (Doors & Windows) - GMC	Current Revenue - Schools	FY2027	632,000
Schools	Schools	School Site Improvements	Repair Library - RTMS	Current Revenue - Schools	FY2027	66,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - MBES	Current Revenue - Schools	FY2027	109,000
Schools	Schools	Environmental Upgrades	Repair Mechanical Systems - (AHU, Chiller, Fans) - RRES	Bond Proceeds	FY2028	2,087,000
Schools	Schools	Roofs	Repair Roof - RRES (SS-All Areas)	Bond Proceeds	FY2028	2,871,000
Schools	Schools	Environmental Upgrades	Install Kitchen A/C - AGWMS/GES	Current Revenue - Schools	FY2028	651,000
Schools	Schools	Pavement	Repair Pavement - CFHS	Current Revenue - Schools	FY2028	1,696,000
Schools	Schools	School Site Improvements	Construct Exterior Bleachers - DSMS	Current Revenue - Schools	FY2028	391,000
Schools	Schools	School Site Improvements	Construct Outdoor Classroom - GVES & RRES	Current Revenue - Schools	FY2028	784,000
Schools	Schools	School Site Improvements	Repair Athletic Fields - CFHS	Current Revenue - Schools	FY2028	651,000
Schools	Schools	School Site Improvements	Repair Exterior Envelope - HOES	Current Revenue - Schools	FY2028	651,000
Schools	Schools	School Site Improvements	Repair Playground & Play Area - CES	Current Revenue - Schools	FY2028	112,000

Utilities

Who Are We:

Stafford County Utilities mission is to provide water and wastewater services that satisfy the current and future needs and expectations of our customers.

Stafford County has two water reservoirs, Smith Lake and Lake Mooney. These reservoirs 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 Lake Mooney WTF, rated at a maximum of 12 mgd, provides water to the southern region. Combined, the two reservoirs hold over 7.1 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. The Abel Lake WTF was taken offline December 2014; however, the water supply remains available for future use. The capacity is expected to be needed in the future.

The water distribution system is comprised of more than 665 miles of pipe ranging in size from 2 to 30 inches in diameter, with four primary pumping stations. Three ground storage tanks, two standpipes and eleven elevated tanks provide water storage of nearly 20.65 million gallons.

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 533 miles of sewer lines and 88 pump stations

Funding Sources:

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 maintenance and rehabilitation.

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

Repair, Replacement, and Rehabilitation Projects (3R Projects)

3R projects, primarily are small scale projects that include repair, replacement and rehabilitation of existing physical assets.

3R projects include:

- Repair, replacement and rehabilitation projects; and/or,
- Projects that will increase the useful life of an existing asset but not fundamentally change the structure or purpose (i.e. pipe lining and manhole rehabilitation, replacement of degraded pipe, wet well and concrete rehabilitation, etc); and/or,
- Repair, replacement, and rehabilitation of major mechanical, electrical, or communication systems for pump stations, treatment facilities, etc; and/or,
- Upgrades to technology infrastructure.

3R projects do not include:

- Major overhauls to assets that change the structure or purpose; and,
- New assets that contribute to growth and exceed $500,000 each

UTILITIES SUMMARY

Expenditures	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total Project Cost
Water Projects	4,464,000	8,457,200	7,559,000	6,040,000	7,600,000	6,600,000	3,390,200	7,420,800	7,476,000	8,303,000	3,643,000	400,000	71,353,200
Wastewater Projects	14,906,000	19,463,000	11,153,000	10,705,200	12,235,200	14,882,800	2,720,400	6,383,500	6,897,100	2,346,000	2,546,000	0	104,238,200
Other	2,555,800	2,697,000	2,268,000	1,028,700	878,200	977,800	3,015,300	820,500	555,200	1,008,300	400,000	0	16,204,800
Total All Projects	$21,925,800	$30,617,200	$20,980,000	$17,773,900	$20,713,400	$22,460,600	$9,125,900	$14,624,800	$14,928,300	$11,657,300	$6,589,000	$400,000	$191,796,200

Revenues	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	5,371,000	10,800,000	5,679,000	0	6,000,000	5,000,000	0	0	0	0	0
User Fees	4,135,800	12,004,200	11,561,650	13,103,150	9,175,850	15,870,150	7,302,900	12,086,350	13,461,750	10,419,300	5,543,000
Availability Fees	3,349,000	4,652,000	512,000	523,000	4,234,000	546,000	1,591,000	746,000	846,000	946,000	1,046,000
ProRata Fees	9,070,000	3,161,000	3,227,350	4,147,750	1,303,550	1,044,450	232,000	1,792,450	620,550	292,000	0
Total Funding	$21,925,800	$30,617,200	$20,980,000	$17,773,900	$20,713,400	$22,460,600	$9,125,900	$14,624,800	$14,928,300	$11,657,300	$6,589,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	904,000	1,379,000	1,379,000	1,881,000	2,299,000	2,299,000	2,299,000	2,299,000	2,299,000	2,299,000
Revenue/Savings	0	0	0	0	0	0	0	0	0	0
Total	$904,000	$1,379,000	$1,379,000	$1,881,000	$2,299,000	$2,299,000	$2,299,000	$2,299,000	$2,299,000	$2,299,000

WATER PROJECTS

Expenditures:	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total CIP (FY19-28)	Total Project Cost
433-06 - Moncure Pump Station Distribution Upgrade	0	90,000	0	0	0	0	0	0	0	0	0	0	90,000	90,000
472-01 - Shelton Shop Road 8" Main 472/433 Boundary Adjustment	0	95,000	0	0	0	0	0	0	0	0	0	0	95,000	95,000
342-06 - 24" Main along Truslow Road from I-95 to Enon Road to Hulls Chapel Road	0	0	300,000	3,060,000	0	0	0	0	0	0	0	0	3,360,000	3,360,000
342-15 & 16 - 24" Main from Enon Road Tank to Centreport Pkwy, via Abel Lake and existing 16" Replacement	0	100,000	4,000,000	0	0	0	0	0	0	0	0	0	4,100,000	4,100,000
433-04 - Construct 10-inch main from Embrey Mill Road to the existing 10-inch main on White Chapel Lane	0	0	0	0	0	0	0	0	0	761,000	0	0	761,000	761,000
433-05 - Construct 16-inch main along Courthouse Road from pumping station at 433/370 Zone boundary to Rollinswood Lane	0	0	0	0	0	0	0	0	0	0	793,000	0	793,000	793,000
472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road	0	0	0	0	0	0	145,200	1,306,800	0	0	0	0	1,452,000	1,452,000
472-200 - Construct 0.9 mgd pumping station along Lightfoot Road near Mountain View Road	0	0	0	0	0	0	0	0	0	292,000	0	0	292,000	292,000
480-04 - Construct 12" Main along University Blvd from 12" Main on Reservoir Road	0	0	0	0	0	0	0	14,000	126,000	0	0	0	140,000	140,000
Tank Removal	0	0	0	100,000	0	0	0	0	0	0	0	0	100,000	100,000
Hydrant/Valves Replacement Program	0	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	2,150,000	2,150,000
Water Distribution Rehab - Neighborhood Systems	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	0	5,750,000	5,750,000
Water Distribution Rehab - Transmission Lines Replacements	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	0	5,750,000	5,750,000
Regional Water Interconnection	0	0	0	0	0	0	450,000	4,000,000	0	0	0	0	4,450,000	4,450,000
Water Distribution Rehab - Small Water Projects	0	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	0	3,272,200	3,272,200
Water Extension Projects	0	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	0	3,250,000	3,250,000
Redundant Gate Replacement for Abel Lake and Smith Lake	0	0	80,000	80,000	0	0	0	0	0	0	0	0	160,000	160,000
Lake Mooney - Thickener Tank and Equipment	0	0	0	800,000	0	0	0	0	0	0	0	0	800,000	800,000
Lake Mooney - Permangenate	0	0	0	350,000	0	0	0	0	5,000,000	4,650,000	0	0	10,000,000	10,000,000
Lake Mooney - Additional Modules for Interconnection	0	0	0	0	0	0	945,000	0	0	0	0	0	945,000	945,000
Smith Lake - Electrical Switchgear	0	500,000	0	0	0	0	0	0	0	0	0	0	500,000	500,000
Smith Lake - Filter Replacements	1,496,000	0	1,679,000	0	0	0	0	0	0	0	0	0	1,679,000	3,175,000
342 Phase 1	2,800,000	0	0	0	6,000,000	5,000,000	0	0	0	0	0	0	11,000,000	13,800,000
342-101 - Enon Road Water Tank (formerly Centreport)	168,000	6,000,000	0	0	0	0	0	0	0	0	0	0	6,000,000	6,168,000
TOTALS:	$4,464,000	$8,457,200	$7,559,000	$6,040,000	$7,600,000	$6,600,000	$3,390,200	$7,420,800	$7,476,000	$8,303,000	$3,643,000	$400,000	$66,489,200	$71,353,200

433-06 - Moncure Pump Station Distribution Upgrade

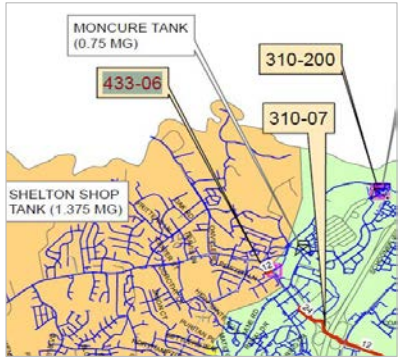
Total Project Cost: $90,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project constructs a new 12" water transmission line from the existing Moncure Water Booster Station to an existing 8" water line just south of the booster station. This new line will provide for additional flow of water from the 310 Pressure Zone into the 433 Pressure Zone in anticipation of increased water demands.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	90,000	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	$90,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	45,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	45,000	0	0	0	0	0	0	0	0	0
Total	$0	$90,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

472-01 - Shelton Shop Road 8" Main 472/433 Boundary Adjustment

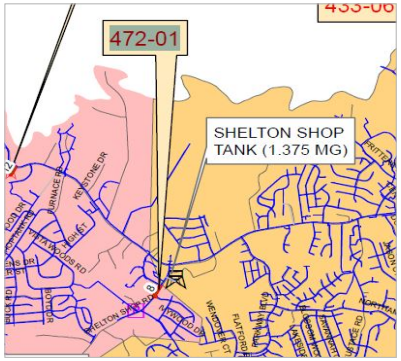
Total Project Cost: $95,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of an 8-inch main along Shelton Shop Road from existing 12-inch at Soaring Eagle Drive and existing 6-inch on Oakwood Drive (413 feet). The purpose of the project is to eliminate the 450 Zone.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	95,000	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	$95,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	95,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$95,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

342-06 - 24" Main along Truslow Road from I-95 to Enon Road to Hulls Chapel Road

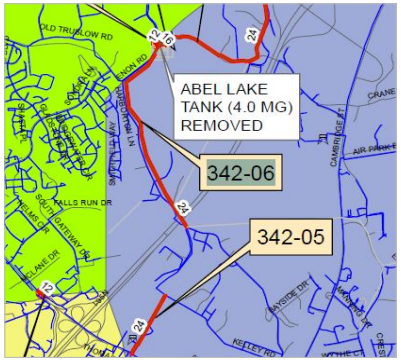
Total Project Cost: $3,360,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 24-inch water main along Truslow Road to Hulls Chapel Road (8,365 feet). The purpose of the project is to convey large quantities of flow from Lake Mooney WTP to both the southern and northern zones in the water system. This project significantly increases both the reliability and flexibility of the overall system. The project conveys flow to the Abel Lake Tank, Centreport portion of the 342 Zone, and to the 370 Zone and the northern zones by transferring flows to the 370 Zone Pumping Station near the airport.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	300,000	3,060,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$300,000	$3,060,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	150,000	1,530,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	150,000	1,530,000	0	0	0	0	0	0	0
Total	$0	$0	$300,000	$3,060,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

342-15 & 16 - 24" Main from Enon Road Tank to Centreport Pkwy, via Abel Lake and existing 16" Replacement

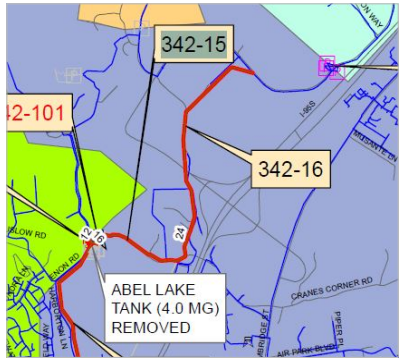
Total Project Cost: $4,100,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construct a 24 inch main along Hulls Chapel Road to Moorewood Lane and Able Lake, as well as a 24 inch main from Abel Lake to Mountain View Road to existing 18 inch main.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	100,000	4,000,000	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	$0	$100,000	$4,000,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	4,000,000	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	100,000	0	0	0	0	0	0	0	0	0
Total	$0	$100,000	$4,000,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000	335,000
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$335,000	$335,000	$335,000	$335,000	$335,000	$335,000	$335,000	$335,000	$335,000

433-04 - Construct 10-inch main from Embrey Mill Road to the existing 10-inch main on White Chapel Lane

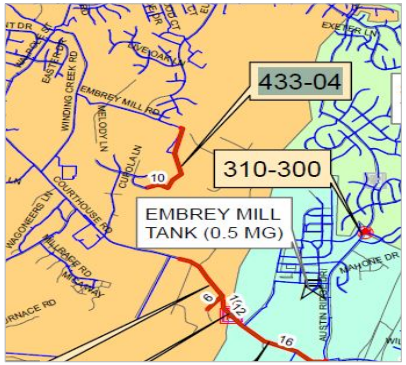
Total Project Cost: $761,000 **Est. Opening Date:** FY2027

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of 10-inch water main from Embrey Mill Road to the existing 10-inch main on White Chapel Lane (3,132 feet). The purpose of these projects is to connect the existing 12-inch main along Courthouse Road to the piping network north of Courthouse Road.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	761,000	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	$0	$0	$0	$0	$761,000	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	761,000	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$761,000	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

433-05 - Construct 16-inch main along Courthouse Road from pumping station at 433/370 Zone boundary to Rollinswood Lane

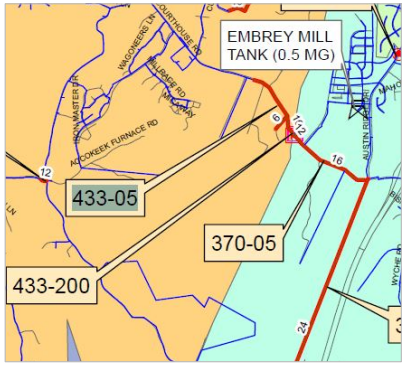
Total Project Cost: $793,000 **Est. Opening Date:** FY2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 16-inch main along Courthouse Road from pumping station at 433/370N Zone boundary to Rollinswood Lane (2,720 feet). The purpose of the project is to provide flow from the pumping station to the 12-inch mains on Courthouse Road, Danielle Way and Ramoth Church Road. This pumping station will provide a second source of supply to the 433 Zone and utilize the transmission system in the southern portion of the 433 Zone to deliver flow to the customers in the southern portion of the 433 Zone and to the 472 Zone. The timing for construction of this main will be concurrent with the 433 Zone Pumping Station (433-200).



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	793,000
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$793,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	793,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$793,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road

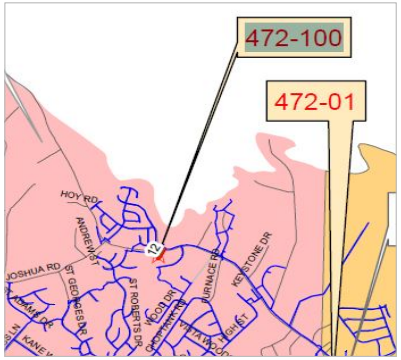
Total Project Cost: $1,452,000 **Est. Opening Date:** FY2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The adequacy of storage for each pressure zone was assessed using the required volume of effective storage equal to one-half of the average day demand in accordance with VDH requirements. The average day demand under buildout conditions for the 472 Zone will be 0.85 mgd. Consequently, the volume of storage needed in the 472 Zone under buildout conditions is roughly 0.4 MG which is met by the existing 0.5 MG Vista Woods Tank. A second 0.5 MG elevated tank is proposed for the 472 Zone to provide operational flexibility if the Vista Woods Tank is temporarily taken out-of-service. The proposed site for the new tank is along Garrisonville Road near Ripley Road. This tank would typically provide storage to the northern portion of the 472 Zone.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	145,200	1,306,800	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	$145,200	$1,306,800	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	145,200	1,306,800	0	0	0
Total	$0	$0	$0	$0	$0	$0	$145,200	$1,306,800	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

472-200 - Construct 0.9 mgd pumping station along Lightfoot Road near Mountain View Road

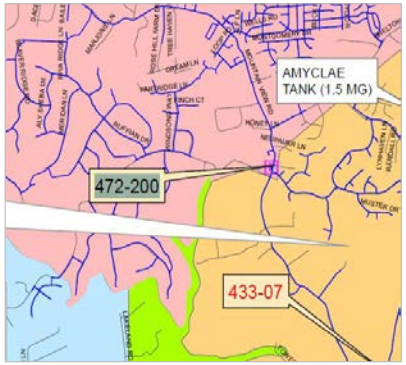
Total Project Cost: $292,000 **Est. Opening Date:** FY2027

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Smith Lake WTP currently supplies water to three pressure zones with hydraulic grade lines of 310, 370, 433 and 472 feet. Water from the Smith Lake WTP is pumped to the Moncure PS on the western border of the 310 Zone which pumps flow to the 433 Zone. Flow from the 433 Zone is boosted to the 472 Zone through the Vista Woods PS which is located on the western border of the 433 Zone along Shelton Shop Road. The 472 Zone has one elevated tank along Mountain View Road in the vicinity of Spy Glass Lane (0.5 MG Vista Woods Tank at overflow elevation 472 feet).



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	292,000	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	$0	$0	$0	$0	$292,000	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	292,000	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$292,000	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

480-04 - Construct 12" Main along University Blvd from 12" Main on Reservoir Road

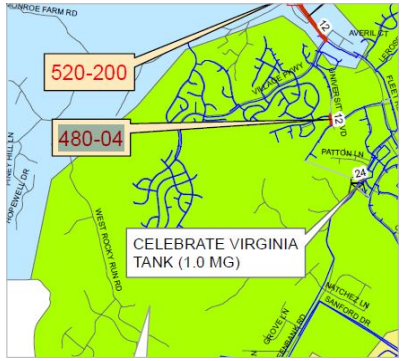
Total Project Cost: $140,000 **Est. Opening Date:** FY2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project entails the construction of a 12" line along University Blvd between Reservoir Road and an existing 12" main. Water pressure and fire flow needs to be increased in this area of the Route 17 corridor due to demand and future development. This line links to existing dead ends and will enable better flow in the system.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	14,000	126,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$14,000	$126,000	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	14,000	126,000	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$14,000	$126,000	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Tank Removal

Total Project Cost: $100,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The Master Plan recommends the removal of the Bandy Elevated Water Storage Tank and the Crane's Corner Elevated Water Storage Tank from the water infrastructure system upon the completion of the 342 Pressure Zone Improvements (30"/24" water transmission lines from Lake Mooney Water Treatment Facility to designated connection points at Centerport Parkway, Enon Road Elevated Water Storage Tank, Old Forge, Washington Street, Cool Springs Road).

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	100,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$100,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	100,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$100,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Hydrant/Valves Replacement Program

Total Project Cost: $2,150,000 **Est. Opening Date:** FY2029

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of replacing damaged or inoperable fire hydrants and in-line waterline valves. Over time, these integral parts of the water distribution system prevent propery operation of the system. These fittings require frequent exercise and maintenance. During exercise, it is often discoverd that these fittings require replacement. Due to the age of the system and growth over the past 15-20 years, discovery of significant numbers of failure have occurred.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000
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	$100,000	$100,000	$100,000	$100,000	$100,000	$150,000	$200,000	$250,000	$300,000	$350,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$150,000	$200,000	$250,000	$300,000	$350,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Water Distribution Rehab - Neighborhood Systems

Total Project Cost: $5,750,000 **Est. Opening Date:** FY2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of the succesive replacement of significant portions of the water distribution system in a variety of neighborhoods such as Ferry Farm, Aquia Harbor, Falmouth, Bel-Air, Leland/Deacon, and others as necessary. The water distribution system in these area has required numerous areas of concentrated repairs and is some of the oldest infrastructure in the County. This project is part of a renewed effort to focus on the Repair/Replace/Rehabilitate philosophy for infrastructure in the County.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	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	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Water Distribution Rehab - Transmission Lines Replacements

Total Project Cost: $5,750,000 **Est. Opening Date:** FY2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of replacement of significant sections of our medium sized distribution lines. This work will make improvements to lines such as the Smith Lake Distribution (24"/10") line under I-95 in the north, the 8" Line from YMCA to Route 1 on Butler Road, Truslow Road from Route 1 to Carriage Hill, Deacon Road/Brook Road/Smith Street, Berea Church Road 12" as well as others as necessary. This project is part of a renewed effort to focus on the Repair/Replace/Rehabilitate philosophy for infrastructure in the County.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	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	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Regional Water Interconnection

Total Project Cost: $4,450,000 **Est. Opening Date:** FY2025

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the installation of a waterline connection between Stafford County and Spotsylvania County near Lake Mooney for emergency use in the event either system requires additional treated water.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	450,000	4,000,000	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$450,000	$4,000,000	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	450,000	4,000,000	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$450,000	$4,000,000	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Water Distribution Rehab - Small Water Projects

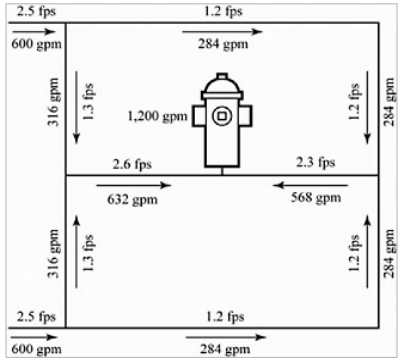
Total Project Cost: $3,272,200 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

These projects consist of strategic improvements along numerous water distribution lines throughout the entire County. These projects consist of "looping", short distances of increases in pipe size, short distances of making pipe type changes, and removing conflicts.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	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	$322,200	$150,000	$300,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$322,200	$150,000	$300,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Water Extension Projects

Total Project Cost: $3,250,000 **Est. Opening Date:** FY2029

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of projects qualifying for the extension program developed by the Board (R10-217) for residential connection to the existing water transmission system. This work would include Short Water Extensions, Neighborhood Projects, and Large Scale Projects.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	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	$250,000	$250,000	$250,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$250,000	$250,000	$250,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Redundant Gate Replacement for Abel Lake and Smith Lake

Total Project Cost: $160,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the installation of a redundant sluice gate on the bottom invert outlet spillway pipe at Abel Lake. Currently, there is only one gate. This gate is vulnerable to failure due to infrequent usage. Failure of the existing gate endangers the volume of the reservoir.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	80,000	80,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$80,000	$80,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	80,000	80,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$80,000	$80,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Lake Mooney - Thickener Tank and Equipment

Total Project Cost: $800,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the construction of a second sludge thickener at the Lake Mooney Water Treatment Facility. The addition of this new tank and equipment allows for the repair and/or replacment of the existing thickener equipment without taking the entire plant off-line. These structures/equipment are typically provided in redundancy when newly constructed. Due to cost saving at new construction, the desicion was to delay these aspect of the new Lake Mooney facility.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	800,000	0	0	0	0	0	0	0
Total	$0	$0	$0	$800,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	800,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$800,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Lake Mooney - Permangenate

Total Project Cost: $10,000,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the installation of a manganese removal system in addition to the permanganate contact process currently in place a the Lake Mooney Plant. This additonal equipment at a new facility is due to the existing chemical make-up of the raw water in the new reservoir. Manganese is a naturally occuring element and is currently removed in the water treatment process but at a greater cost than newer technology costs. These equipment cost is a place-holder and will allow the installation upon complete analysis and recommendations by the consulting engineers and staff.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	350,000	0	0	0	0	5,000,000	4,650,000	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	$350,000	$0	$0	$0	$0	$5,000,000	$4,650,000	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	350,000	0	0	0	0	5,000,000	4,650,000	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$350,000	$0	$0	$0	$0	$5,000,000	$4,650,000	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Lake Mooney - Additional Modules for Interconnection

Total Project Cost: $945,000 **Est. Opening Date:** FY2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The additional membrane modules for 5 million gallons of treatment capacity is planned as a placeholder in case this future capacity is necessary at an earlier time that is currently modeled.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	945,000	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$945,000	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	945,000	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$945,000	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Smith Lake - Electrical Switchgear

Total Project Cost: $500,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project entails the replacement of the primary electrical switchgear at the Smith Lake Water Treatment Facility. The existing switchgear is original to the plant construction and is at or near its useful safe life. Technology has become more efficient and safer since the installation and it is necessary to replace this critical equipment.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	500,000	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	$500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	500,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Smith Lake - Filter Replacements

Total Project Cost: $3,175,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the replacment of the filter structure and filter media for the two treatment trains at the Smith Lake Water Treatment Facility. The structure has met its designed life expectancy and is in need of replacement. Newer technology will allow for more effecient operation and a greater treatment capacity.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,496,000	0	1,679,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$1,496,000	$0	$1,679,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	1,679,000	0	0	0	0	0	0	0	0
User Fees	1,496,000	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$1,496,000	$0	$1,679,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$140,000	$140,000	$140,000	$140,000	$140,000	$140,000	$140,000	$140,000	$140,000

342 Phase 1

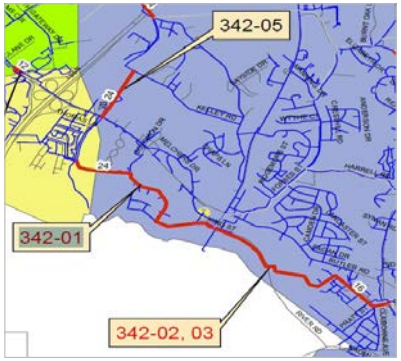
Total Project Cost: $13,800,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Construct a 24 inch main along Warrenton Road from Olde Forge Road to Jefferson Davis Highway and Butler Road to Carter Street, a 16 inch main along Butler Road, from Carter Street to White Oak Road to Castle Rock Drive, an 18 inch main along Butler Road, from Castle Rock Drive to Deacon Road / Cool Springs Intersection, as well as a 24 inch main along RV Parkway and Beagle Road to Truslow Road.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	6,000,000	5,000,000	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	$0	$6,000,000	$5,000,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	2,800,000	0	0	0	6,000,000	5,000,000	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$2,800,000	$0	$0	$0	$6,000,000	$5,000,000	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	502,000	920,000	920,000	920,000	920,000	920,000	920,000
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$502,000	$920,000	$920,000	$920,000	$920,000	$920,000	$920,000

342-101 - Enon Road Water Tank (formerly Centreport)

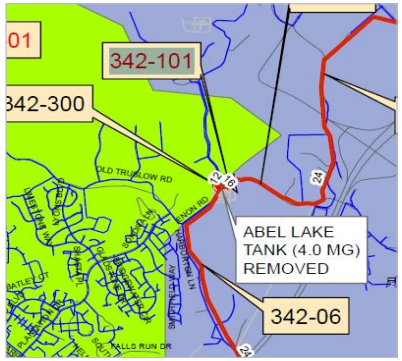
Total Project Cost: $6,168,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project entails the construction of a 2 Million Gallon elevated water storage tank to be located at the current site of the Enon Road/Abel Lake Ground Tank. This new elevated water storage tank will provide water storage for the northern portion of the 342 Pressure Zone as well as storage for transmission into the 370 Pressure Zone. This project will enable the Centerport Parkway business area to have adequate water supply for future development as well as meet fire flow demands.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	168,000	6,000,000	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	$168,000	$6,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	6,000,000	0	0	0	0	0	0	0	0	0
User Fees	84,000	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	84,000	0	0	0	0	0	0	0	0	0	0
Total	$168,000	$6,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	502,000	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	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000	$502,000

WASTEWATER PROJECTS

Expenditures:	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total CIP (FY19-28)	Total Project Cost
A-40 - Aquia Drive 8" Gravity Line, Delaware Drive to Vessel Drive	0	60,000	470,000	0	0	0	0	0	0	0	0	0	530,000	530,000
A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive	0	40,000	300,000	0	0	0	0	0	0	0	0	0	340,000	340,000
A-51 - Coal Landing 15" Main, Greenridge Drive to US1	0	40,000	410,000	0	0	0	0	0	0	0	0	0	450,000	450,000
A-115 - Aquia @ Bridge Force Main	0	150,000	1,050,000	0	0	0	0	0	0	0	0	0	1,200,000	1,200,000
A-205 - Expand Upper Accokeek Pump Station	0	120,000	980,000	0	0	0	0	0	0	0	0	0	1,100,000	1,100,000
LFR-3 - Falls Run Interceptor, Phase 2	0	400,000	0	0	3,700,000	0	0	0	0	0	0	0	4,100,000	4,100,000
A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station	0	0	0	0	139,300	1,253,700	0	0	0	0	0	0	1,393,000	1,393,000
A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station	0	0	0	0	0	55,500	499,500	0	0	0	0	0	555,000	555,000
A-234 - Expand Azalea Woods at Galway Lane Pump Station	0	0	0	0	0	0	1,300	11,700	0	0	0	0	13,000	13,000
LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road	0	0	206,300	1,856,700	0	0	0	0	0	0	0	0	2,063,000	2,063,000
LFR-30 - Construct 12" Gravity Line from England Run Pump Station to Days Inn Pump Station	0	0	0	0	0	0	118,100	1,062,900	0	0	0	0	1,181,000	1,181,000
LFR-51 - Construct 10" Line to serve future Central PDA Growth	0	0	0	0	24,500	220,500	0	0	0	0	0	0	245,000	245,000
LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Main to Michael Street	0	0	13,500	121,500	0	0	0	0	0	0	0	0	135,000	135,000
LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive	0	0	0	0	0	0	0	137,900	1,241,100	0	0	0	1,379,000	1,379,000
LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station	0	0	0	264,000	2,376,000	0	0	0	0	0	0	0	2,640,000	2,640,000
LFR-204 - Expand future Celebrate Virginia Pump Station	0	0	0	0	0	0	45,000	405,000	0	0	0	0	450,000	450,000
LFR-209 - Replace Falls Run Pump Station	0	0	538,200	4,850,000	0	0	0	0	0	0	0	0	5,388,200	5,388,200
LFR-214 - Expand Claiborne Run PS	0	1,500,000	0	0	0	0	0	0	0	0	0	0	1,500,000	1,500,000
LFR-217 - Expand Stafford Place Pump Station	0	0	0	0	0	4,500	40,500	0	0	0	0	0	45,000	45,000
LFR-228 - Expand Ingleside Pump Station	0	0	0	0	21,400	192,600	0	0	0	0	0	0	214,000	214,000
Gravity Lines & Interceptor Maintenance	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	0	5,750,000	5,750,000
Pump Stations	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	0	5,750,000	5,750,000
Little Falls Run Wastewater Treatment Facility - Influent Structure	0	350,000	0	0	0	0	0	0	0	0	0	0	350,000	350,000
Little Falls Run Wastewater Treatment Facility - Influent Grit Blowers	0	150,000	0	0	0	0	0	0	0	0	0	0	150,000	150,000
Little Falls Run Wastewater Treatment Facility - Filter Replacement	0	0	250,000	0	0	0	0	0	0	0	0	0	250,000	250,000
Aquia Wastewater Treatment Facility - Generator Tiebreaker (MCC Replacment)	0	1,000,000	0	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Infiltration and Inflow Maintenance	0	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	0	3,250,000	3,250,000
Sewer Extension Projects	242,000	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000	0	3,597,000	3,839,000

WASTEWATER PROJECTS

Expenditures:	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total CIP (FY19-28)	Total Project Cost
AWWTF-001 - Aquia WWTF Upgrade - Facilities Planning	0	75,000	0	0	0	0	0	0	0	0	0	0	75,000	75,000
AWWTF-002 - Aquia WWTF General Upgrades - Concrete Repair, Headworks, Power Distribution	0	380,000	1,520,000	0	0	0	0	0	0	0	0	0	1,900,000	1,900,000
AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion	0	0	0	0	130,000	1,170,000	0	0	0	0	0	0	1,300,000	1,300,000
AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous	0	0	0	0	0	0	0	390,000	3,510,000	0	0	0	3,900,000	3,900,000
LWWTF-001 - Little Falls Run WWTF Upgrade - Facilities Planning	0	125,000	0	0	0	0	0	0	0	0	0	0	125,000	125,000
LWWTF-002 - Little Falls Run WWTF General Upgrades - Concrete Repair, Headworks, UV	0	0	260,000	1,740,000	0	0	0	0	0	0	0	0	2,000,000	2,000,000
LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade	0	0	0	350,000	3,150,000	0	0	0	0	0	0	0	3,500,000	3,500,000
LWWTF-004 - Little Falls Run WWTF Upgrades (Rappahannock Policy, FWNC / NH3 Allowance)	0	0	0	0	1,160,000	10,440,000	0	0	0	0	0	0	11,600,000	11,600,000
LWWTF-005 - Little Falls Run WWTF General Upgrades - Filtration, Miscellaneous	0	0	0	0	0	0	270,000	2,430,000	0	0	0	0	2,700,000	2,700,000
Claiborne Run Gravity Sewer Project Consruction	2,700,000	3,750,000	0	0	0	0	0	0	0	0	0	0	3,750,000	6,450,000
Lower Accokeek	2,571,000	7,571,000	0	0	0	0	0	0	0	0	0	0	7,571,000	10,142,000
Wayside Sewer Interceptor	3,179,000	0	0	0	0	0	0	0	0	0	0	0	0	3,179,000
Falls Run Sewage Force Main 24-inch	0	250,000	3,643,000	0	0	0	0	0	0	0	0	0	3,893,000	3,893,000
Claiborne Run Parallel Force Main	6,214,000	2,000,000	0	0	0	0	0	0	0	0	0	0	2,000,000	8,214,000
TOTALS:	$14,906,000	$19,463,000	$11,153,000	$10,705,200	$12,235,200	$14,882,800	$2,720,400	$6,383,500	$6,897,100	$2,346,000	$2,546,000	$0	$89,332,200	$104,238,200

A-40 - Aquia Drive 8" Gravity Line, Delaware Drive to Vessel Drive

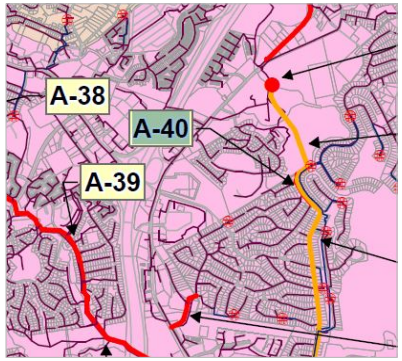
Total Project Cost: $530,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 8-inch with 12-inch gravity main along Aquia Drive from Delaware Drive to Vessel Drive (2,028 feet). The purpose of the project is to increase the conveyance capacity of the existing 8-inch gravity main. Prior to replacing the existing gravity main, it is recommended that flow monitoring and/or sewer modeling be performed to assess the available capacity remaining in the existing gravity main.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	60,000	470,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$60,000	$470,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	60,000	470,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$60,000	$470,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive

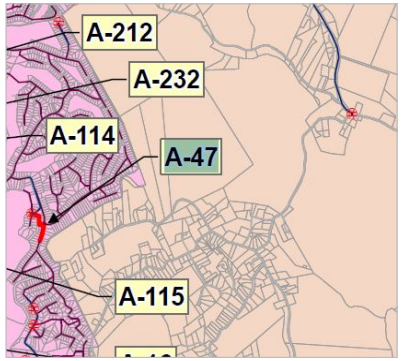
Total Project Cost: $340,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 8-inch with 15-inch gravity main near Voyage Drive (1,206 feet). The purpose of this project is to increase the capacity of the existing 8-inch gravity main. Prior to replacing the existing gravity main, it is recommended that flow monitoring be performed to assess the available capacity remaining in the existing gravity main.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	40,000	300,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$40,000	$300,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	40,000	300,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$40,000	$300,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-51 - Coal Landing 15" Main, Greenridge Drive to US1

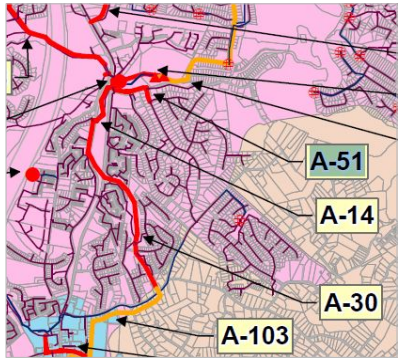
Total Project Cost: $450,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 12-inch with 15-inch gravity main along Coal Landing Rd from Jefferson Davis Hwy to Knightsbridge Way (1,586 feet). The purpose of the project is to serve future customers in this area.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	40,000	410,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$40,000	$410,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	40,000	410,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$40,000	$410,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-115 - Aquia @ Bridge Force Main

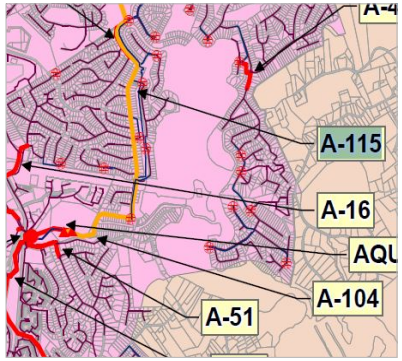
Total Project Cost: $1,200,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the 14-inch and 12-inch force mains from Aquia at Bridge PS to the existing 18-inch force main near Starboard Cove Lane (6,976 feet). The purpose of the project is to increase the capacity of the force main. The timing for construction of this project is dependent on the timing of flows in this area.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	150,000	1,050,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$150,000	$1,050,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	150,000	1,050,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$150,000	$1,050,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-205 - Expand Upper Accokeek Pump Station

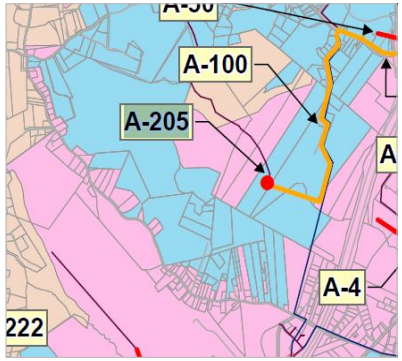
Total Project Cost: $1,100,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes expansion of the Upper Accokeek PS by 2.95 mgd. The purpose of this project is to serve growth in the vicinity of the pumping station.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	120,000	980,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$120,000	$980,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	120,000	980,000	0	0	0	0	0	0	0	0
Total	$0	$120,000	$980,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-3 - Falls Run Interceptor, Phase 2

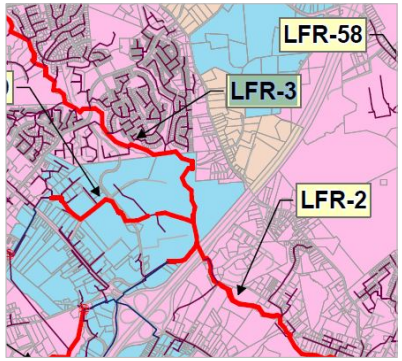
Total Project Cost: $4,100,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 15-inch and 12-inch with 24-inch gravity main along Falls Run from 30-inch in vicinity of Stanstead Road to Pennsbury Court (12,338 feet). The purpose of the project is to significantly increase the conveyance capacity of interceptor along Falls Run to satisfy future needs. The timing for this project is dependent on the timing for development of Westlake and the area along Potomac Creek west of Abel Lake.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	400,000	0	0	3,700,000	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	$400,000	$0	$0	$3,700,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	400,000	0	0	3,700,000	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$400,000	$0	$0	$3,700,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station

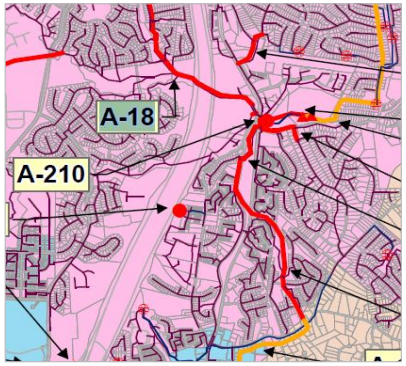
Total Project Cost: $1,393,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 24-inch with 36-inch gravity main along Austin Run from Whitsons Run to Austin Run PS (2,354 feet). The purpose of the project is to increase the capacity of this critical interceptor which conveys flow from the interceptors along Austin and Whitsons Run under I-95 to the Austin Run PS. This project serves a large area and a major source of flow impacting the timing for replacing the existing gravity main is the quantity of flow through the Camp Barrett PS (Quantico Marine Corps Base). Delays in the quantity of flow from Quantico Marine Corps Base could delay the construction of this project.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	139,300	1,253,700	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	$139,300	$1,253,700	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	69,650	626,850	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	69,650	626,850	0	0	0	0	0
Total	$0	$0	$0	$0	$139,300	$1,253,700	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station

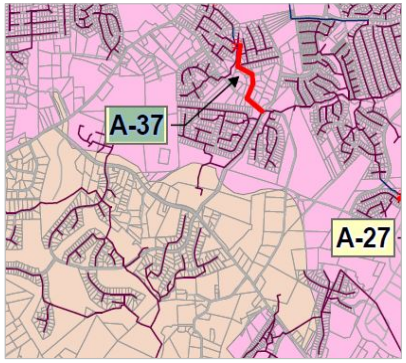
Total Project Cost: $555,000 **Est. Opening Date:** FY2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of an 8-inch gravity main from interceptor along Austin Run near Winding Creek Road and Marshall Road to Heritage Oaks II PS (2,635 feet). The purpose of the project is to eliminate the Heritage Oaks II PS. The timing for construction of this project is dependent on growth and available capacity of the Heritage Oaks II PS.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	55,500	499,500	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	$55,500	$499,500	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	55,500	499,500	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$55,500	$499,500	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

A-234 - Expand Azalea Woods at Galway Lane Pump Station

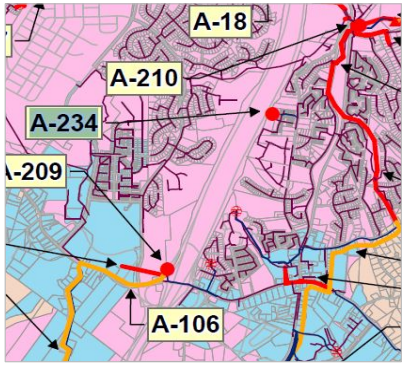
Total Project Cost: $13,000 **Est. Opening Date:** FY2025

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of an increase in pumping capacity for the Azelea Woods @ Galway Lane PS by 0.056 mgd.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	1,300	11,700	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$1,300	$11,700	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	1,300	11,700	0	0	0
Total	$0	$0	$0	$0	$0	$0	$1,300	$11,700	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road

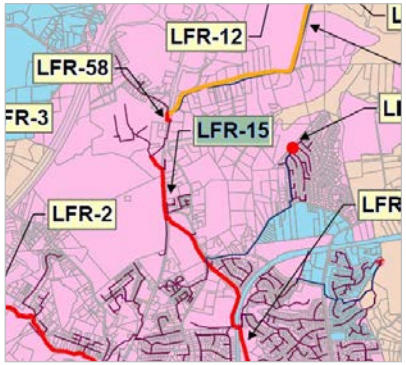
Total Project Cost: $2,063,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 18-inch, 15-inch and 12-inch with 24-inch gravity main along Claiborne Run from Morton Road to Kings Hill Road (6,212 feet). The timing for this project will be dependent on the timing of flows from the Potomac Creek PS. The County has been replacing segments of interceptor along Claiborne Run downstream of this segment due to poor structural condition. The County may decide to replace the 18-inch, 15-inch and 12-inch mains earlier than capacity would dictate if these mains are also found to be in poor condition.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	206,300	1,856,700	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	$206,300	$1,856,700	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	206,300	1,856,700	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$206,300	$1,856,700	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-30 - Construct 12" Gravity Line from England Run Pump Station to Days Inn Pump Station

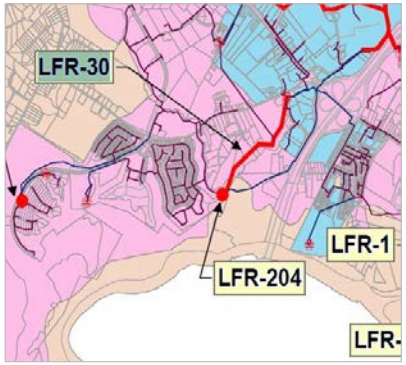
Total Project Cost: $1,181,000 **Est. Opening Date:** FY2025

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 12-inch gravity main along unnamed tributary to England Run from England Run PS to Days Inn PS (4,500 feet). The purpose of the project is to convey flows from the upstream interceptors which were constructed to eliminate the Days Inn PS and the Heritage CC PS.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	118,100	1,062,900	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	$118,100	$1,062,900	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	118,100	1,062,900	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$118,100	$1,062,900	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-51 - Construct 10" Line to serve future Central PDA Growth

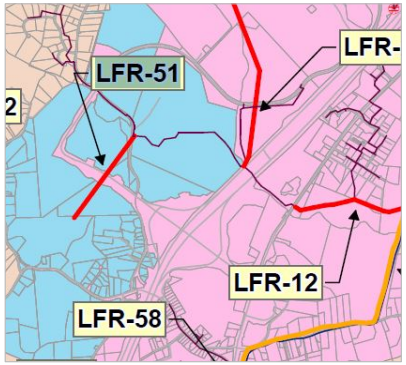
Total Project Cost: $245,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of a 10-inch gravity main to serve future development in the Centerport/Airport part of the County (1,000 feet), specifically the southwest quandrant.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	24,500	220,500	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	$24,500	$220,500	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	24,500	220,500	0	0	0	0	0
Total	$0	$0	$0	$0	$24,500	$220,500	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Main to Michael Street

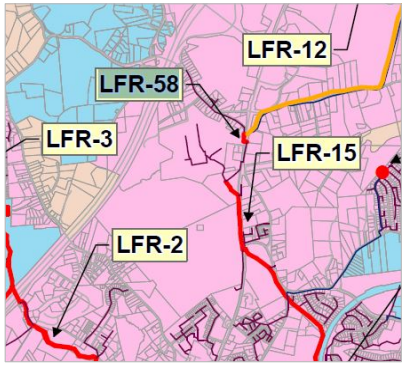
Total Project Cost: $135,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 8-inch main with a 15-inch gravity main along Cambridge Street from the force main to Michael Street (480 feet).



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	13,500	121,500	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	$13,500	$121,500	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	6,750	60,750	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	6,750	60,750	0	0	0	0	0	0	0
Total	$0	$0	$13,500	$121,500	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive

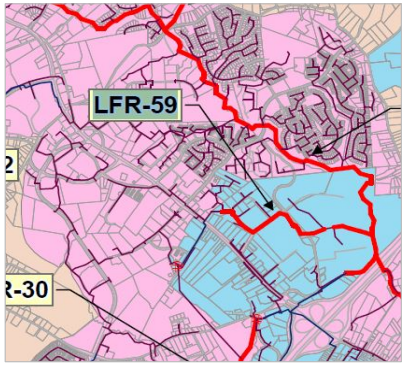
Total Project Cost: $1,379,000 **Est. Opening Date:** FY2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of 8-inch main with a 10-inch gravity main from Nelms Circle to Auction Drive (5,638 feet).



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	137,900	1,241,100	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	$137,900	$1,241,100	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	68,950	620,550	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	68,950	620,550	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$137,900	$1,241,100	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station

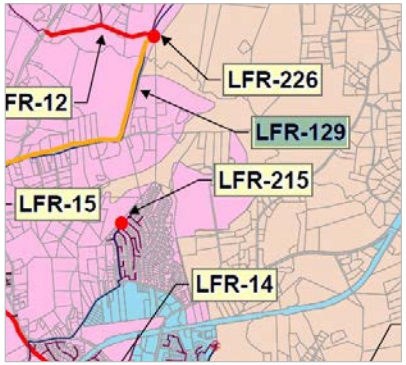
Total Project Cost: $2,640,000 **Est. Opening Date:** FY2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes replacement of the existing 8-inch with a 16-inch force main from Potomac Creek PS (9,055 feet). The purpose of the project is to serve future customers in the area served by the Potomac Creek PS.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	264,000	2,376,000	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	$264,000	$2,376,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	132,000	1,188,000	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	132,000	1,188,000	0	0	0	0	0	0
Total	$0	$0	$0	$264,000	$2,376,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-204 - Expand future Celebrate Virginia Pump Station

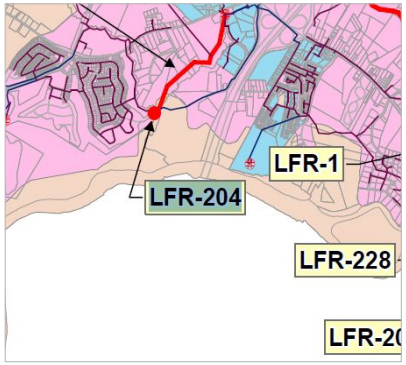
Total Project Cost: $450,000 **Est. Opening Date:** FY2025

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction of the expansion of the Celebrate VA PS by 1.53 mgd. The purpose of the project is to serve future customers in this area.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	45,000	405,000	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	$45,000	$405,000	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	45,000	405,000	0	0	0
Total	$0	$0	$0	$0	$0	$0	$45,000	$405,000	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-209 - Replace Falls Run Pump Station

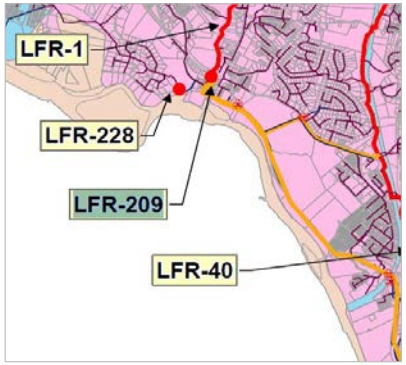
Total Project Cost: $5,388,200 **Est. Opening Date:** FY2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes design and construction for the replacement of the Falls Run PS. This project replaces a vital part of the wastewater collection system in the southern part of the County. The existing station on Washington Street is nearing the end of its useful designed life and is in need of a complete structure, equipment, and possibly a location upgrade.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	538,200	4,850,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$538,200	$4,850,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	269,100	2,425,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	269,100	2,425,000	0	0	0	0	0	0	0
Total	$0	$0	$538,200	$4,850,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-214 - Expand Claiborne Run PS

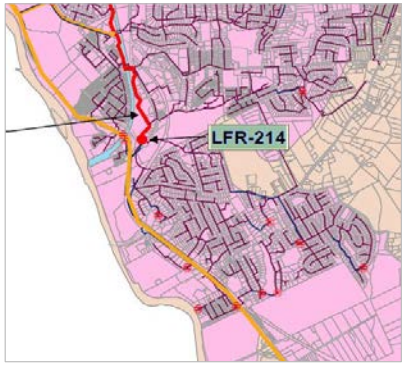
Total Project Cost: $1,500,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project includes expansion of the Claiborne Run PS by 6.93 mgd.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,500,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$1,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	1,500,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$1,500,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-217 - Expand Stafford Place Pump Station

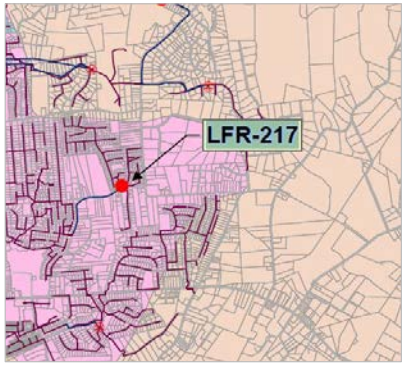
Total Project Cost: $45,000 **Est. Opening Date:** FY2024

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project is expansion of Stratford Place PS by 0.165 mgd.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,500	40,500	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	$4,500	$40,500	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	4,500	40,500	0	0	0	0
Total	$0	$0	$0	$0	$0	$4,500	$40,500	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LFR-228 - Expand Ingleside Pump Station

Total Project Cost: $214,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project is the expansion of the Ingleside PS by 0.311 mgd.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	21,400	192,600	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	$21,400	$192,600	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	21,400	192,600	0	0	0	0	0
Total	$0	$0	$0	$0	$21,400	$192,600	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Gravity Lines & Interceptor Maintenance

Total Project Cost: $5,750,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of the replacement of significant lengths of wastewater gravity interceptors thoughout the County. The Master Plan idendifies which gravity interceptors that require capacity upgrades or replacement but not replacement due to age or condition. This work is part of a renewed effort to focus on the Repair/Replace/Rehabilitate philosophy for infrastructure in the County.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	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	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Pump Stations

Total Project Cost: $5,750,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of partial or significant replacements of existing pump stations that have exhibited frequent maintenance issues. The Utilities Department maintains more than 90 pump stations with some being more than 30 years old. The Master Plan idendifies which pump stations that require capacity upgrades or replacement but not replacement due to age or performance. This work is part of a renewed effort to focus on the Repair/Replace/Rehabilitate philosophy for infrastructure in the County.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	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	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$500,000	$500,000	$500,000	$500,000	$500,000	$550,000	$600,000	$650,000	$700,000	$750,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Little Falls Run Wastewater Treatment Facility - Influent Structure

Total Project Cost: $350,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project consists of the replacement of the influent structure and equipment for the Little Falls Run Wastewater Treatment Facility. All wastewater in the southern part of the County flows through this structure. This structure was constructed in the early 90's and has reached or exceeded its useful life and needs to be replaced. The structure, along with current equipment and technology will allow the facility to operate more effeciently and be more dependable.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	350,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$350,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	350,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$350,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Little Falls Run Wastewater Treatment Facility - Influent Grit Blowers

Total Project Cost: $150,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work is directly associated with the project to replace the influent structure at Liffle Falls Run Wastewater Treatment Facility.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	150,000	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	$150,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	150,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$150,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Little Falls Run Wastewater Treatment Facility - Filter Replacement

Total Project Cost: $250,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of the replacement of the filter media at Little Falls Run Wastewater Treatment Facility. The media material is sacrificial and requires periodic replacement.

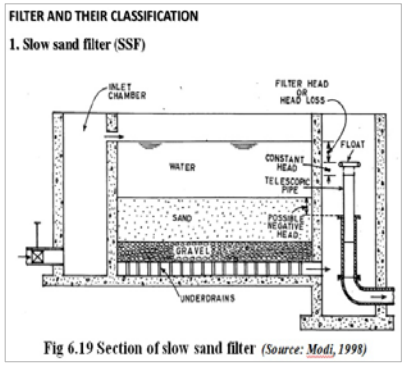


Fig 6.19 Section of slow sand filter *(Source: Modi, 1998)*

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	250,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$250,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	250,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$250,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Aquia Wastewater Treatment Facility - Generator Tiebreaker (MCC Replacment)

Total Project Cost: $1,000,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of creating a parallel operating scenario for the two large power generators at Aquia Wastewater Treatment Facility. Currently, the plant relies on two generators each operating a separate portion of the plant. This project creates a parallel operation of the generators and removes the vulnerablity of a system failure in the event of a lengthy power outage.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,000,000	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	$0	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	1,000,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$1,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Infiltration and Inflow Maintenance

Total Project Cost: $3,250,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This work consists of specific repairs to areas of our existing wastewater infrastructure to prevent ground water or surface water from entering into the collection system. This inflow/infiltration uses critical capacity in both the collection system and treatment facility. The large system in the County and the age of the system require constant evaluation of inflow/infiltration into the system.

An offset pipe joint showing active Infiltration/Inflow was located during a TV inspection.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	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	$250,000	$250,000	$250,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$250,000	$250,000	$250,000	$250,000	$250,000	$300,000	$350,000	$400,000	$450,000	$500,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Sewer Extension Projects

Total Project Cost: $3,839,000 **Est. Opening Date:** FY2029

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Short Sewer Extension Projects, Neighborhood Projects and Large Scale Projects that qualify for the extension of sewer service under the County's Water & Sewer Line Extension Policy (R10-217).

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	242,000	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000
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	$242,000	$252,000	$262,000	$273,000	$284,000	$296,000	$346,000	$396,000	$446,000	$496,000	$546,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	242,000	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$242,000	$252,000	$262,000	$273,000	$284,000	$296,000	$346,000	$396,000	$446,000	$496,000	$546,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

AWWTF-001 - Aquia WWTF Upgrade - Facilities Planning

Total Project Cost: $75,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include on-going concrete repair to process units, power distribution main-tie-main configuration, potential headworks upgrade, and a higher-capacity dewatering centrifuge. Aging infrastructure, including the original Schreiber process train and the effluent filtration system, require periodic major maintenance or upgrades. Existing sludge storage volume is somewhat limited for current sludge processing operations and plant capacity rating. The proposed, limited WWTF facilities planning would build upon the master plan evaluation and baseline condition assessments at Aquia to prioritize and aggregate various upgrades and modifications - a platform for subsequent capital improvement projects.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	75,000	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	$75,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	75,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$75,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

AWWTF-002 - Aquia WWTF General Upgrades - Concrete Repair, Headworks, Power Distribution

Total Project Cost: $1,900,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include on-going concrete repair to process units, power distribution main-tie-main configuration, and potential headworks upgrade. These general upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and effluent compliance.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	380,000	1,520,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$380,000	$1,520,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	380,000	1,520,000	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$380,000	$1,520,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion

Total Project Cost: $1,300,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified the need for higher sludge dewatering capacity to optimize its current solids processing operation. The current sludge storage (aerobic digestion) capacity is less than the rated plant capacity sludge production levels, and additional sludge storage would improve sludge stabilization prior to dewatering and disposal, and facilitate the use of a higher capacity centrifuge. Supplemental sludge storage tankage, with aeration / mixing / pumping, is proposed. These general upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and biosolids management permit compliance.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	130,000	1,170,000	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	$0	$130,000	$1,170,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	130,000	1,170,000	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$130,000	$1,170,000	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous

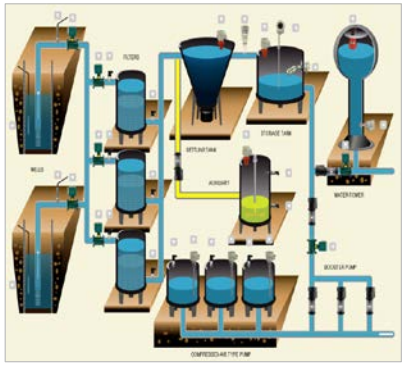
Total Project Cost: $3,900,000 **Est. Opening Date:** FY2026

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include mechanical and control upgrades to effluent filtration, plant SCADA and overall process control system updates, and other miscellaneous treatment upgrades. Effluent UV disinfection equipment has limited remaining life, technology upgrade may be part of asset renewal. These general upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and effluent compliance.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	0	390,000	3,510,000	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$390,000	$3,510,000	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	390,000	3,510,000	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$390,000	$3,510,000	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LWWTF-001 - Little Falls Run WWTF Upgrade - Facilities Planning

Total Project Cost: $125,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include on-going concrete repair to process units, potential headworks upgrade, and UV disinfection performance improvements. Aging infrastructure, including the original Schreiber process train and the effluent filtration system, require periodic major maintenance or upgrades. The site may be constrained with respect to pending or future upgrades or expansion, treatment technologies and configurations should be studied. In addition, the master planning process has identified near-term and longer-term wastewater system growth that may affect the timing of certain capacity upgrades. The proposed, step-wise WWTF facilities planning would build upon the master plan evaluation and baseline condition assessments at Little Falls Run to prioritize and aggregate various upgrades and modifications - a platform for subsequent capital improvement projects.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	125,000	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	$125,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	125,000	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$125,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LWWTF-002 - Little Falls Run WWTF General Upgrades - Concrete Repair, Headworks, UV

Total Project Cost: $2,000,000 **Est. Opening Date:** FY2021

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include on-going concrete repair to process units, potential headworks upgrade, and UV disinfection updates. These general upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and effluent compliance.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	260,000	1,740,000	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$260,000	$1,740,000	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	260,000	1,740,000	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$260,000	$1,740,000	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade

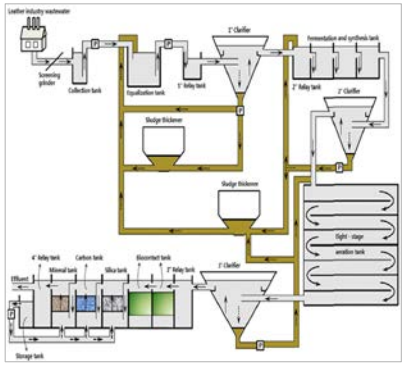
Total Project Cost: $3,500,000 **Est. Opening Date:** FY2022

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The Little Falls Run WWTF VPDES Permit expires in September 2020, DEQ is proposing a Rappahannock River Water Quality Policy due to low downstream dissolved oxygen levels, so the reapplication process may identify other upgrades or modifications. These upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and nutrient removal permit compliance.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	350,000	3,150,000	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	$350,000	$3,150,000	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	350,000	3,150,000	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$350,000	$3,150,000	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LWWTF-004 - Little Falls Run WWTF Upgrades (Rappahannock Policy, FWNC / NH3 Allowance)

Total Project Cost: $11,600,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The Little Falls Run WWTF VPDES Permit expires in September 2020, DEQ is proposing a Rappahannock River Water Quality Policy due to low downstream dissolved oxygen levels, so the reapplication process may identify other upgrades or modifications. This CIP project specifically addresses nitrogen removal and phosphorus polishing. These upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and nutrient removal permit compliance. This CIP line item is an Allowance, which would be defined and detailed as the water quality criteria is adopted, DEQ policies & procedures are reviewed, and the new rule is applied to VPDES Permit renewals in 2018. There is no property acquisition cost included in this budgetary allowance.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	1,160,000	10,440,000	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	$0	$1,160,000	$10,440,000	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	1,160,000	10,440,000	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$1,160,000	$10,440,000	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

LWWTF-005 - Little Falls Run WWTF General Upgrades - Filtration, Miscellaneous

Total Project Cost: $2,700,000 **Est. Opening Date:** FY2025

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

DOU has identified certain proposed modifications as part of its on-going asset renewal program. These upgrades include mechanical and control upgrades to effluent filtration, plant SCADA and overall process control system updates, and other miscellaneous treatment upgrades. These general upgrades are compatible and consistent with other anticipated near-term upgrades and modifications for firm capacity, efficient operations, system reliability, and effluent compliance.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	270,000	2,430,000	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	$270,000	$2,430,000	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	270,000	2,430,000	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$270,000	$2,430,000	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Claiborne Run Gravity Sewer Project Consruction

Total Project Cost: $6,450,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project will repair and replace a section of the Claiborne Run interceptor. Most of the lower end of this interceptor was replaced previously but due to difficulties with CSX and access challenges it was delayed. This project's scope was recently decreased based on modifications to the Falls Run FM which decreased the capacity upgrades for the Claiborne Run PS and gravity interceptor.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	3,750,000	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	$3,750,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	3,750,000	0	0	0	0	0	0	0	0	0
ProRata Fees	2,700,000	0	0	0	0	0	0	0	0	0	0
Total	$2,700,000	$3,750,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Lower Accokeek

Total Project Cost: $10,142,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project is compiled of several master-planned projects necessary to serve the southern Courthouse Area. This project consists of the Lower Accokeek Pumping Station, a gravity interceptor from the Hospital southward to Accokeek Creek, a force main from the pumping station at Accokeek Creek northward to the Hope Road vicinity, and other gravity lines designed to remove Wyche Road Pumping Station and Rowser Pumping Station from the system. Another project, further downstream, called the Wayside Interceptor is also an integral part of this overall system supporting the Courthouse Area.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Expenditures	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	2,571,000	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	7,571,000	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$2,571,000	$7,571,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Revenues	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	2,571,000	4,800,000	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	2,771,000	0	0	0	0	0	0	0	0	0
Total	$2,571,000	$7,571,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	402,000	402,000	402,000	402,000	402,000	402,000	402,000	402,000	402,000	402,000
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$402,000	$402,000	$402,000	$402,000	$402,000	$402,000	$402,000	$402,000	$402,000	$402,000

Wayside Sewer Interceptor

Total Project Cost: $3,179,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project is a master-planned project associated with the Lower Accokeek project. This portion of the gravity interceptor serving the northern Courthouse Area is necessary to accommodate the future flows coming from the Lower Accokeek Pumping Station in route to the Austin Run Pumping Station and Aquia Wastewater Treatment Facility.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	179,000	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	3,000,000	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	$3,179,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	3,179,000	0	0	0	0	0	0	0	0	0	0
Total	$3,179,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Falls Run Sewage Force Main 24-inch

Total Project Cost: $3,893,000 **Est. Opening Date:** FY2020

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

The project consists of the replacement of the Falls Run Force Main which trasmits flow from the Falls Run Pumping Station in Falmouth to the Claiborne Run Parallel Force Main near Cool Springs Road and Route 3. This change in alignment is advantageous in that it decreases the anticipated upgrades to the Claiborne Run Pumping Station and interceptor saving approximately $12M in future spending.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	250,000	3,643,000	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0
Total	$0	$250,000	$3,643,000	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	125,000	1,821,500	0	0	0	0	0	0	0	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	125,000	1,821,500	0	0	0	0	0	0	0	0
Total	$0	$250,000	$3,643,000	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Personnel	0	0	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0
Revenue / Savings	0	0	0	0	0	0	0	0	0	0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Claiborne Run Parallel Force Main

Total Project Cost: $8,214,000 **Est. Opening Date:** FY2019

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

This project is a long-planned master plan project (formerly LFR-113, 2006 MP) that has been modified to meet current flows and configurations. The project has been modified in how it transmits flows. This project is part of the reconfiguration involving the Claiborne Run Pumping Station and the Falls Run Force Main. This project was originally intended to connect the Claiborne Run Pumping Station to the Little Falls Run Wastewater Treatment Facility. As now planned, this project will be a dedicated extension of the Falls Run Force Main, thus constributing to significant capital savings.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	6,214,000	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	$6,214,000	$2,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	0	2,000,000	0	0	0	0	0	0	0	0	0
Availability Fees	3,107,000	0	0	0	0	0	0	0	0	0	0
ProRata Fees	3,107,000	0	0	0	0	0	0	0	0	0	0
Total	$6,214,000	$2,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

OTHER

Expenditures:	Prior Funding	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Later Years Funding	Total CIP (FY19-28)	Total Project Cost
Stafford Complex	750,000	0	0	0	0	0	0	0	0	423,000	0	0	423,000	1,173,000
Vehicles and Equipment Replacement	675,000	1,554,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	0	6,017,000	6,692,000
Contingency Allowance	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	0	0	7,209,000	8,339,800
TOTALS:	$2,555,800	$2,697,000	$2,268,000	$1,028,700	$878,200	$977,800	$3,015,300	$820,500	$555,200	$1,008,300	$400,000	$0	$13,649,000	$16,204,800

Stafford Complex

Total Project Cost: $1,173,000 **Est. Opening Date:** FY2023

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Funding is included in the planning period to evaluate and potentially construct facilities on land owned by the County near the Regional Jail for use by Fire & Rescue, Parks and Recreation and the Department of Utilities. For the Department of Utilities the need would be for additonal area to store pipe and other materials and enhance our ability to make bulk purchases and achieve cost savings. Space is also needed to provide indoor storage for the vac trucks to prvent freezing issues in cold weather. In addition, centralized office space is needed to cosolidate operations and eliminate the need to lease office space.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	750,000	0	0	0	0	0	0	0	0	423,000	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	$750,000	$0	$0	$0	$0	$0	$0	$0	$0	$423,000	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	750,000	0	0	0	0	0	0	0	0	423,000	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$750,000	$0	$0	$0	$0	$0	$0	$0	$0	$423,000	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Vehicles and Equipment Replacement

Total Project Cost: $6,692,000 **Est. Opening Date:** FY2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Replacement of vehicles and major pieces of equipment due to high mileage, excess repair and maintenance cost, or condition issues.

OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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	675,000	1,554,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000
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	$675,000	$1,554,000	$891,000	$443,000	$426,000	$662,000	$383,000	$458,000	$400,000	$400,000	$400,000

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	675,000	1,554,000	891,000	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$675,000	$1,554,000	$891,000	$443,000	$426,000	$662,000	$383,000	$458,000	$400,000	$400,000	$400,000

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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

Contingency Allowance

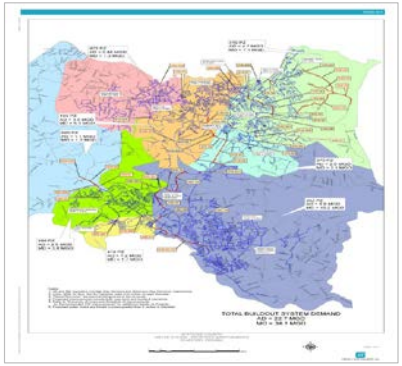
Total Project Cost: $8,339,800 **Est. Opening Date:** FY2028

Links to Board's Strategic Initiatives

- Water and Sewer Master Plan
- Utilities Fiscal Plan

PROGRAM DESCRIPTION

Funding is included in the planning period to provide contingent allowance for all capital projects.



OPERATING IMPACT SUMMARY

Subject to normal maintenance.

PROJECT COSTS

Cost Categories	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Planning / Design	0	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Construction / Project	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	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	$1,130,800	$1,143,000	$1,377,000	$585,700	$452,200	$315,800	$2,632,300	$362,500	$155,200	$185,300	$0

Funding Sources	Prior Year	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
Bonds	0	0	0	0	0	0	0	0	0	0	0
User Fees	1,130,800	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	0
Availability Fees	0	0	0	0	0	0	0	0	0	0	0
ProRata Fees	0	0	0	0	0	0	0	0	0	0	0
Total	$1,130,800	$1,143,000	$1,377,000	$585,700	$452,200	$315,800	$2,632,300	$362,500	$155,200	$185,300	$0

Operating Impacts	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028
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
Virginia
George Washington's Boyhood Home

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

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

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

OSC – Oversite Committee

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

TRC – Technical Review Committee

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

YMCA – Young Men's Christian Association

WWTF – Wastewater Treatment Facility

WQIF – Water Quality Improvement Fund

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.

Allocation - an amount or portion of a resource assigned to a department or fund.

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.

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 Asset – Property that has a useful life longer than one year, having a cost of $5,000 or more. Capital assets include land, infrastructure, buildings, building improvements, equipment, vehicles, and other tangible or intangible assets with useful lives longer than one year. Capital assets are also referred to as fixed assets.

Capital Expenditures – An outlay that results in or contributes to the acquisition of a capital asset.

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 Project Reserve – Revenues which have been received and set aside to meet the County's financial policy requirements, to provide cash flow for capital projects and to pay down high interest debt when advantageous.

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.

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.