

ADOPTED

BUDGET FY2020

EMBARKING ON THE JOURNEY

STAFFORD
Virginia



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BOARD OF SUPERVISORS

Gary F. Snellings, Chairman
Hartwood District

Mark Dudenhefer, Vice Chairman
Garrisonville District

Cindy Charlene Shelton
Aquia District

Meg Bohmke
Falmouth District

Thomas C. Coen
George Washington District

Jack R. Cavalier
Griffis-Widewater District

Wendy E. Maurer
Rock Hill District



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Stafford County
Virginia**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to The County of Stafford VA for its annual budget for the fiscal year beginning July 1, 2018.

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

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

COUNTY ADMINISTRATIVE STAFF

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 and Management Analyst

Renee Rosales
Budget and Management Analyst

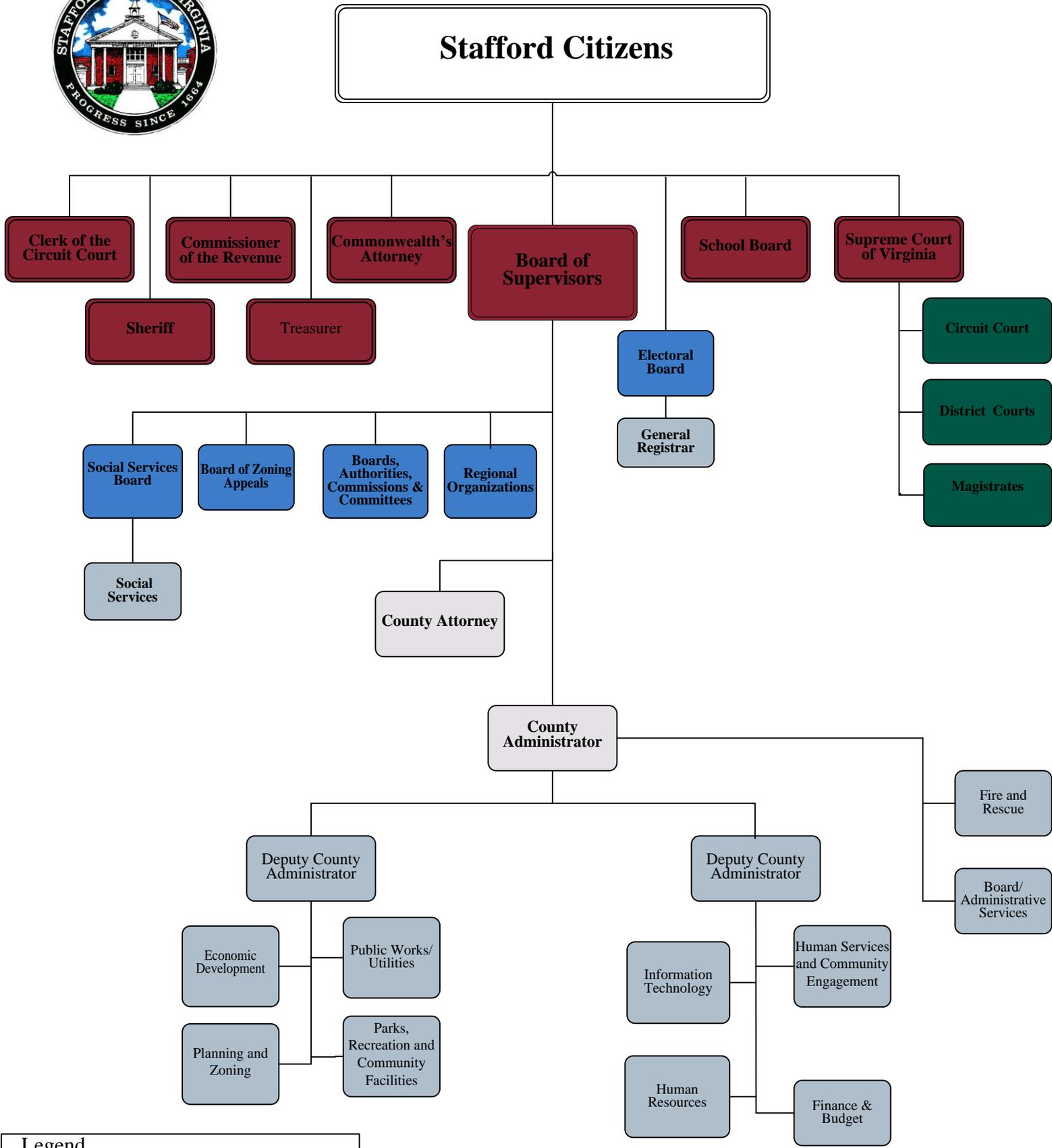
Shannon L. Wagner
Director of Human Resources

Donna S. Krauss
Director of Human Services

Andrew Spence
Community Engagement Program Director

Anthony Toigo
Citizen Action Officer

COUNTY OF STAFFORD, VIRGINIA



Legend

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

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

Executive Summary

This section includes a copy of the County Administrator's presentation of the proposed budget and a one page budget summary.

Policy & Goals

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

General Fund Revenues

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

General Fund Expenditures

The general fund expenditure section contains schedules and graphs that present the expenditure budgets for each department, some with revenues designated to departments, historical analysis of the total expenditures, presentation of departments supported greatly by state funds, and graphs to give a visually picture. A four-year comparison of expenditures (prior year actuals and adopted budgets) is also included in this section. Each department's budget is presented separately and includes information on service responsibilities, staffing, and expenditures in the following categories:

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

School Fund

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

Transportation Funds

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

Utilities Fund

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

Other Funds

This section provides analysis, descriptions, revenue and expenditure summary information for the following funds: Asset Forfeiture Fund, Capital Improvements Fund, Fleet Service Fund, Hidden Lake Dam Fund, Lake Carroll, Lake Arrowhead, Lynhaven Lane Service District and Tourism Fund.

Five Year Plan

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

Personnel

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

Capital Improvement Program

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

Acronyms & Glossary

Provides a description of terms frequently used in budgeting.

Gary F. Snellings, Chairman
L. Mark Dudenhefer, Vice Chairman
Meg Bohmke
Jack R. Cavalier
Thomas C. Coen
Wendy E. Maurer
Cindy C. Shelton

Thomas C. Foley
County Administrator

July 1, 2019

Dear Honorable Members of the Board of Supervisors of Stafford County:

I am pleased to present to you and the citizens of Stafford County, the Adopted Fiscal Year 2020 County budget totaling \$606,635,278, including all services. This budget reflects the alignment of county resources to the growing needs of the community and is driven by Stafford's first Vision for the Future and 2040 Strategic Plan. Stafford County is one of Virginia's fastest-growing counties facing several demographic and development trends such as the expansion of our neighborhoods, the growing diversity of our community and mounting infrastructure needs throughout our county. This budget responds to these identified challenges through strategic initiatives, financial diligence and a commitment to meeting all of the County's obligations and mandates. The foundation of this budget and recent budgets is to preserve the hallmarks of Stafford County as a growing community with safe neighborhoods, excellent schools and overall high quality of life while also progressing to meet future needs. Stafford County will need sufficient organizational capacity to sustain these vital hallmarks for a thriving community.

Building organizational capacity to serve a growing community: While new positions have been added in recent years mainly in public safety and social services, the overall number of students in our schools, emergency response calls, court cases, water and sewer demands and road improvement requests continue to increase, affecting all other functional areas. This budget focuses on strategic investments that support the organization's capacity to address ongoing challenges like compensation and recruitment, especially as the competitiveness of the job market intensifies ensuring we have an organizational structure that will best serve our evolving needs. Creative solutions in this budget will help solve organizational challenges we face by adhering to a focused and deliberate financial planning process.

Focused and deliberate financial planning process: Previous budgets have addressed growing citizen expectations and service obligations that are now outpacing available capacities. This budget, together with the Strategic Plan and Five-Year Financial Plan, was carefully developed to strengthen a framework that responds to the long-term impacts of the recent recession while also addressing the rising service expectations that come from the tremendous population growth of our community. This budget maximizes this financial planning framework to invest in newly established strategic priorities.

Budget Initiatives

The Northern Virginia region continues to grow, placing significant economic challenges on Stafford requiring the need to transform into a more flexible organization positioned to address ongoing growth impacts and advance strategic priorities.

Concrete actions to address growth challenges and fulfill commitments: The cumulative impacts of a growing community continue to appear in the budgeting process no matter how the economy improves or even with careful fiscal stewardship and strategic investments. According to Weldon Cooper Center for Public Service, Stafford's population has grown over 16% since 2010. This rate of growth adds to the complexity of managing these growing challenges. There are three critical themes important to underline in the FY2020 adopted budget: education, growth challenges and fulfilling commitments. These themes, together with the Strategic Plan priorities are the driving forces behind this budget.

Budget Themes:

- **Education.** Quality education is a strategic plan priority for the Board and this budget. This budget supports learning in many different capacities for all people, ages and backgrounds by funding our excellent K-12 system and post-education opportunities. Both the county and school system experienced similar financial hardships during the last economic downturn and now experience similar challenges with the rising population. In a coordinated effort since 2018, the County has increased funding support in order to make up the lost ground and foster greater progress in the school system's strategic needs. This budget reinforces this commitment by maintaining the per-pupil funding transfer as enrollment grows, supporting shared services and, most significantly, supporting the School Board's 5% pay increase for all school staff enhancing quality education for our students. This budget also provides funding to the broader education community with increased support for partner agencies that include Germanna Community College's nursing program, our regional library system, our community development agencies and the development of cybersecurity training with the University of Mary Washington. The budget recognizes and prioritizes direct and indirect investments that reinforce education and learning in our community.
- **Growth Challenges.** As noted, service delivery for our programs and services is tied directly to maintaining a skilled and experienced workforce and the space required to support it. The budget continues an ongoing effort to reduce backlogs and workload challenges in Social Services by adding additional positions. The Commonwealth Attorney is also receiving needed positions to help address their workload constraints. The new courthouse project begins in the FY2020 budget, as space continues to become a primary challenge for the court system. This budget also invests in improving customer interactions and service quality by providing support and positions for our Sheriff, Human Resource Department and Parks Department.
- **Fulfilling Commitments.** Maximizing Stafford's investments in our community infrastructure and facilities is a key priority of this budget. The transformational improvement to our CIP process includes two innovative approaches to planning. The CIP process now includes both a Five-Year Balanced CIP for the next five years and a Five-Year Capital needs assessment for years six through ten, allowing the budget to address immediate capital requirements while planning for future community needs. Key projects in the CIP include Ferry Farm Elementary renovation, North Star renovation and Fire Station 14. A new high school is also planned to begin in the next five years. This budget also supports a 1.5% utility rate increase to ensure the ongoing rehabilitation and replacement of critical water and wastewater infrastructure. In meeting mandates, the FY2020 budget concentrates resources to accommodate the growing veteran tax relief program, which has significantly increased these past few years, amounting to two pennies on the tax rate.

Advancing Stafford's strategic priorities: Through a detailed, comprehensive strategic planning process, the Board completed Stafford's first Strategic Plan in 2018. Several work sessions, community priorities and mounting economic expectations guided the development of this plan. The FY2020 budget begins the implementation of this plan by providing significant funding to advance our strategic priorities. While all seven strategic priorities are addressed in some capacity within this budget, some of those key areas of enhancements are important to highlight.

- **Healthy Growth.** The pursuit of a well-planned community that preserves its historical and natural resources underpins the efforts behind Stafford's commitment to growth management strategies. The recent implementation of a community engagement effort on healthy growth by the Board identified new initiatives that will require additional resources and positions for Planning and Zoning and Public Works Departments.
- **Transportation.** The Board has invested more than \$57M over the last eight years on 22 road improvement projects demonstrating the continued commitment to providing an improved transportation experience for

citizens and visitors. While more improvement is needed, with the completion of the Comprehensive Road Study identifying ten major road construction projects and 35 road-widening projects, this budget provides additional debt capacity for transportation broadening the funding opportunities alongside other funding sources for future road improvements.

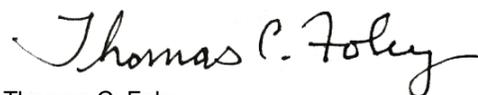
- **Public Safety.** This budget strikes that careful balance of managing many different demands while prioritizing the safety of our community. The primary focus for our public safety agencies remains the recruitment and retention of sworn staff. The budget includes new positions focused on recruitment in the Sheriff's Office dedicated to expanding our competitiveness in public safety labor market. Fire and Rescue will also see position increases to support the current 24-hour staffing operation across the system.
- **Organizational Excellence.** Improving customer service and efficiency across the organization is emphasized significantly in this budget. To accomplish this, the budget addresses the increased compensation competitiveness and retention pressures facing Stafford by providing a 5% increase in salaries for all staff. In sustaining a quality organization, the budget also implements year one of a two-year market pay study bringing positions that were significantly below the market up to the study's market level.

The work to achieve Stafford County 2040 begins today: This budget proactively pushes toward the future, recognizing that difficult decisions lie ahead. Stafford County must stay diligent in how we work with and evaluate the needs of our schools, public safety, roads, parks and courts. Stafford's first Vision for the Future and 2040 Strategic Plan is an important milestone for our community, guiding the budget process to improve operations, maintaining fiscal stewardship and investing strategically in the community. There has never been a more critical time to plan for the future while appreciating the present realities and continuing growth challenges. The Board's dedication to solving problems and putting the community first is present in the decisions made in this budget.

Moving forward, our continued collaboration with the citizens and our ever-evolving discussions with the Board of Supervisors will bring focus to our financial realities and the most critical challenges facing our community. We stand by our vision to serve our community to make a difference and achieve the community's priorities by responding to changing conditions and continuously improving our programs, services and processes.

I would like to thank all County staff and constitutional officers for their excellent work in the development of this budget. I would especially like to express my gratitude to staff in the Department of Finance and Budget, with an additional note of gratitude to our recently retired Chief Financial Officer, Maria Perotte. And most notably, thank you to the citizens of Stafford County, for allowing us to serve you to make a difference in our community. For further detail on these budget initiatives, I present you with Stafford County's Adopted Fiscal Year 2020 Budget.

Sincerely,



Thomas C. Foley
County Administrator

STAFFORD COUNTY

2019 County Profile



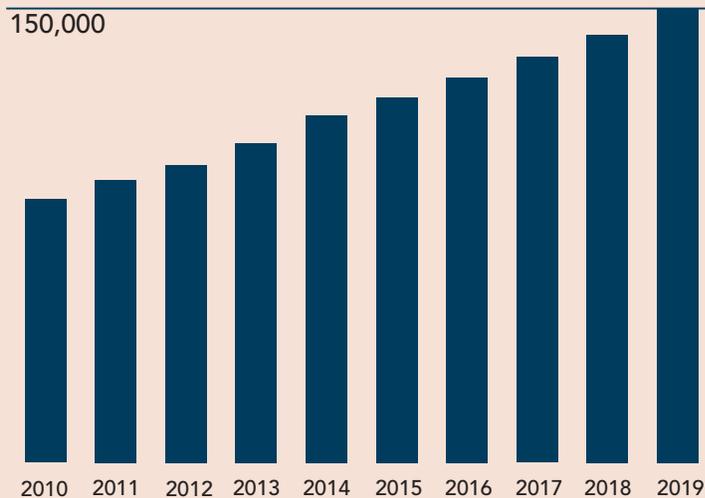
COUNTY OVERVIEW

From pre-colonial America to modern-day, Stafford County has a rich history associated with significant events and people in our nation's history. Established in 1664, Stafford is perhaps most famously known as the boyhood home of George Washington. Stafford was particularly affected by the Civil War, The Battle of Aquia Creek took place in the County in 1861. During the duration of the conflict, some 100,000 United States and Confederate troops occupied the County.

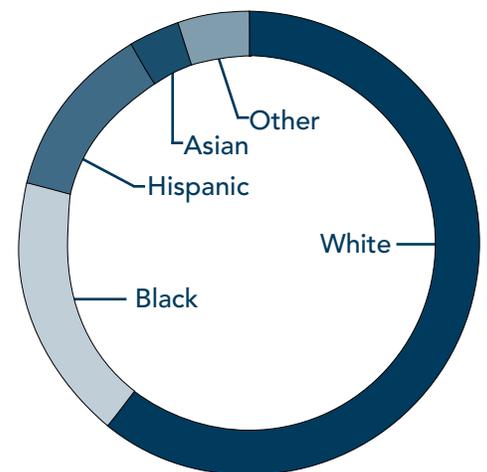
The conclusion of the Civil War represented a time of reconstruction. Stafford remained mostly a rural community until the construction of Interstate 95 in the late 1960s. Since that time, Stafford has experienced a population boom. With a 2018 population of 149,110, Stafford is now the 3rd fastest growing county in the Commonwealth of Virginia, with populations over 25,000. Stafford is located between the major commuting centers of Washington, D.C. and Richmond, Virginia. According to a 2018 study by Weldon Cooper, an estimated 38,000 County residents commute out of County for employment, compared to an estimated 22,000 who commute in. Approximately 10,000 people live and work within Stafford County.

POPULATION

Resident Population



Source: Weldon Cooper Center, University of Virginia, 2019



2018 Population Demographics

Source: Weldon Cooper Center, University of Virginia, 2018

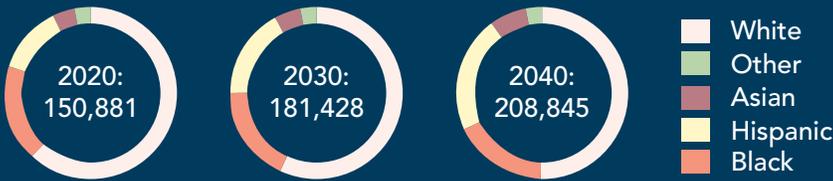


2019 County Profile

Population and Demographic Data

County	2018 Population	Median Age	Median Household Income	Median Home Market Price	Avg. Work Travel Time	Unemployment Rate
Albemarle	108,639	38.9	\$72,265	\$329,600	22.3 mins.	2.2%
Fauquier	70,150	41.6	\$94,775	\$370,000	39.6 mins.	2.3%
Hanover	107,357	42.4	\$84,955	\$267,600	26.2 mins.	2.3%
Loudoun	406,355	35.5	\$129,588	\$475,500	33.7 mins.	2.1%
Prince William	463,046	34.4	\$101,059	\$358,300	39.3 mins.	2.4%
Spotsylvania	133,441	37.3	\$81,434	\$265,600	38.3 mins.	2.6%
Stafford	149,100	35	\$103,005	\$327,600	41 mins.	2.6%

Future Population



Source: Weldon Cooper Center, University of Virginia, 2018

58,000

Stafford's projected population growth by 2040.

Source: Weldon Cooper Center, University of Virginia, 2018

According to the University of Virginia's Weldon Cooper Center, Stafford's population will continue to increase at one of the fastest rates in Virginia between 2018 and 2040.

ECONOMY

42,964

Number of Jobs

2.6%

Unemployment Rate

21%

Job Growth 2011-2016

2,500

Number of Businesses

\$1.01

FY20 Adopted Tax Rate

78%

Workforce Commute-Out

51%

Stafford's at-place workers hold a two-year degree or higher

Major Employers

Geico: 4000+

Dept. of Defense: 2000+

FBI: 1,500+

Stafford Hospital: 500+

McLane Mid Atlantic: 500+

Hilldrup Moving & Storage: 500+

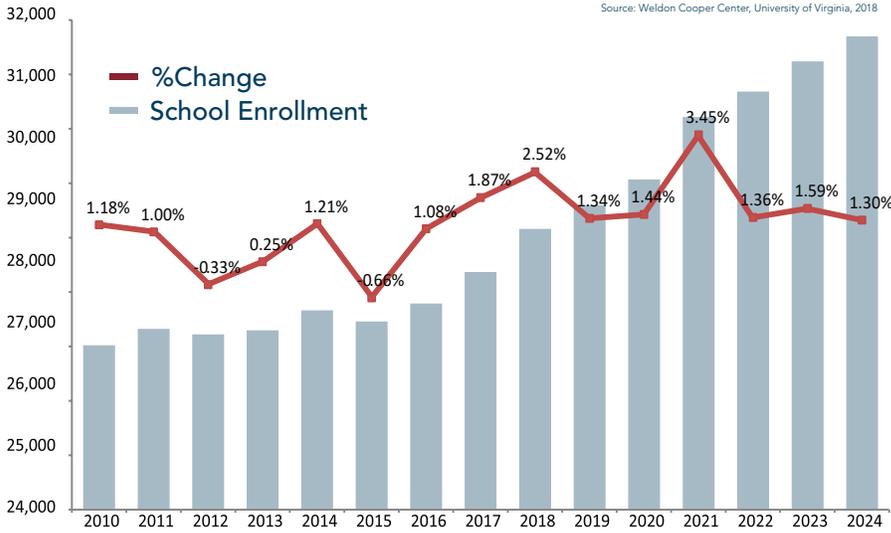
Stafford County is comprised of 277 square miles. The County offers a business-friendly environment. Low business and real estate tax rates are designed to promote commercial growth and expand job opportunities for our citizens.

In addition to the existing VRE, Stafford Airport, and I-95 Express Lanes, approximately \$55M in transportation improvements are planned between FY2019-2028.

2019 County Profile

Student Enrollment

School Growth Enrollment



Total enrollment in Stafford County Schools has steadily increased in recent years.

Five-year enrollment projections are expected to remain above 1% growth annually, consistent with the population projections. Though, School growth is expected to reach over 30,000 students by 2021.

6th Highest per capita enrollment in Virginia during the 2016-2017 school year.

Permitting

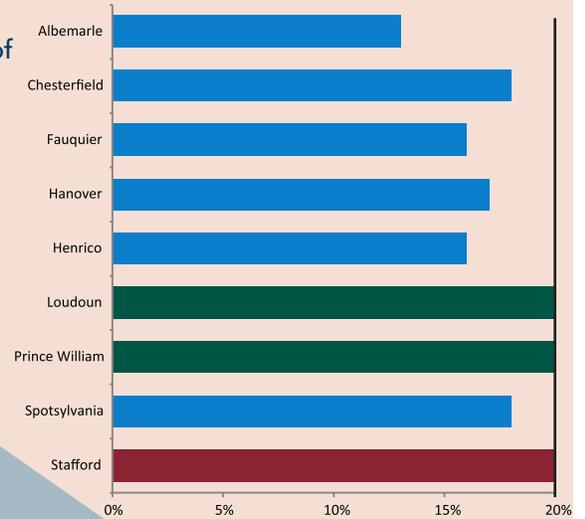
Stafford County has recently seen increases in occupancy permits over the last few years. As shown below, residential development is rising back to pre-recession numbers indicating stronger confidence in the economy.

Stafford County is tied for the third highest per capita enrollment among peer localities as of the 2017-2018 school year.

The County consistently ranks in the top ten of all Counties statewide for per capita enrollment.

2017 Per Capita

Source: Weldon Cooper Center, University of Virginia, 2018



2006-2017 Occupancy Permits Issued



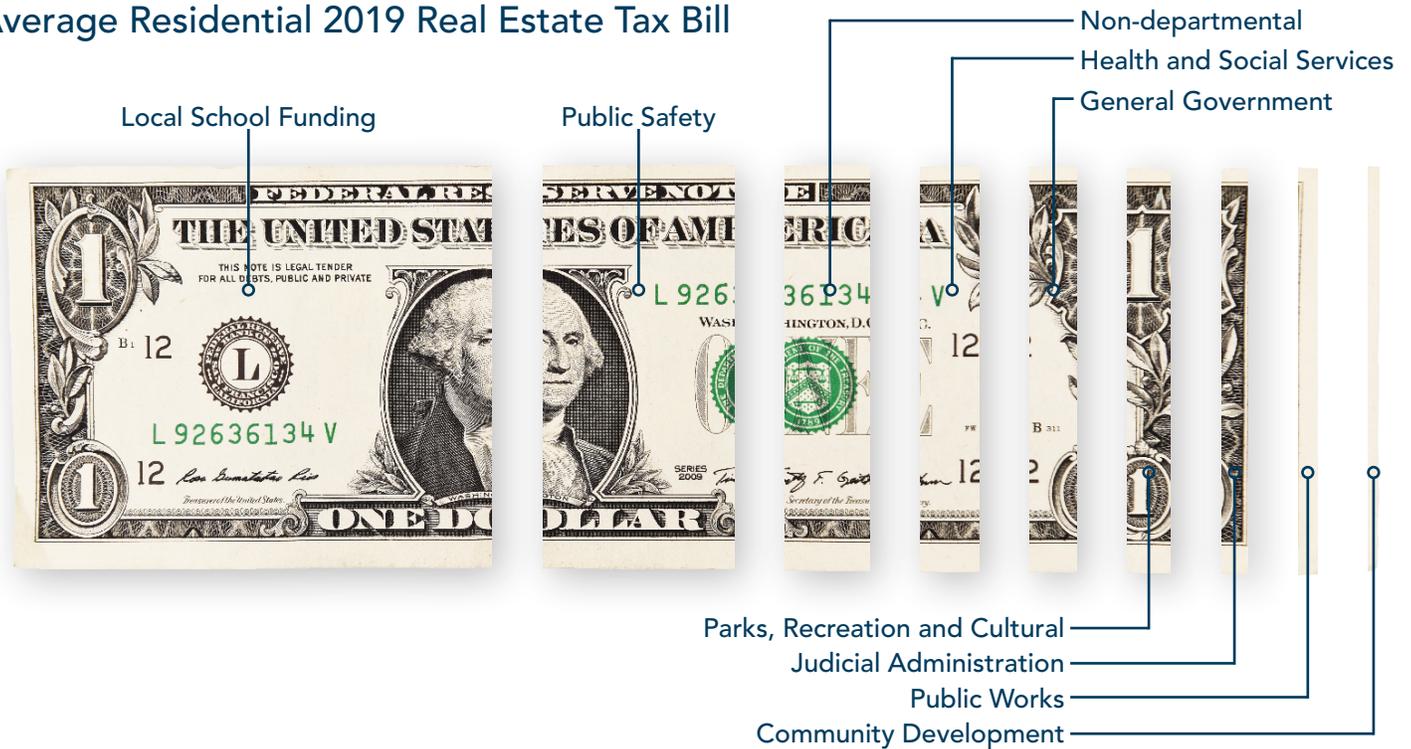
2019 County Profile

Stafford County at a glance

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018 Actuals	FY2019 Adopted	FY2020 Adopted
Dollars (000)											
General Fund Revenues	\$238,872	\$247,028	\$249,558	\$256,235	\$264,973	\$267,160	\$274,319	\$285,151	\$296,274	\$305,129	\$318,853
Local School Funding	\$132,435	\$124,906	\$127,028	\$136,084	\$135,595	\$133,116	\$143,718	\$143,836	\$149,193	\$154,813	\$160,993
People											
Resident Population	128,961	131,067	132,719	135,141	138,230	140,176	141,915	144,679	149,100	149,885	152,954
Authorized County Positions (1)	997	984	984	987	997	998	1,010	1,063	1,076	1,121	1,142
School Positions (2)	3,795	3,827	3,744	3,729	3,751	3,739	3,767	3,926	3,993	4,069	4,155
School Enrollment (ADM) (3)	26,661	26,928	26,838	26,904	27,229	27,048	27,340	27,850	28,551	28,934	29,351
Assessed Value (000)											
Real Property (4)	12,555,580	12,719,092	13,002,326	13,262,151	14,372,802	14,698,934	15,856,658	16,176,100	17,203,940	17,548,000	17,549,521
Tax Rates											
Real Property	0.84/1.10	1.10/1.08	1.08/1.07	1.07	1.07/1.019	1.019	1.019/0.99	0.99	0.99	0.99	1.01
Personal Property	6.89	6.89	6.89	6.89	6.89/6.61	6.61	6.61	6.50	6.46	6.46	6.46
Personal Property Effective Rate	2.76	2.76	2.76	2.76	2.76/2.64	2.64	2.64	2.60	2.60	2.58	2.58

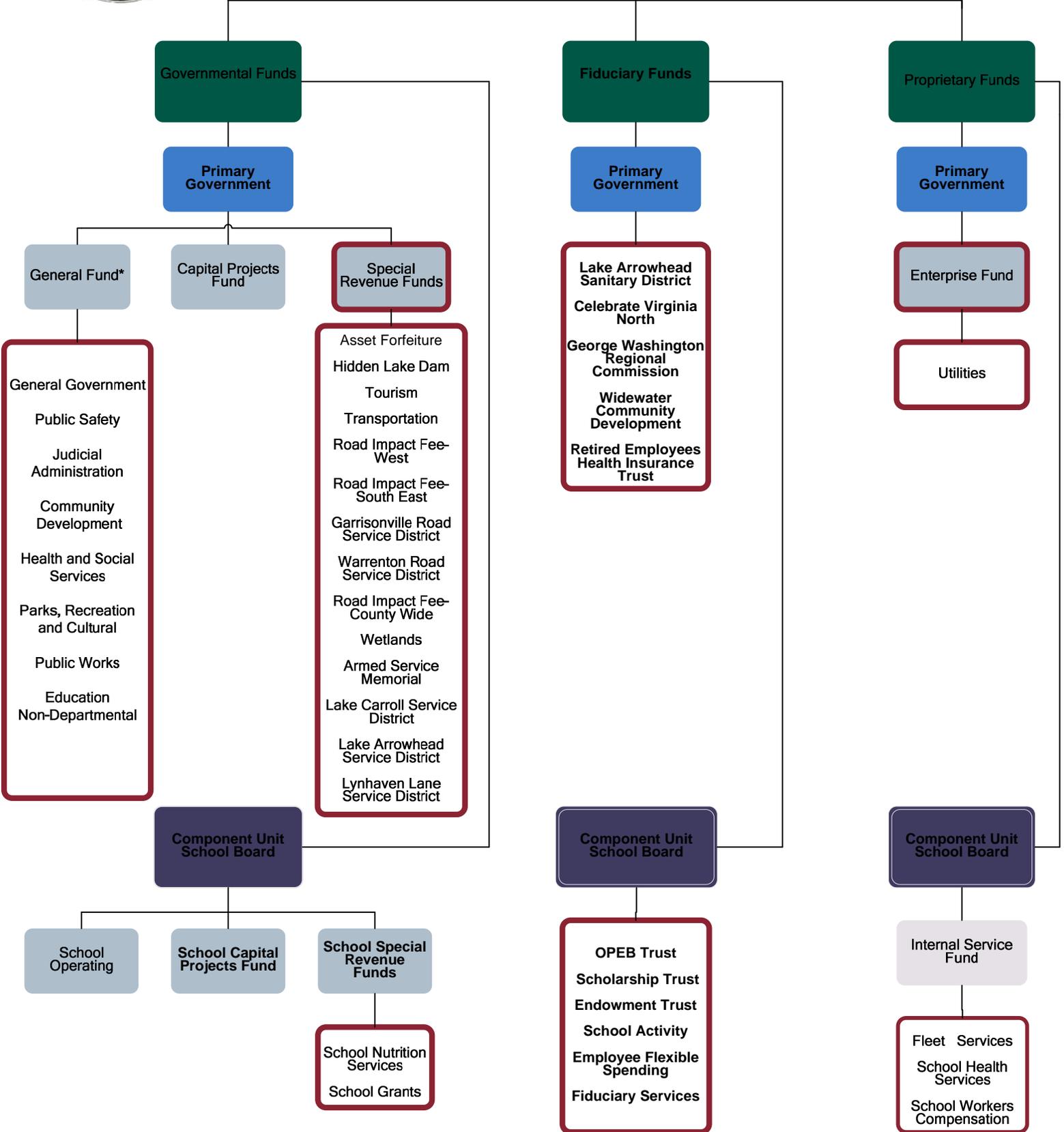
(1) Full-Time and Part-Time Positions
 (2) All School Funds positions are Full-Time Equivalent totals and rounding may apply
 (3) (ADM) Average Daily Membership
 (4) Calendar Year Value

Average Residential 2019 Real Estate Tax Bill





Stafford County Fund Structure



*Details on General Fund Departments can be found in the General Fund Section

Name & Type	Description
Armed Services Memorial Fund Non-major Governmental - Special Revenue Fund	Accounts for revenue and expenditures related to the construction of the Armed Services Memorial.
Asset Forfeiture Fund Non-major Governmental - Special Revenue Fund	Accounts for the revenues and expenditures associated with the County's drug enforcement activities and is used by the Commonwealth's Attorney and Sheriff Department to purchase drug enforcement supplies and equipment.
Fleet Services Fund Proprietary - Internal Service Fund	This fund accounts for accounts for the revenues and expenses associated with providing vehicle maintenance services to departments and agencies of Stafford County Public Schools and the County on a cost reimbursement basis.
Capital Improvements Fund Major Governmental - Capital Project Fund	This fund is used to account for financial resources to be used for the acquisition and construction of major capital facilities and equipment.
General Fund Major Governmental - General Operating Fund	This fund is the primary operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
Hidden Lake Service District Non-major Governmental - Special Revenue Fund	The Hidden Lake Service District was established by Ordinance O06-06 in January, 2006. Accounts for ad valorem tax receipts from property owners in the Hidden Lake subdivision to pay debt service for replacement of the dam.
Lake Arrowhead Service District Non-major Governmental - Special Revenue Fund	The Lake Arrowhead Fund was established by Ordinance O17-01 in February 2017. Accounts for the ad valorem tax receipts from the property owners to fund the repair, construct, reconstruct, and maintain the dams within the Lake Arrowhead subdivision and repay the County a loan of \$548,000.
Lake Carroll Service District Non-major Governmental - Special Revenue Fund	The Lake Carroll Service District was established by Ordinance O17-41 in November 2017 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.
Lynhaven Lane Service District Non-major Governmental - Special Revenue Fund	The Lynhaven Lane Service District was established by Ordinance O18-33 in August 2018. The purpose of the Service District is to improve Lyhaven Lane to be accepted into the Virginia Department of Transportation's Secondary Stem of State Highways. This fund accounts for ad valorem tax receipts from property owners within the Lynhaven Lane district.
School Construction Fund Major Governmental - Component Unit	This fund is used to account for financial resources to be used in the acquisition, construction and renovation of school sites and buildings and other major capital facilities.
School Grants Fund (Operating) Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the school operating fund grant revenues restricted/committed for specific purposes from outside sources.
School Health Services Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expenses associated with the provision of health-related benefits to employees of Stafford County Public Schools under a comprehensive health benefits self-insurance program.
School Nutrition Services Fund Component Unit Non-major Governmental - Special Revenue Fund	This fund accounts for the revenues and expenditures associated with the school cafeterias for Stafford County Public Schools.
School Operating Component Unit Major Governmental	The School Operating Fund is Stafford County Public Schools primary fund for financial transactions. It is used to account for financial resources except those required to be accounted for in another fund. Basically, the operating fund accounts for the operations of the County's public school system.
School Workers' Compensation Fund Component Unit Proprietary - Internal Service Fund	Accounts for the revenues and expense associated with the administration of the worker's compensation insurance program for employees of Stafford County Public Schools under a self-insurance program.
Tourism Fund Non-major Governmental - Special Revenue Fund	Accounts for the 5% occupancy tax revenues and expenditures associated with promoting tourist venues in the County.
Transportation Fund Major Governmental - Special Revenue Fund	Accounts for the receipt and disbursement of the regional two percent motor fuels tax and developer contributions to be used for a variety of County transportation projects.
Utilities Fund Proprietary - Enterprise Fund	The Water and Sewer Fund is the only Enterprise Fund. This fund is used to account for water and wastewater operations and is financed and operated in a manner similar to private business enterprises.
Wetlands Fund Non-major Governmental - Special Revenue Fund	Accounts for wetlands mitigation fees and associated disbursements.
Road Impact Fee South East Fund Non-major Governmental - Special Revenue Fund	Accounts for impact fee receipts from new development in a designated service area in the southeastern portion of the County. Disbursements from this fund are for road improvements attributable to the new development.
Road Impact Fee County-Wide Fund Non-major Governmental - Special Revenue 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.
Garrisonville Road Service District Fund Non-major Governmental - Special Revenue Fund	The Garrisonville Road Service District was established by Ordinance O07-55 in July, 2007, to fund road improvements within the District, primarily to Garrisonville Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in
Warrenton Road Service District Fund Non-major Governmental - Special Revenue Fund	The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in

Note:

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

ALL FUNDS SCHEDULE: REVENUE

FY2020 Adopted Budget

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

Revenue Plan	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes "19 to '20		
General Fund						
Property Taxes	\$206,557,037	\$214,489,277	\$222,686,365	\$8,197,088	3.8%	
Other Local Taxes	39,493,199	38,974,420	41,091,994	2,117,574	5.4%	
Permits, Fees, and Licenses	4,640,366	4,537,404	4,575,008	37,604	0.8%	
Fines & Forfeitures	878,755	974,800	906,769	(68,031)	-7.0%	
Use of Money & Property	1,328,959	1,141,676	1,689,386	547,710	48.0%	
Charges for Services	6,904,346	6,346,435	6,061,422	(285,013)	-4.5%	
State Revenue	19,155,101	20,116,962	19,444,994	(671,968)	-3.3%	
Shared Expenses	6,513,623	6,360,824	6,704,087	343,263	5.4%	
Federal Funds	3,168,641	3,773,355	4,035,631	262,276	7.0%	
Miscellaneous Revenue	6,065,208	5,223,459	5,163,330	(60,129)	-1.2%	
Transfers In/Other	1,353,995	347,559	344,798	(2,761)	-0.8%	
Prior Year Fund Balance	0	2,050,783	4,469,931	2,419,148	118.0%	
Total	\$296,059,230	\$304,336,954	\$317,173,715	\$12,836,761	4.2%	
Transportation Fund (PRTC)						
Gasoline Sales Tax	3,806,666	3,548,400	4,638,900	1,090,500	30.7%	
State Recordation Tax	865,889	840,000	865,000	25,000	3.0%	
Use of Money & Property	147,094	9,888	108,952	99,064	1001.9%	
Federal Revenue	309,933	216,086	0	(216,086)	-100.0%	
State Revenue	1,067,621	1,788,959	3,950,000	2,161,041	120.8%	
Prior Year Fund Balance	8,873,028	431,580	750,000	318,420	73.8%	
Total	\$15,070,231	\$6,834,913	\$10,312,852	\$3,477,939	50.9%	
Asset Forfeiture Fund						
Drug Seizure	545,676	200,000	200,000	0	0.0%	
Prior Year Fund Balance	0	50,000	60,000	10,000	20.0%	
Total	\$545,676	\$250,000	\$260,000	\$10,000	4.0%	
Tourism Fund						
5% Transit Occupancy Tax	1,146,299	1,875,000	2,027,020	152,020	8.1%	
Other Revenue	4,500	0	5,000	5,000	100.0%	
Total	\$1,150,799	\$1,875,000	\$2,032,020	\$157,020	8.4%	
Hidden Lake Special Revenue Fund	Total	\$117,575	\$111,100	\$111,700	\$600	0.5%
Armed Service Memorial	Total	\$29,950	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund	Total	\$1	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide	Total	\$1,218,368	\$600,000	\$2,463,029	\$1,863,029	310.5%
Road Impact Fee - South East Fund	Total	\$20,631	\$0	\$0	\$0	0.0%
Lake Carroll Service District	Total	\$9,452	\$13,875	\$13,875	\$0	0.0%
Lake Arrowhead Service District	Total	\$56,604	\$112,000	\$119,511	\$7,511	6.7%

ALL FUNDS SCHEDULE: REVENUE

FY2020 Adopted Budget

Revenue Plan	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes "19 to '20	
Lynhaven Lane Service District Total	\$0	\$0	\$14,000	\$14,000	100.0%
Garrisonville Road Service District Fee					
Property Taxes	570,237	565,813	579,958	14,145	2.5%
Use of Money & Property	8,753	0	1,000	1,000	100.0%
Miscellaneous	679,099	0	0	0	0.0%
Prior Year Fund Balance	0	0	30,826	30,826	100.0%
State/Federal Revenue	3,486,964	0	123,304	123,304	100.0%
Total	\$4,745,053	\$565,813	\$735,088	\$169,275	29.9%
Warrenton Road Service District Fee					
Property Taxes	0	0	0	0	0.0%
Prior Year Fund Balance	156,509	0	1,139,310	1,139,310	100.0%
State/Federal Revenue	232,568	0	1,117,391	1,117,391	100.0%
Use of Money & Property	50,690	0	0	0	0.0%
Total	\$439,767	\$0	\$2,256,701	\$2,256,701	100.0%
Capital Improvements Fund					
VPSA Bonds	17,652,031	9,958,185	4,565,000	(5,393,185)	-54.2%
Proceeds	6,667,321	0	3,260,000	3,260,000	100.0%
Purchase Development Rights	391,262	0	0	0	0.0%
State Revenue	433,000	0	0	0	0.0%
Use of Money & Property	191,311	20,000	174,965	154,965	774.8%
Prior Year Fund Balance	0	45,184	0	(45,184)	-100.0%
Total	\$25,334,925	\$10,023,369	\$7,999,965	(\$2,023,404)	-20.2%
Utilities Fund					
Water & Sewer Fees	37,536,141	42,447,188	45,240,830	2,793,642	6.6%
Availability/ Pro Rata Fees	13,603,186	10,164,961	10,268,050	103,089	1.0%
Other Charges and Fees	1,628,420	1,515,937	1,832,881	316,944	20.9%
Prior Year Fund Balance	0	2,572,800	0	(2,572,800)	-100.0%
Revenue Bond Proceeds	0	10,800,000	0	(10,800,000)	-100.0%
Use of Money/Property	723,657	94,889	1,235,203	1,140,314	1201.7%
Total	\$53,491,404	\$67,595,775	\$58,576,964	(\$9,018,811)	-13.3%
School Funds					
State and Federal	174,940,056	179,624,989	190,945,013	11,320,024	6.3%
Use of Money/Property	268,578	0	0	0	0.0%
Bond Proceeds	0	0	0	0	0.0%
Prior Year Fund Balance	0	0	0	0	0.0%
User Fees	6,471,373	7,439,600	7,549,488	109,888	1.5%
Other Revenue	5,408,993	7,240,856	7,517,222	276,366	3.8%
Total	187,089,000	194,305,445	206,011,723	11,706,278	6.0%
Total Revenues - All Funds	\$585,378,666	\$586,624,244	\$608,081,143	\$21,456,899	3.7%

ALL FUNDS SCHEDULE: EXPENDITURES

FY2020 Adopted Budget

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

Expenditure Plan	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
General Fund - General Government					
Personnel	\$71,691,296	\$77,283,998	\$83,275,891	\$5,991,893	7.8%
Operating	45,561,747	49,872,631	49,739,589	(133,042)	-0.3%
Capital	5,455,819	4,192,924	2,213,292	(1,979,632)	-47.2%
Debt Service	13,740,398	14,140,997	13,782,968	(358,029)	-2.5%
Total	\$136,449,260	\$145,490,550	\$149,011,740	\$3,521,190	2.4%
Transportation - PRTC					
Personnel	77,847	100,000	108,098	8,098	8.1%
Operating	3,549,411	3,416,601	4,065,921	649,320	19.0%
Capital	11,104,864	3,574,125	7,163,029	3,588,904	100.4%
Debt Service	847,835	1,446,785	1,403,833	(42,952)	-3.0%
Total	\$15,579,957	\$8,537,511	\$12,740,881	\$4,203,370	49.2%
Asset Forfeiture Fund					
Operating	67,959	250,000	260,000	10,000	4.0%
Capital	485,948	0	0	0	0.0%
Total	\$553,907	\$250,000	\$260,000	\$10,000	4.0%
Tourism Fund					
Operating	947,586	941,740	938,702	(3,038)	-0.3%
Personnel	95,651	173,260	272,510	99,250	57.3%
Total	\$1,043,237	\$1,115,000	\$1,211,212	\$96,212	8.6%
Hidden Lake Special Revenue Fund					
Personnel	2,913	2,180	2,080	(100)	-4.6%
Operating	53,283	44,869	47,445	2,576	5.7%
Debt Service	60,801	64,051	62,175	(1,876)	-2.9%
Total	\$116,997	\$111,100	\$111,700	\$600	0.5%
Armed Service Memorial					
Total (Operating)	\$411,167	\$0	\$0	\$0	0.0%
Road Impact Fee - West Fund					
Total (Capital)	\$0	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide					
Total (Capital)	\$0	\$0	\$0	\$0	0.0%
Lake Carroll Service District					
Total (Capital)	\$30,958	\$13,875	\$13,875	\$0	0.0%
Lake Arrowhead Service District					
Total (Capital)	\$127,694	\$112,000	\$119,511	\$7,511	6.7%
Lynhaven Lane Service District					
Total (Capital)	\$0	\$0	\$14,000	\$14,000	100.0%
Road Impact Fee - South East Fund					
Total (Capital)	\$0	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Personnel	32,738	0	18,309	18,309	100.0%
Debt Service	467,725	454,475	441,225	(13,250)	-2.9%
Capital	7,813,598	111,338	275,554	164,216	147.5%
Total	\$8,314,061	\$565,813	\$735,088	\$169,275	29.9%

ALL FUNDS SCHEDULE: EXPENDITURES

FY2020 Adopted Budget

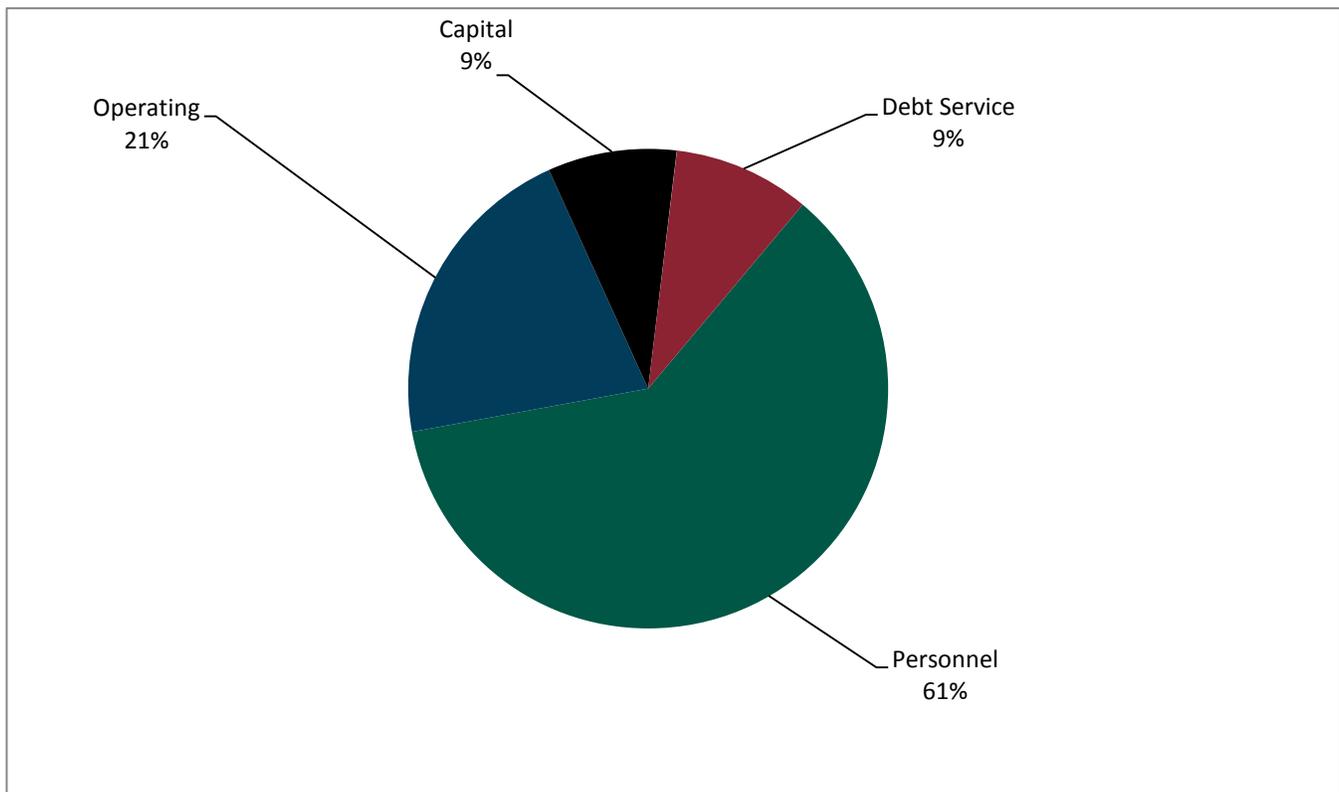
Expenditure Plan	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Warrenton Road Service District Fee					
Personnel	8,857	0	21,920	21,920	100.0%
Capital	430,910	0	2,234,781	2,234,781	100.0%
Total (Capital)	\$439,767	\$0	\$2,256,701	\$2,256,701	100.0%
Capital Improvements Fund					
Personnel	196,562	248,500	198,267	(50,233)	-20.2%
Operating	0	0	0	0	0.0%
Capital	6,254,189	4,345,000	12,433,403	8,088,403	186.2%
Total	\$6,450,751	\$4,593,500	\$12,631,670	\$8,038,170	175.0%
Utilities Fund - Water & Sewer					
Operating	1,840,464	14,955,081	16,127,561	1,172,480	7.8%
Capital	21,615,036	31,677,763	21,531,700	(10,146,063)	-32.0%
Personnel	11,615,557	12,167,185	12,722,830	555,645	4.6%
Debt Service	3,180,444	8,795,746	7,987,770	(807,976)	-9.2%
Total	\$38,251,501	\$67,595,775	\$58,369,861	(\$9,225,914)	-13.6%
School Operating & Grant Fund					
Personnel	238,052,090	252,895,820	266,746,999	13,851,179	5.5%
Operating	39,443,811	44,686,468	48,671,305	3,984,837	8.9%
Capital	9,747,691	2,795,938	2,166,464	(629,474)	-22.5%
Debt Service	4,055,527	406,949	406,949	0	0.0%
Total	\$291,299,119	\$300,785,175	\$317,991,717	\$17,206,542	5.7%
School Debt Service					
Total	\$31,158,878	\$31,466,416	\$31,696,129	\$229,713	0.7%
School Construction Fund					
Personnel	337,264	347,274	347,855	581	0.2%
Operating	775,749	143,125	210,000	66,875	46.7%
Capital	14,274,433	11,139,200	4,565,000	(6,574,200)	-59.0%
Total	\$15,387,446	\$11,629,599	\$5,122,855	(\$6,506,744)	-55.9%
School Nutrition Service Fund					
Personnel	5,832,275	5,991,213	6,329,351	338,138	5.6%
Operating	6,281,229	7,922,217	8,001,482	79,265	1.0%
Capital	143,798	133,500	17,505	(115,995)	-86.9%
Total	\$12,257,302	\$14,046,930	\$14,348,338	\$301,408	2.1%
Total Expenditures - All Funds	\$557,872,002	\$586,313,244	\$606,635,278	\$20,322,034	3.5%

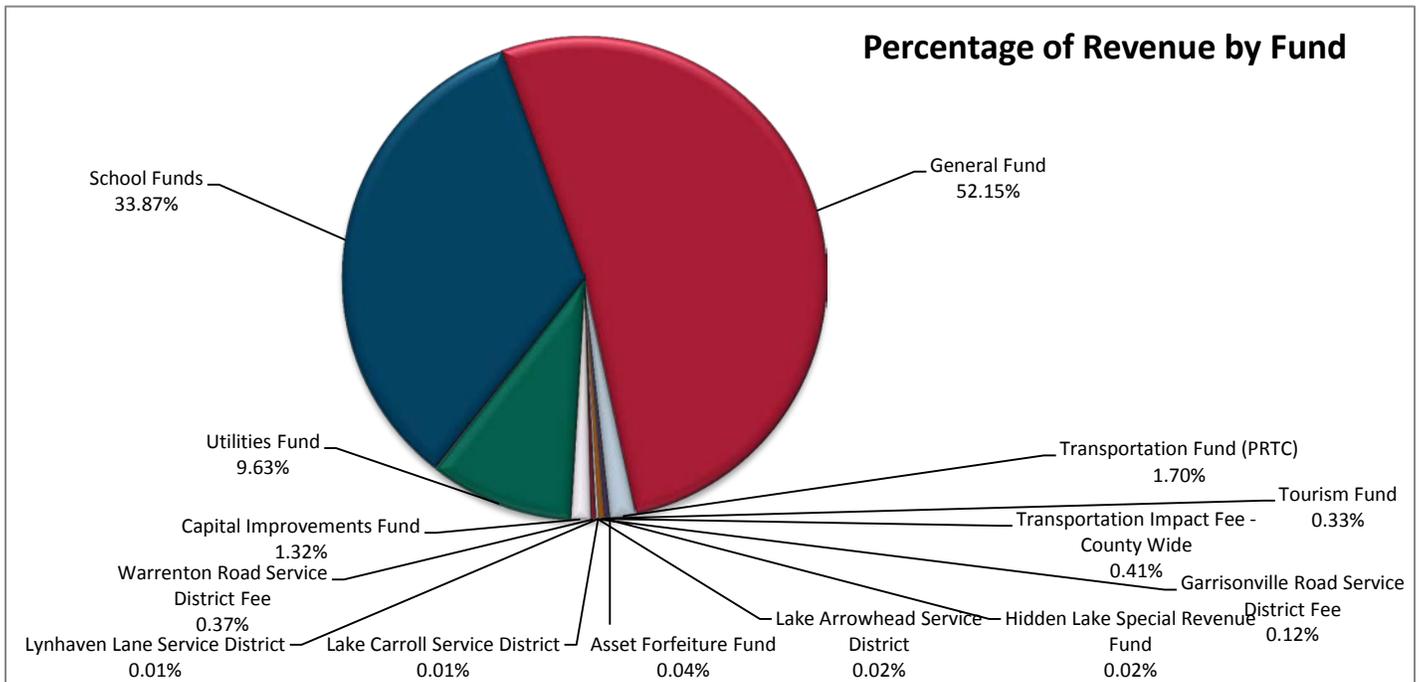
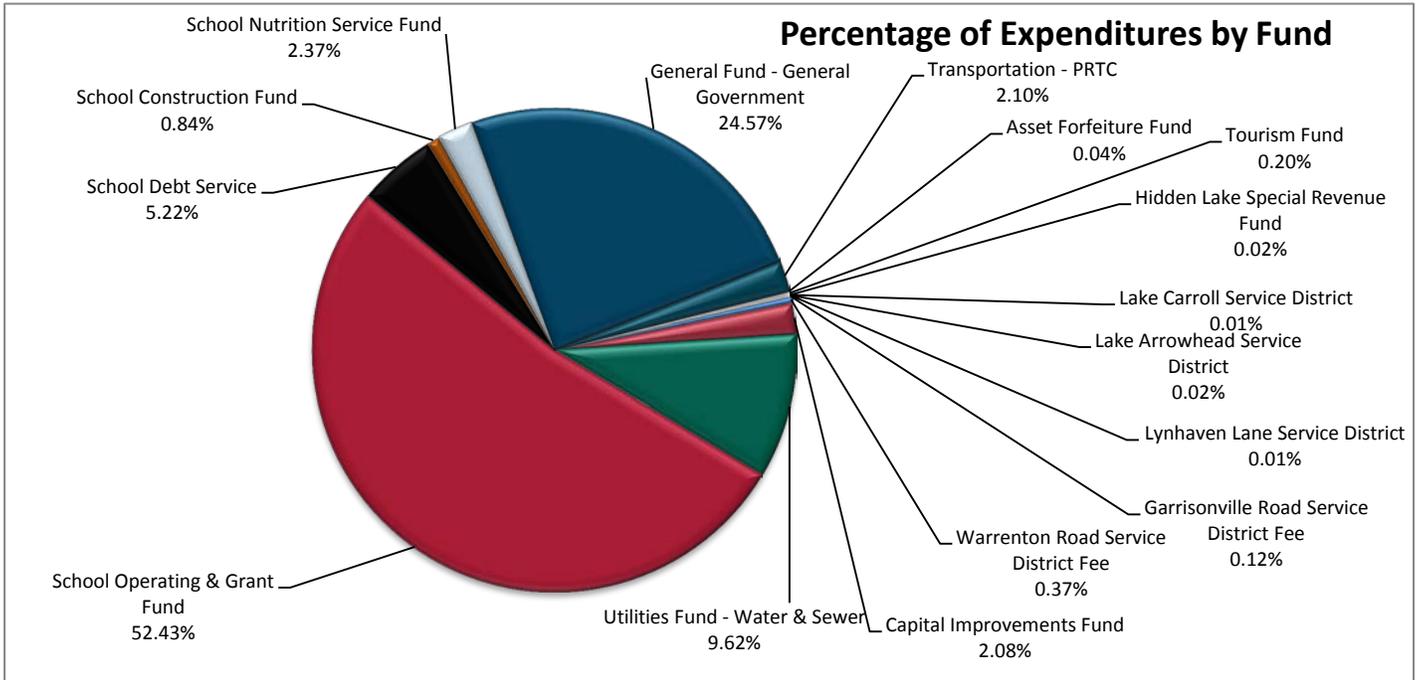
SUMMARY OF ALL FUNDS: MAJOR EXPENSE

FY2020 Adopted Budget

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

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Personnel	\$327,943,050	\$349,209,430	\$370,044,110	\$20,834,680	5.97%
Operating	98,932,406	122,232,732	128,062,005	5,829,273	4.77%
Capital	77,484,938	58,095,663	52,748,114	(5,347,549)	-9.20%
Debt Service	53,511,608	56,775,419	55,781,049	(994,370)	-1.75%
Total Expenditures	\$557,872,002	\$586,313,244	\$606,635,278	\$20,322,034	3.47%

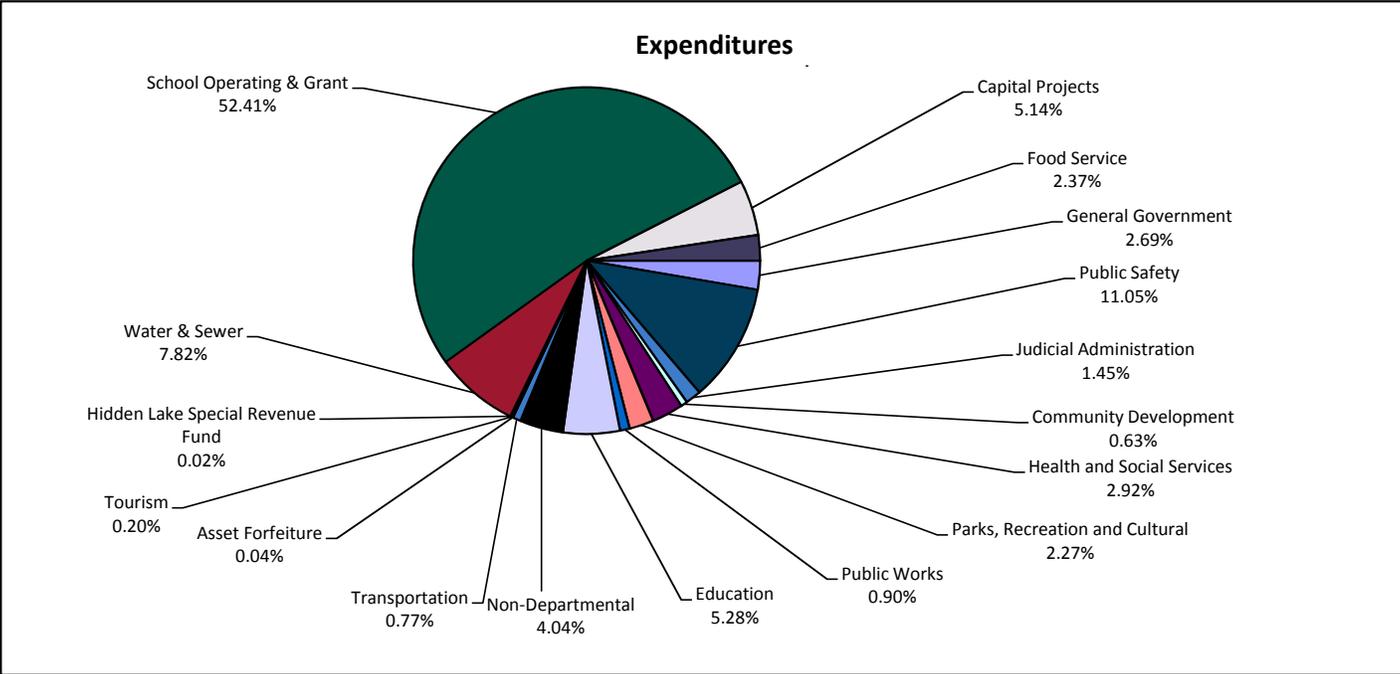
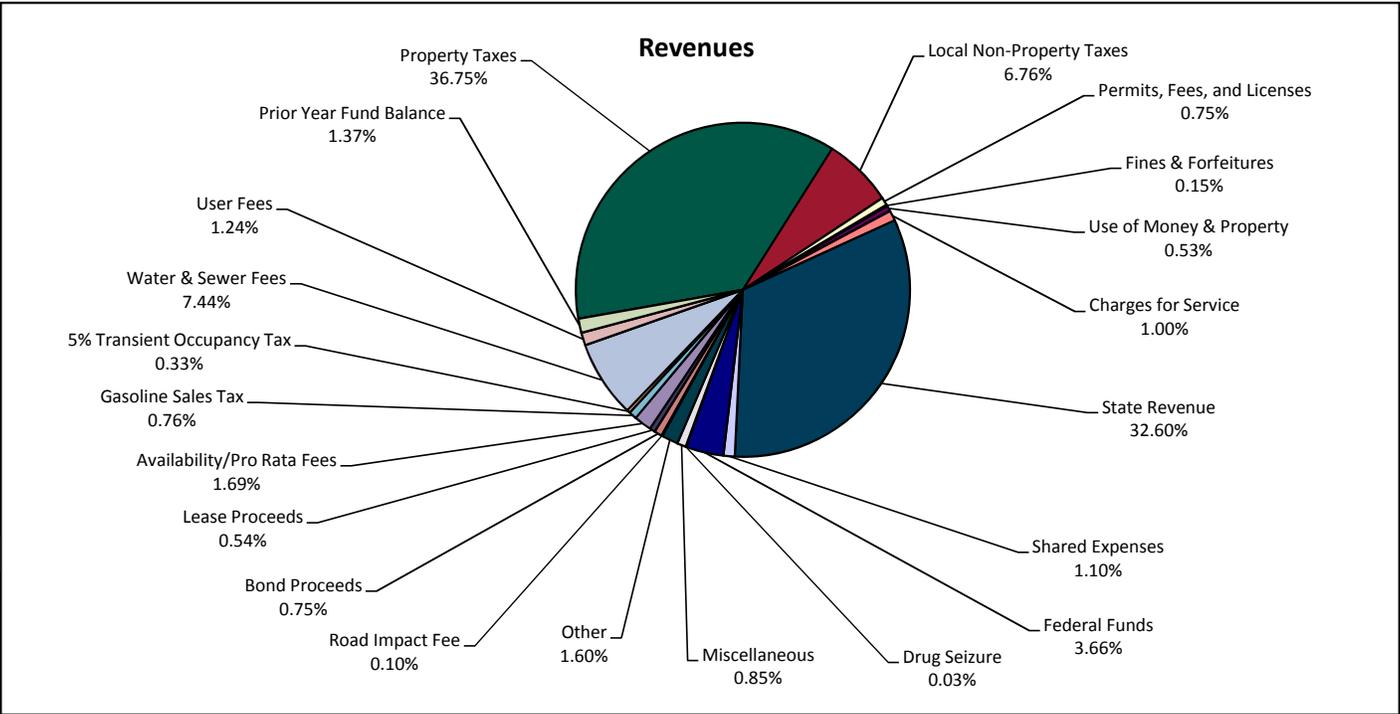




ALL FUND TYPES
FY2020 Adopted Budget

	Governmental Funds				Proprietary Funds	Total 2020 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
Revenues						
Property Taxes	\$222,686,365		\$830,833			\$223,517,198
Local Non-Property Taxes	41,091,994					41,091,994
Permits, Fees, and Licenses	4,575,008					4,575,008
Fines & Forfeitures	906,769					906,769
Use of Money & Property	1,689,386	174,965	118,163		1,235,203	3,217,717
Charges for Service	6,061,422					6,061,422
State Revenue	19,444,994		6,055,695	172,721,391		198,222,080
Shared Expenses	6,704,087					6,704,087
Federal Funds	4,035,631			18,223,622		22,259,253
Drug Seizure			200,000			200,000
Miscellaneous	5,163,330					5,163,330
Other	344,798		5,000	7,517,222	1,832,881	9,699,901
Road Impact Fee			600,000			600,000
Bond Proceeds		4,565,000				4,565,000
Lease Proceeds		3,260,000				3,260,000
Availability/Pro Rata Fees					10,268,050	10,268,050
Gasoline Sales Tax			4,638,900			4,638,900
5% Transient Occupancy Tax			2,027,020			2,027,020
Water & Sewer Fees					45,240,830	45,240,830
User Fees				7,549,488		7,549,488
Prior Year Fund Balance	4,469,931		3,843,165			8,313,096
Total	\$317,173,715	\$7,999,965	\$18,318,776	\$206,011,723	\$58,576,964	\$608,081,143
Expenditures						
General Government	\$15,914,048	\$375,000				\$16,289,048
Public Safety	62,905,447	4,127,000				67,032,447
Judicial Administration	8,821,895					8,821,895
Community Development	3,556,986	250,000				3,806,986
Health and Social Services	17,715,824					17,715,824
Parks, Recreation and Cultural	13,744,345					13,744,345
Public Works	5,226,230	198,267	40,229			5,464,726
Education	32,044,987					32,044,987
Non-Departmental	20,778,107	3,281,403	441,225			24,500,735
Transportation			4,665,296			4,665,296
Asset Forfeiture			260,000			260,000
Tourism			1,211,212			1,211,212
Hidden Lake Special Revenue Fund			111,700			111,700
Water & Sewer					39,660,544	39,660,544
School Operating & Grant				317,991,717		317,991,717
Capital Projects		4,400,000	10,733,306	5,122,855	10,928,650	31,184,811
Food Service				14,348,338		14,348,338
Total	\$180,707,869	\$12,631,670	\$17,462,968	\$337,462,910	\$50,589,194	\$598,854,611
Other Financing Sources (Uses)						
Operating Transfers In	1,678,988	9,196,705	7,375,585	132,198,300	10,928,650	161,378,228
Operating Transfers Out	(138,144,834)	(4,565,000)	(4,231,393)	(747,113)	(11,135,753)	(158,824,093)
Total Other Financing Sources (Uses)	(\$136,465,846)	\$4,631,705	\$3,144,192	\$131,451,187	(\$207,103)	\$2,554,135
Fund Balance, Beginning of Year	\$0	\$12,820,829	\$18,474,932	\$40,480,362	\$66,415,740	\$138,191,863
Fund Balance, end of Year	(\$4,469,931)	\$12,820,829	\$18,631,767	\$40,480,362	\$74,196,407	\$141,659,434

The graphs below present the FY2020 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



ALL FUNDS SCHEDULE: REVENUE INTERNAL TRANSFERS

FY2020 Adopted Budget

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

Revenue Plan	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes "19 to '20	
General Fund	\$296,274,483	\$303,078,171	\$314,382,772	\$11,304,601	3.7%
Use of Prior Year Fund Balance	0	2,050,783	4,469,931	2,419,148	118.0%
Transfer from Transportation Fund	(41,000)	(32,000)	(35,000)	(3,000)	9.4%
Transfer from Tourism Fund	0	(760,000)	(820,808)	(60,808)	8.0%
Transfer from Armed Service Memorial Fund	(117,000)	0	0	0	0.0%
Transfer from Lake Carroll Service District	(5,853)	0	0	0	0.0%
Transfer from Lake Arrowhead Service District	(27,400)	0	0	0	0.0%
Transfer from Utilities Fund	(24,000)	0	(207,103)	(207,103)	100.0%
Transfer from School Fund	0	0	(616,077)	(616,077)	100.0%
Transportation Fund (PRTC)	6,747,929	8,137,931	16,938,437	8,800,506	108.1%
Use of Prior Year Fund Balance	8,873,028	431,580	750,000	318,420	73.8%
Transfer from County Wide Impact Fee Fund	(325,000)	(600,000)	(2,463,029)	(1,863,029)	310.5%
Transfer from General Fund ^{(1), (2)}	(225,726)	(497,098)	(4,000,000)	(3,502,902)	704.7%
Transfer from Operating Fund	0	0	(912,556)	(912,556)	100.0%
Transfer from School Operating Fund	0	(637,500)	0	637,500	-100.0%
Asset Forfeiture Fund	545,676	200,000	200,000	0	0.0%
Use of Prior Year Fund Balance	0	50,000	60,000	10,000	20.0%
Tourism Fund	1,150,799	1,875,000	2,032,020	157,020	8.4%
Hidden Lake Special Revenue Fund	117,575	111,100	111,700	600	0.5%
Armed Service Memorial	92,450	0	0	0	0.0%
Transfer from General Fund	(62,500)	0	0	0	0.0%
Road Impact Fee - West Fund	1	0	0	0	0.0%
Transportation Impact Fee - County Wide	1,218,368	600,000	2,463,029	1,863,029	310.5%
Road Impact Fee - South East Fund	20,631	0	0	0	0.0%
Lake Carroll Service District	559,452	13,875	13,875	0	0.0%
Transfer from General Fund	(550,000)	0	0	0	0.0%
Lake Arrowhead Service District	604,604	112,000	119,511	7,511	6.7%
Transfer from General Fund	(548,000)	0	0	0	0.0%
Lynhaven Lane Service District	0	0	14,000	14,000	100.0%
Garrisonville Road Service District Fee	4,745,053	565,813	735,088	169,275	29.9%
Warrenton Road Service District Fee	283,258	0	1,117,391	1,117,391	100.0%
Use of Prior Year Fund Balance	156,509	0	1,139,310	1,139,310	100.0%
Capital Projects Fund	27,231,212	14,551,685	17,196,670	2,644,985	18.2%
Transfer from Utilities Fund	(700,000)	0	0	0	0.0%
Transfer from General Fund	(1,196,287)	(4,528,316)	(9,196,705)	(4,668,389)	103.1%
Utilities Fund	53,491,404	72,102,414	69,505,614	(2,596,800)	-3.6%
Use of Prior Year Fund Balance	0	2,572,800	0	(2,572,800)	-100.0%
Transfer from Operating Fund	0	(7,079,439)	(10,928,650)	(3,849,211)	54.4%
School Operating	279,091,464	289,691,163	305,381,821	15,690,658	5.4%
Transfer from General Fund ⁽³⁾	(116,958,953)	(122,835,574)	(127,502,264)	(4,666,690)	3.8%
School Grant Fund	11,225,777	12,923,242	13,237,009	313,767	2.4%
School Construction Fund	18,870,360	11,629,599	5,122,855	(6,506,744)	-55.9%
Transfer from School Nutrition Service Fund	(21,481)	0	(120,000)	(120,000)	100.0%
Transfer from General Fund ⁽⁴⁾	(849,298)	0	0	0	0.0%
Transfer from Capital Projects Fund	(17,652,031)	(9,958,185)	(4,565,000)	5,393,185	-54.2%
Transfer from School Operating Fund	0	(1,181,015)	0	1,181,015	-100.0%
School Nutrition Service Fund	13,383,162	14,046,930	14,468,338	421,408	3.0%
Transfer from School Operating	0	(10,715)	(11,036)	(321)	3.0%
	\$585,378,666	\$586,624,244	\$608,081,143	\$21,456,899	3.7%

⁽¹⁾ The FY2019 transfer from the General Fund is \$26,000 less than the transfer to the Transportation Fund.

⁽²⁾ The FY2020 transfer from the General Fund is \$4,000,000 more than the transfer to the Transportation Fund. These are prior year savings that will be transferred at a later date for road improvement.

⁽³⁾ The FY2019 transfer from the General Fund is \$285,000 less than the transfer to the School Operating Fund. This transfer does not include the additional Public Day School classroom.

ALL FUNDS SCHEDULE: EXPENDITURES INTERNAL TRANSFERS

FY2020 Adopted Budget

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

Expenditure Plan	FY2018 Actual	FY2019 Adopted	FY2020 Adopted	Changes '19 to '20	
General Fund - General Government	\$287,998,902	\$305,128,954	\$318,852,703	\$13,723,749	4.5%
Transfer to School Operating Fund ⁽¹⁾	(116,958,953)	(123,120,574)	(127,502,264)	(4,381,690)	3.6%
Transfer to School Construction Fund ⁽²⁾	(849,298)	0	(1,445,865)	(1,445,865)	100.0%
School Debt Service	(31,158,878)	(31,466,416)	(31,696,129)	(229,713)	0.7%
Transfer to Capital Projects Fund	(1,196,287)	(4,528,316)	(9,196,705)	(4,668,389)	103.1%
Transfer to Transportation Fund ^{(3), (4)}	(225,726)	(523,098)	0	523,098	-100.0%
Transfer to Armed Services Memorial Fund	(62,500)	0	0	0	0.0%
Transfer to Lake Arrowhead	(548,000)	0	0	0	0.0%
Transfer to Lake Carroll Service District	(550,000)	0	0	0	0.0%
Transportation - PRTC ^{(4), (5)}	15,620,957	8,569,511	13,688,437	5,118,926	59.7%
Transfer to General Fund	(41,000)	(32,000)	(35,000)	(3,000)	9.4%
Transfer to Transportation Capital Projects Fund	0	0	(912,556)	(912,556)	100.0%
Asset Forfeiture Fund	553,907	250,000	260,000	10,000	4.0%
Tourism Fund	1,043,237	1,875,000	2,032,020	157,020	8.4%
Transfer to General Fund	0	(760,000)	(820,808)	(60,808)	8.0%
Hidden Lake Special Revenue Fund	116,997	111,100	111,700	600	0.5%
Armed Service Memorial Fund	528,167	0	0	0	0.0%
Transfer to General Fund	(117,000)	0	0	0	0.0%
Road Impact Fee - West Fund	0	0	0	0	0.0%
Transportation Impact Fee - County Wide	325,000	600,000	2,463,029	1,863,029	310.5%
Transfer to Transportation Fund	(325,000)	(600,000)	(2,463,029)	(1,863,029)	310.5%
Lake Carroll Service District	36,811	13,875	13,875	0	0.0%
Transfer to General Fund	(5,853)	0	0	0	0.0%
Lake Arrowhead Service District	155,094	112,000	119,511	7,511	6.7%
Transfer to General Fund	(27,400)	0	0	0	0.0%
Lynhaven Lane Service District	0	0	14,000	14,000	100.0%
Road Impact Fee - South East Fund	0	0	0	0	0.0%
Garrisonville Road Service District Fee	8,314,061	565,813	735,088	169,275	29.9%
Warrenton Road Service District Fee	439,767	0	2,256,701	2,256,701	100.0%
Capital Projects Fund	24,102,782	14,551,685	17,196,670	2,644,985	18.2%
Transfer to School Construction Fund	(17,652,031)	(9,958,185)	(4,565,000)	5,393,185	-54.2%
Utilities Fund - Water & Sewer	38,975,501	74,675,214	69,505,614	(5,169,600)	-6.9%
Transfer to Capital Projects Fund	(700,000)	0	0	0	0.0%
Transfer to Utilities Capital Projects Fund	0	(7,079,439)	(10,928,650)	(3,849,211)	54.4%
Transfer to General Fund	(24,000)	0	(207,103)	(207,103)	100.0%
School Operating	280,047,648	289,691,163	305,381,821	15,690,658	5.4%
Transfer to Nutrition Service Fund	0	(10,715)	(11,036)	(321)	3.0%
Transfer to School Construction Fund	0	(1,181,015)	0	1,181,015	-100.0%
Transfer to Capital Projects Fund	0	(637,500)	0	637,500	-100.0%
Transfer to General Fund	0	0	(616,077)	(616,077)	100.0%
School Grant Fund	11,251,471	12,923,242	13,237,009	313,767	2.4%
School Debt Service	31,158,878	31,466,416	31,696,129	229,713	0.7%
School Construction Fund	15,387,446	11,629,599	5,122,855	(6,506,744)	-55.9%
School Nutrition Service Fund	12,278,783	14,046,930	14,468,338	421,408	3.0%
Transfer to School Construction Fund	(21,481)	0	(120,000)	(120,000)	100.0%
Total Expenditures - All Funds	\$557,872,002	\$586,313,244	\$606,635,278	\$20,322,034	3.5%

⁽¹⁾ The FY2019 transfer to the School Operating Fund is \$285,000 more than the transfer from the General Fund. This transfer includes the additional Public Day School classroom.

⁽²⁾ The FY2020 transfer to the School Construction Fund is \$1,445,865 more than the transfer from the General Fund. These funds will be Budgeted and Appropriated for designated repair, replacement and Rehab.

⁽³⁾ The FY2019 transfer to the Transportation Fund is \$26,000 more than the transfer from the General Fund .

⁽⁴⁾ The FY2020 transfer to the Transportation Fund is \$4,000,000 less than the transfer from the General Fund. These are prior year savings that will be transferred at a later date for road improvement they are not a FY2020 expenditure in the Transportation Fund.



Chatham Manor

Few houses in America have witnessed as many important events and hosted as many famous people as Chatham. Built between the years 1768 and 1771 by William Fitzhugh, this grand Georgian-style house overlooking the Rappahannock River was for many years the center of a large, thriving plantation.

HISTORY

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

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

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

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

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

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

TO OBTAIN INFORMATION

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

Bond Ratings – Stafford County announced at a press conference this morning that the County joins 47 counties and 33 cities across the nation in acquiring its third AAA bond rating — the highest credit rating available. Moody’s Investors Service announced the bond rating upgrade this week, citing Stafford’s current healthy financial position as well as its emphasis on strategically planning for the future. Stafford previously received AAA bond ratings from Fitch Ratings in October 2016 and Standard & Poor’s in July 2015.

Stafford 2040 Vision and Strategic Plan – The Board created the first ever vision and strategic plan for Stafford County. While Stafford’s 2040 vision incorporates several strategic priorities as a part of its overall message, the Board of Supervisors simplified the desired state into a vision statement that Stafford is “where heart, home and a healthy business environment come together in one community!” The Strategic Plan provides short-term steps that can be taken over the next three years to position the County for success within the seven overall strategic priorities: Healthy Growth; Dedicated and Responsive Public Safety Team; Quality Educational Opportunities; Responsive Transportation; a Vibrant and Exciting Business Community; the Heartbeat of Recreation, History and Culture; and Organizational Excellence.

Healthy Growth Initiative – Stafford kicked off efforts to effect healthy growth in the County with a plan to identify and execute growth management strategies that align with Stafford’s Comprehensive Plan without negatively impacting taxation. Stakeholders were identified and interviewed, roundtable discussions were held and public information sessions were conducted to gain data to include the public in the ongoing process.

Comprehensive Road Study – At the direction of the Board of Supervisors, Stafford conducted an objective, data-driven Comprehensive Road Evaluation to determine how best to plan for road improvements in the County while identifying sources for funding. County staff presented an analysis of 114 roads/road segments to the Board of Supervisors in November 2018. The Board directed staff to conduct further research on 63 roads/road segments, to include recommended improvements and cost estimates for those improvements. This list was narrowed to a top list of projects to be performed as funding is available as well as a list of “wedge” projects that could be achieved with simple fixes.

Employee Class and Compensation Study – The County worked hard this year to prevent the loss of employees to localities with higher wages. Work continued on a class and compensation study in an effort to bring positions at the low end of the market pay up to a more competitive paying level.

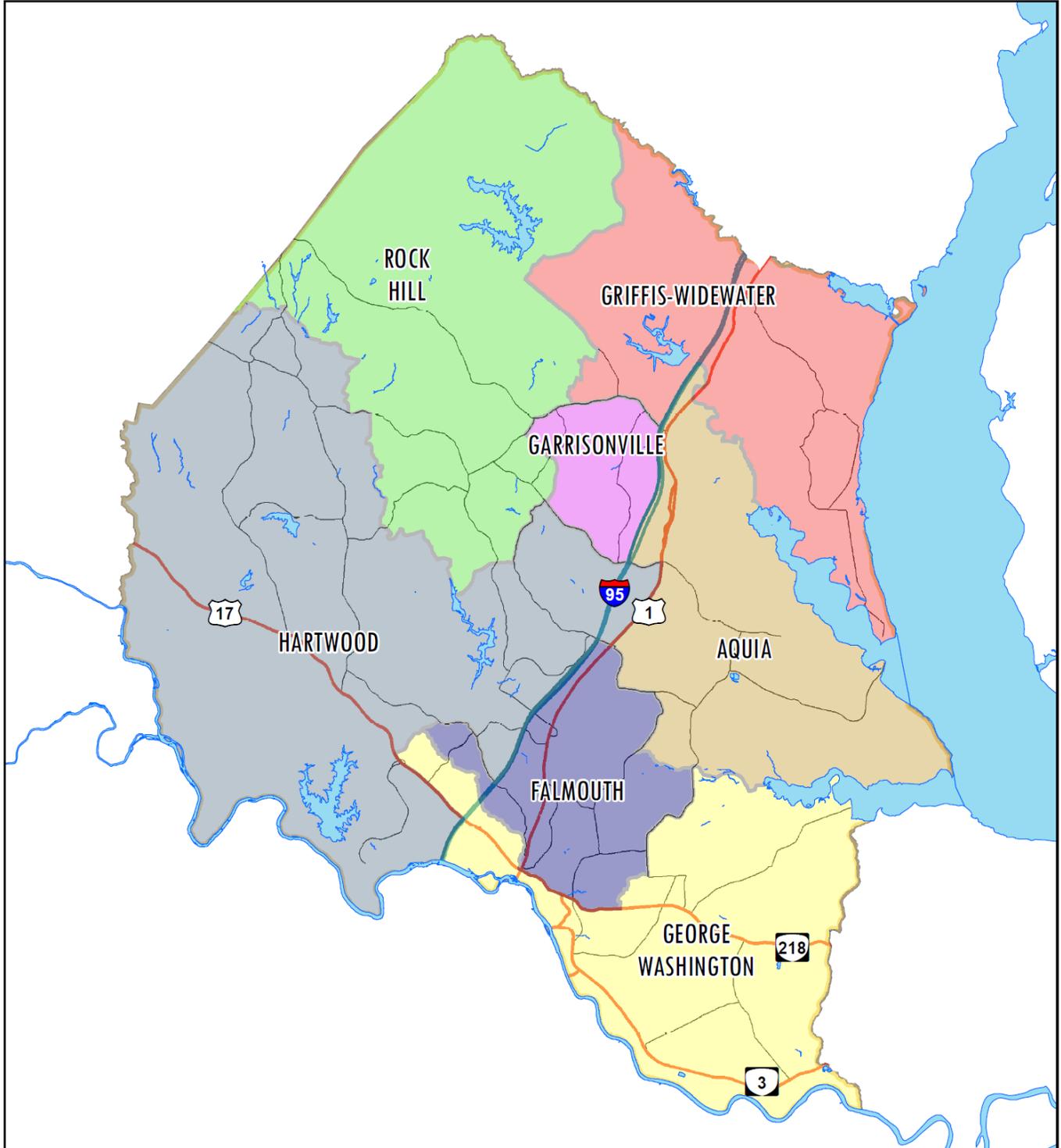
Public Works and Utilities Merge – The Department of Public Works and Stafford Utilities were merged into one Department of Public Works under one director. The move was meant to streamline and combine efforts and skills as both departments conduct many of the same functions.

School Protection Officers – Three positions were created for school protection officers at elementary schools. High school and middle schools already have full-time school resource officers. School protection officers require less training and allowed Stafford to put officers in place more quickly to protect the schools.

Rappahannock River Mile Marker Signs – Faced with calls for help on the Rappahannock River by recreational users who were unsure of their location, resulting in soaring costs for public safety, Stafford’s Fire and Rescue Department worked with the City of Fredericksburg to create a visible mile market system to help better locate and assist those in need along the Rappahannock River.

ELECTION DISTRICTS

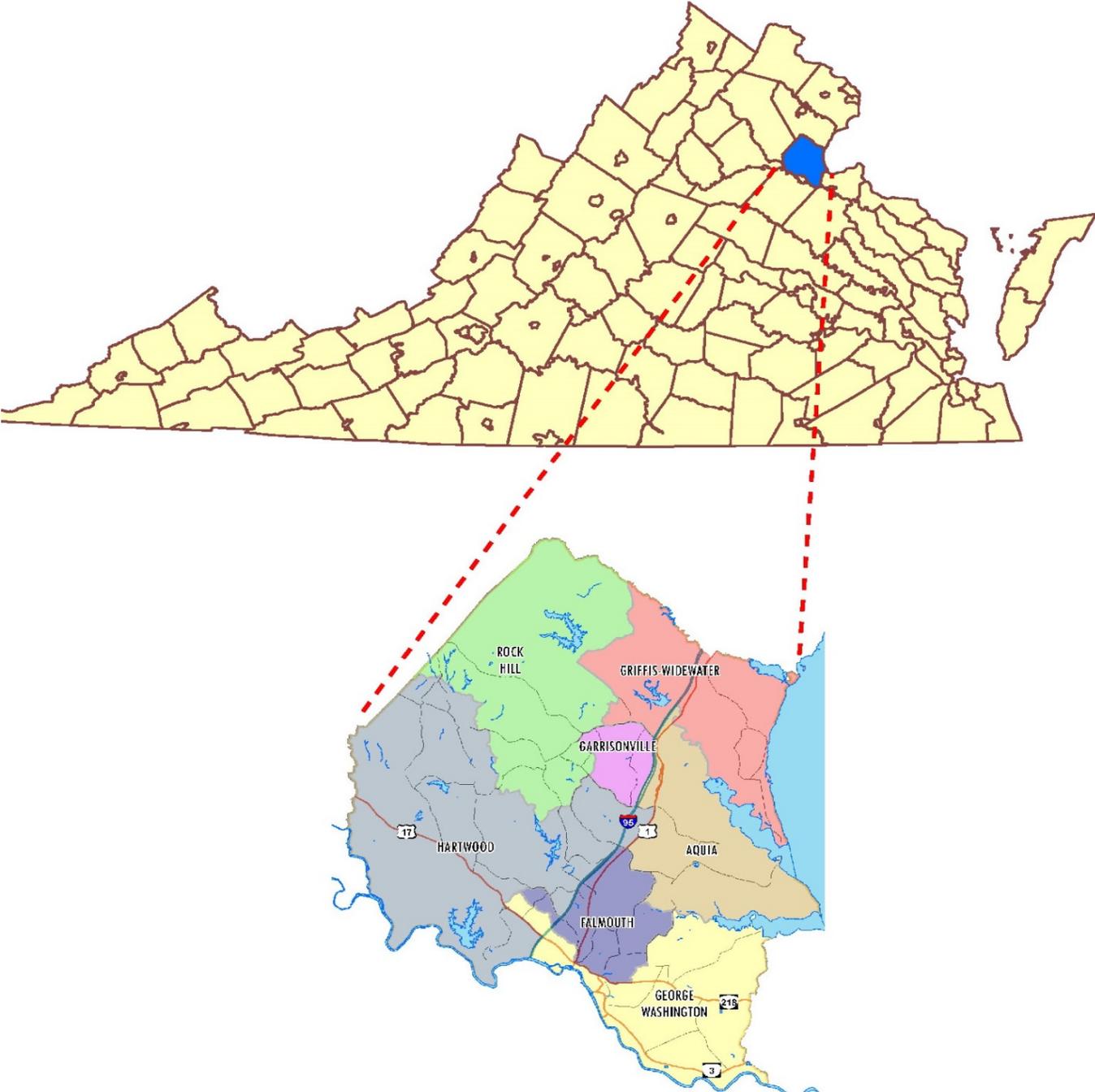
FY2020 Adopted Budget



STAFFORD COUNTY, VIRGINIA

FY2020 Adopted Budget

Location; Stafford County, consists of approximately 277 square miles and is located along I-95 about 25 miles south of the nation’s capital in Washington DC and 50 miles north of the state capital in Richmond. Stafford is also home to Quantico Marine Corps Base. The base extends over portions of 3 localities, including 32,753 acres in Stafford County. Stafford County is bordered by the localities of Prince William to the north, Fauquier and Culpeper to the west, Spotsylvania, Caroline and the City of Fredericksburg to the south and King George to the east.



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 16th day of April, 2019:

<u>MEMBERS:</u>	<u>VOTE:</u>
Gary Snellings, Chairman	No
L. Mark Dudenhefer, Vice Chairman	No
Meg Bohmke	Yes
Jack R. Cavalier	Yes
Thomas C. Coen	Yes
Wendy E. Maurer	No
Cindy C. Shelton	Yes

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

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2019
TAX RATES

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

WHEREAS, a public hearing on the proposed calendar year 2019 tax rates was held on April 2, 2019, at 7:00 P.M., at Brooke Point High School, located at 1700 Courthouse Road, Stafford, Virginia; and

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

WHEREAS, the Board carefully considered the recommendation of staff, and the public testimony, if any, received at the public hearing;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 16th day of April, 2019, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2019:

<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Real estate (Section 58.1-3200, Code of Virginia (1950), as amended.)	1.01
Tangible personal property (Section 58.1-3500, Code of Virginia (1950), as amended.) Includes all other classifications of personal property not specifically enumerated.	6.46
Boats or watercraft (Section 58.1-3506(A)(1.a), (1.b), (12), (28), (29), Code of Virginia (1950), as amended.)	.0001
Motor vehicles specially equipped for the disabled (Section 58.1-3506(A)(14), Code of Virginia (1950), as amended.)	.10
Personal property—Fire & Rescue volunteers (Section 58.1-3506(A)(15), (16), Code of Virginia (1950), as amended.)	.0001
Camping trailers and recreational vehicles (Section 58.1-3506(A) (18), (30), Code of Virginia (1950), as amended.)	5.49
One motor vehicle owned and regularly used by a veteran who has either lost, or lost the use of, one or both legs, or an arm or a hand, or who is blind or who is permanently and totally disabled as certified by the Department of Veterans Services. In order to qualify, the veteran shall provide a written statement to the commissioner of the revenue from the Department of Veterans Services that the veteran has been so designated or classified by the Department of Veterans Services as to meet the requirements of this section, and that his disability is service-connected. For purposes of this section, a disabled veteran is blind if he meets the provisions of § 46.2-100 (Section 58.1-3506(A)(19), Code of Virginia (1950), as amended.)	.0001
Motor carrier transportation involved in interstate commerce (Section 58.1-3506(A)(25), Code of Virginia (1950), as amended.)	.0001
All tangible personal property employed in a trade or business other than that described in Virginia Code §§ 58.1-3503(A)(1) through (A)(18), except for subdivision (A)(17) (Section 58.1-3506(A)(26), Code of Virginia (1950), as amended.)	5.49

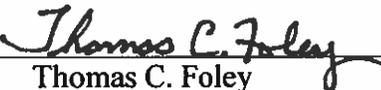
<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Programmable computer equipment and peripherals employed in a trade or business (Section 58.1-3506(A)(27), Code of Virginia (1950), as amended.)	5.49
Personal property—Sheriff's Deputy volunteers (Section 58.1-3506(A)(32), Code of Virginia (1950), as amended.)	.0001
Machinery and tools (Section 58.1-3507, Code of Virginia (1950), as amended.)	.0001
Merchants' capital (Section 58.1-3509, Code of Virginia (1950), as amended.) Includes all other classifications of Merchants' capital not specifically enumerated.	.50
Merchants' capital of distribution centers that have warehouses over 100,000 square feet (Section 58.1-3510.01, Code of Virginia (1950), as amended.)	.50 <u>.0001</u>
Merchants' capital of pharmaceutical wholesalers (Section 58.1-3510.01, Code of Virginia (1950), as amended.)	.0001
<i>Proposed classification, contingent upon the adoption of proposed Ordinance O19-23.</i>	5.49
Computer equipment and peripherals used in a data center (Section 58.1-3506(A)(43), Code of Virginia (1950), as amended.)	<u>1.25</u>
Mobile homes (Section 58.1-3506(A)(10), Code of Virginia (1950), as amended.)	.99
Aircrafts (Section 58.1-3506(A)(2), (3), (4), (5), Code of Virginia (1950), as amended.)	.0001
Garrisonville Road Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.082
Warrenton Road Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.000
Lake Carroll Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	0.144 <u>0.27</u>

Lake Arrowhead Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	0.10
Hidden Lake Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.368
Hartlake Special Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.00
Countywide Fire and Emergency Medical Services Tax District (Section 27-23.1, Code of Virginia (1950), as amended.)	.00

* The tax rate for personal property is based on the assessed value, which is established at forty percent (40%) of the estimated fair market value. The effective tax rate would be stated as \$2.58 per \$100 of the estimated fair market value.

In 2004, the General Assembly capped the amount of relief the State will provide for Personal Property Tax Relief (PPTRA) at \$950 million per year. The PPTRA cap took effect on January 1, 2006. Stafford County's share of the state allotment is \$12.5 million. This allotment is to be distributed among all the qualifying vehicles. For calendar year 2019, qualifying vehicles will be granted 41% relief.

A Copy, teste:


 Thomas C. Foley
 County Administrator

TCF:AL

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 7th day of May, 2019:

<u>MEMBERS:</u>	<u>VOTE:</u>
Gary Snellings, Chairman	Yes
L. Mark Dudenhefer, Vice Chairman	No
Meg Bohmke	Yes
Jack R. Cavalier	Yes
Thomas C. Coen	Yes
Wendy E. Maurer	Yes
Cindy C. Shelton	Yes

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

A RESOLUTION TO APPROVE THE FISCAL YEAR 2020 COUNTY BUDGET

WHEREAS, a public hearing was held on April 2, 2019, at 7:00 P.M. on the proposed FY2020 County budget, at Brooke Point High School, located at 1700 Courthouse Road Stafford, Virginia; and

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

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 7th day of May, 2019, that the FY2020 County budget be and it hereby is adopted as follows for the various General Government Funds:

I. GENERAL GOVERNMENT FUNDS:

	Proposed	Change	Adopted
<u>General Fund:</u>	315,272,970	3,579,733	318,852,703
Board of Supervisors	764,505	(35,000)	729,505
Commissioner of the Revenue	2,902,011	47,643	2,949,654
County Administrator	1,336,288	23,045	1,359,333
County Attorney	1,166,853	10,588	1,177,441
Registrar and Electoral Board	603,669	6,883	610,552
Finance and Budget	2,338,401	(41,306)	2,297,095
Geographic Information System	680,059	9,145	689,204
Human Resources	828,731	8,796	837,527
Information Technology	2,352,472	26,754	2,379,226
Office of Community Engagement	477,064	9,838	486,902
Treasurer	2,237,305	160,304	2,397,609
Sheriff	26,179,235	435,050	26,614,285
Fire & Rescue Services	22,448,407	347,014	22,795,421
15th District Court Unit	380,389	3,184	383,573
Code Compliance	5,049,781	61,754	5,111,535
Rappahannock Juvenile Detention Center	1,266,880	0	1,266,880
Rappahannock Regional Jail	6,733,753	0	6,733,753
Circuit Court	353,924	6,853	360,777
Clerk of the Circuit Court	1,645,467	26,136	1,671,603
Commonwealth Attorney	3,549,846	67,284	3,617,130
Court Deputies	2,876,125	55,082	2,931,207
General District Court	117,648	0	117,648
Juvenile and Domestic Relations Magistrate	114,700	0	114,700
Cooperative Extension Program	8,830	0	8,830
Economic Development	196,811	1,883	198,694
Partner Agencies - Community Development	593,294	(10,845)	582,449
Planning and Zoning	304,877	0	304,877
Human Services	2,459,743	11,223	2,470,966
Partner Agencies - Health and Social Services	7,858,000	7,547	7,865,547
Social Services	1,642,878	0	1,642,878
Parks and Recreation	8,120,020	87,379	8,207,399
Central Rappahannock Regional Library	8,046,429	34,898	8,081,327
	5,663,018	0	5,663,018

Engineering	409,966	7,083	417,049
Community Facilities	4,779,564	29,617	4,809,181
School Operating Budget Transfer	124,492,809	2,376,148	126,868,957
School Shared Serviced/Audit	115,307	0	115,307
Public Day School Transfer	518,000	0	518,000
School Designated Repairs, Replacement and Rehab	1,445,865	0	1,445,865
School Debt Service	31,696,129	0	31,696,129
Partner Agencies - Germanna Community College	348,858	0	348,858
Transfer to Capital Projects Fund	9,173,403	23,302	9,196,705
Non-Departmental Compensation/Benefits	2,047,000	0	2,047,000
Non-Departmental Economic Development	276,813	0	276,813
Non-Departmental Insurance	937,776	(35,000)	902,776
Non-Departmental Operating Budget Contingency Reserve	664,594	295	664,889
Other Non-Departmental	1,626,213	(182,844)	1,443,369
County Debt Service	13,782,968	0	13,782,968
Vehicle Replacement Program County	100,000	0	100,000
Vehicle Replacement Program Sheriff	1,051,861	0	1,051,861
One time Projects	508,431	0	508,431

Other Funds:

Asset Forfeiture Fund	260,000
Capital Improvements Fund	17,196,670
Fleet Services Fund	4,288,941
Garrisonville Road Service District Fund	735,088
Hidden Lake Special Revenue Fund	111,700
Lake Arrowhead Service District Fund	119,511
Lake Carroll Service District Fund	13,875
Lynhaven Lane Service District	14,000
Tourism Fund	2,032,020
Transportation Fund	12,883,979
Transportation Impact Fee - County-Wide Fund	2,463,029
Utilities Funds	69,505,614
Warrenton Road Service District Fund	2,256,701

; and

BE IT FURTHER RESOLVED that the FY2020 Schools budget be and it hereby is approved in the following amounts:

II. SCHOOLS FUNDS:

Construction Fund	5,122,855
Grants Fund	13,237,009
Health Services Fund	31,722,329
Nutrition Services Fund	14,468,338
School Operating Fund	305,381,821
Workers' Compensation Fund	617,430

; and

BE IT FURTHER RESOLVED that the Board desires to continue to support special education students in the County, as identified by the County's Public Schools, and authorizes the County Administrator to execute a memorandum of understanding with Stafford County Public Schools for the Public Day School program in an amount not to exceed \$518,000. The Public Day School program provides educational services in the least restrictive, most cost-effective environment, within the community, through shared responsibility between the County and Schools for Public Day School students; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to disburse funds to Stafford County Volunteer Fire and Rescue companies only after ensuring compliance with the Fire and Rescue Department, County, and State policies, regulations, rules, and procedures; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to increase budgets and appropriations for the following items of non-budgeted, restricted revenue that may occur during FY2020:

1. Insurance recoveries received for damages to County properties for which County funds have been expended to make repairs;
2. Defaulted developer and builder securities to be used for uncompleted projects;
3. Donations for a specific purpose;
4. Asset forfeiture funds;
5. Grants in accordance with the grant policy;
6. Roll-back taxes and reserves for Purchase of Development Rights (PDR) Program pursuant to the County's financial policies;
7. Incentive payments to developers in compliance with Board approved agreements; and
8. Advance refunding of debt.

; and

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

General Fund		
• Non-Public Safety	371	384
• Public Safety	434	440
Utilities Fund	149	152
Capital Projects Fund	2	2
Total	956	978

; and

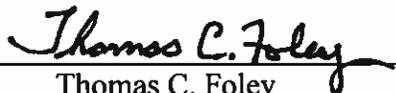
BE IT FURTHER RESOLVED that a 5% salary increase is authorized, effective June 30, 2019, for all full-time and regular part-time County employees hired on or prior to April 1, 2019, whose job performance is satisfactory or better; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to provide market pay adjustments based on the compensation study completed in FY2019; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to execute contracts in an amount of \$100,000 or more for the purchase of replacement Sheriff's Office and Fire and Rescue public safety vehicles, consistent with the FY2020 budget, purchased with cash capital; and

BE IT FURTHER RESOLVED that the Board approves the FY2020 Potomac and Rappahannock Transportation Commission (PRTC) subsidy of One Hundred Four Thousand Two Hundred Dollars (\$104,200) and the Virginia Railway Express (VRE) subsidy of Two Million Three Hundred Fifty-two Thousand Eight Hundred Twenty Dollars (\$2,352,820), and authorizes the payment of the subsidies during FY2020 from the County's Motor Fuels Tax Revenue Fund.

A Copy, teste:


Thomas C. Foley
County Administrator

TCF:AL

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 4th day of June, 2019:

<u>MEMBERS:</u>	<u>VOTE:</u>
Gary Snellings, Chairman	Yes
L. Mark Dudenhefer, Vice Chairman	Yes
Meg Bohmke	Yes
Jack R. Cavalier	Yes
Thomas C. Coen	Yes
Wendy E. Maurer	Yes
Cindy C. Shelton	Yes

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

**A RESOLUTION TO APPROPRIATE THE FISCAL YEAR 2020
COUNTY BUDGETS WHICH INCLUDES THE SCHOOL BUDGETS**

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 4th day of June, 2019, that the General Fund, General Government expenditures, which include an Operating Transfer to the Schools be and they hereby are appropriated at 95% of the adopted FY2020 budgets and other funds are appropriated as follows:

I. GENERAL GOVERNMENT FUNDS:

<u>General Fund:</u>	305,272,281
Board of Supervisors	693,030
Commissioner of the Revenue	2,802,171
County Administrator	1,291,366
County Attorney	1,118,569
Registrar and Electoral Board	580,024
Finance and Budget	2,182,240
Geographic Information System	654,744
Human Resources	795,651
Information Technology	2,260,265
Office of Community Engagement	462,557
Treasurer	2,277,729
Sheriff	25,283,571
Fire & Rescue Services	21,655,650
15th District Court Unit	364,394
Code Compliance	4,855,958
Rappahannock Juvenile Detention Center	1,203,536
Rappahannock Regional Jail	6,485,320
Circuit Court	342,738
Clerk of the Circuit Court	1,588,023
Commonwealth Attorney	3,436,274
Court Deputies	2,784,647
General District Court	111,766
Juvenile and Domestic Relations	108,965
Magistrate	8,389
Cooperative Extension Program	188,759
Economic Development	553,327
Partner Agencies - Community Development	289,633
Planning and Zoning	2,347,418
Human Services	7,472,270
Partner Agencies - Health and Social Services	1,560,734
Social Services	7,797,029
Parks and Recreation	7,677,261
Central Rappahannock Regional Library	5,379,867
Engineering	396,197
Community Facilities	4,568,722
Schools Operating Budget Transfer	120,525,509
Schools Shared Services/Audit	109,542
Public Day School Transfer	492,100
Schools Designated Repairs, Replacement and Rehab	1,373,572
Schools Debt Service	31,696,129

Partner Agencies - Germanna Community College	331,415
Transfer to Capital Projects Fund	8,736,870
Non-Departmental Compensation/Benefits	1,944,650
Non-Departmental Economic Development	262,972
Non-Departmental Insurance	857,637
Non-Departmental Operating Budget Contingency Reserve	631,645
Other Non-Departmental	1,371,201
County Debt Service	13,782,968
Vehicle Replacement Program County	95,000
Vehicle Replacement Program Sheriff	999,268
One-time Projects	483,009
<u>Other Funds</u>	
Asset Forfeiture Fund	260,000
Capital Improvements Fund	817,780
Fleet Services Fund	4,288,941
Garrisonville Road Service District Fund	580,958
Hidden Lake Special Revenue Fund	111,700
Lake Arrowhead Service District Fund	119,511
Lake Carroll Service District Fund	13,875
Lynhaven Lane Service District	14,000
Tourism Fund	2,032,020
Transportation Fund	4,700,296
Transportation Impact Fee - County-Wide Fund	2,463,029
Utilities Funds	60,962,614
Warrenton Road Service District Fund	21,920

II. **SCHOOLS FUNDS:**

Construction Fund	557,855
Grants Fund	13,237,009
Health Services Fund	31,722,329
Nutrition Services Fund	14,348,338
Schools Operating Fund	298,934,415
Workers' Compensation Fund	617,430

; and

BE IT FURTHER RESOLVED that debt service is appropriated at 100% of the adopted FY2020 budgets; and

BE IT FURTHER RESOLVED in compliance with the County's Capital Projects Budget and Appropriation Policy (Policy) all large scale capital projects, regardless of the source of funding or the fund in which they are accounted for,

beginning in the first year of the Capital Improvement Program (CIP), shall be budgeted in whole and appropriated in phases on a quarterly basis in accordance with the Policy and all laws applicable thereto; and

BE IT FURTHER RESOLVED capital expenditures for the School's Capital Projects Fund, the County's Capital Project Fund, the Nutrition Services Fund, the Transportation Fund, the Warrenton Road Service District Fund and the Garrisonville Road Services District Fund will be requested to be appropriated after the adoption of the FY2020-29 CIP;

BE IT FURTHER RESOLVED that the Board intends to consider the appropriation of the 5% balance of the General Government Fund, General Government budget (less debt service) and the local school transfer (less debt service), following the mid-year and third quarter review and completion of the FY2019 audit, in consideration of the then current financial conditions; and

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

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

; and

BE IT FURTHER RESOLVED that budgets and appropriations are authorized to increase for the following items of non-budgeted, restricted revenue that may occur during FY2020:

1. Insurance recoveries received for damages to County and Schools properties for which County or Schools funds have been expended to make repairs;
2. Defaulted developer and builder securities to be used for uncompleted projects;
3. Donations for a specific purpose;
4. Asset forfeiture funds;
5. Grants in accordance with the grant policy;
6. Roll-back taxes and reserves for the Purchase of Development Rights program pursuant to the County's financial policies;
7. Incentive payments to developers in compliance with Board-approved agreements; and
8. Advance refunding of debt.

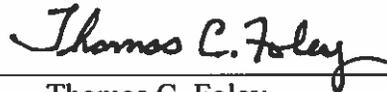
; and

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

BE IT FURTHER RESOLVED that to comply with Governmental Accounting Standards Board's standards and generally accepted accounting practices, some projects or sets of accounts may need to be moved between funds, and the County Administrator is authorized to make such transfers; and

BE IT STILL FURTHER RESOLVED that to ensure the taxpayers of Stafford County are paying the lowest tax rates possible, all outside funding sources such as state funds, federal funds, proffers, and user fees will be designated to be spent first, with any local matches that are required. After these funds are spent, local tax dollars may be spent.

A Copy, teste:



Thomas C. Foley
County Administrator

MJP:AML:kah

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 18th day of June, 2019:

<u>MEMBERS:</u>	<u>VOTE:</u>
Gary Snellings, Chairman	Yes
L. Mark Dudenhefer, Vice Chairman	No
Meg Bohmke	Yes
Jack R. Cavalier	Yes
Thomas C. Coen	Yes
Wendy E. Maurer	Yes
Cindy C. Shelton	Yes

On motion of Mrs. Maurer, seconded by Ms. Bohmke, which carried by a vote of 6 to 1, the following was adopted:

**A RESOLUTION TO ADOPT THE FISCAL YEARS 2020-2024
CAPITAL IMPROVEMENT PROGRAM WITH THE INTENT TO
REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES**

WHEREAS, a public hearing on the proposed Fiscal Years (FY) 2020-2024 Capital Improvement Program (CIP) was held on April 2nd, 7:00 P.M., at Brooke Point High School located at 1700 Courthouse Road Stafford, Virginia; and

WHEREAS, the Board considered the recommendations of the School Board and staff, and the public testimony, if any, at the public hearing; and

WHEREAS, the five-year CIP with an additional five-year planning period is a significant part of the County's comprehensive planning; and

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 18th day of June, 2019, that the intent to reimburse certain capital improvement expenditures for projects indicated in the FY2020-24 CIP be and it hereby is adopted as follows:

General Government

ERP System Information Technology Repair,
Replacement, and Rehabilitation
Fiber Network

Public Safety

Replacement Apparatus and Ambulance CAD
Fire and Rescue Training and Logistics Center Sheriff Repair, Replacement, and
Rehabilitation
Cardiac Equipment Replacement Stormwater
Fire and Rescue Repair, Replacement, and
Rehabilitation

Judicial

Courthouse Parking Lot and Initial Start of Downtown

Parks and Recreation

Parks and Recreation Repair, Replacement, and Library
Rehabilitation

Public Works

Community Facilities Repair, Replacement, and
Rehabilitation

Education

Renovate Ferry Farm Elementary School Bond Funded Repair, Replacement, and
Rehabilitation
Elementary School Capacity Cash Funded Repair, Replacement, and
Rehabilitation
High School #6 Nutrition Funded Repair, Replacement, and
Rehabilitation

Transportation

Stefaniga - Mountain View Road Intersection Route 1 @ Potomac Creek Drive (SR-761)
Route 1 - Enon Road Improvements Tech Center Drive
Belmont - Ferry Farm Trail - Phase 6 Telegraph Rd (SR-637) and Woodstock Ln
(SR-639) @ Route 1 Safety Improvements
Berea Church Road (SR-654) Improvements Flatford Road Sidewalk
Courthouse Road (SR-630) @ Route 1 Onville Road Sidewalk
Intersection Improvement

Utilities (Water)

342-01 24" Main from Olde Forge Drive to Cambridge Street	LMWTP-001 Lake Mooney WTP - Install Second Centrifuge
342-02 24" Main from Cambridge Street to Cool Springs Road	LMWTP-005 - Lake Mooney WTP Water Treatment Optimization Studies
342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank	LMWTP-007 - Lake Mooney WTP Replace membrane cassettes
342-15 24" Main from Enon Road Tank to Centerport Parkway	SLWTP-001 Smith Lake WTP - Filter Repairs
410-300 Construct PRV between 480/410 Zone along Warrenton Road near Sanford Drive	SLWTP-002 Smith Lake WTP - Facility Upgrades
410-301: Construct PRV between 480/410 Zone along CVA Parkway near Sanford Drive	SLWTP-003 Smith Lake WTP - Water Treatment optimization Studies
433-05 16" Main along Courthouse Road from PS at 433/370 Zone to Rollinswood Lane	Redundant Gate Replacement for Abel Lake and Smith Lake
472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road	Regional Water Interconnection
472-200 Construct 0.9 MGD pumping station along Mountain View Road near Lightfoot Road	Smith Lake Pump Station Replacement
480-01 Construct 16" main from the existing 16" main at Celebrate VA Tank to the existing 12" main at Jewett Lane and Celebrate Virginia Parkway	Tank Removal
480-02 Construct 16" main to connect existing 12" main at CVA Parkway under US 17 to existing 12" main at Warrenton Road and International Parkway	Water Distribution Rehab - Neighborhood Systems
Hydrant Valves Replacement Program	Water Distribution Rehab - Small Water Projects
Lake Mooney Additional Modules for Interconnection	Water Distribution Rehab - Transmission Lines Replacement
Lake Mooney Permanganate	310-10 Construct 24" main from I-95 to 12" main along Jefferson Davis Highway near Sunnyside Drive
LMWTP -002 Lake Mooney Thickener Tank and Equipment	Water Extension Projects

Utilities (Wastewater)

A-115 - Aquia @ Bridge Force Main	LFR-209 - Replace Falls Run Pump Station
A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station	LFR-217 - Expand Stafford Place Pump Station
A-205 - Expand Upper Accokeek Pump Station	LFR-228 - Expand Ingleside Pump Station
A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station	LFR-3 - Falls Run Interceptor, Phase 2
A-40 - Aquia Drive 8" Gravity Line, Delaware Dr. to Vessel Dr.	LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station
A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive	LFR-31 - LFR-31 Replace 15" with 21" gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court
A-51 - Coal Landing 15" Main, Greenridge Drive to US1	LFR-51 - Construct 10" Line to serve future Central PDA Growth
AWWTF-002 - Aquia WWTF General Upgrades - Concrete repair, Headworks, Power Distribution	LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street
AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion	LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive
AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous Gravity Lines & Interceptor Maintenance	LFR-226 Expand Potomac Creek Pump Station
Infiltration & Inflow Maintenance	Little Falls Run Wastewater Treatment Facility - Filter Replacement
LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM	LWWTF-002 - Little Falls Run WWTF General Upgrades - Concrete Repair, Headworks, UV
LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station	LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade
LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road	LWWTF-004 - Little Falls Run WWTF Upgrades (Rappahannock Policy, FWNC / NH3 Allowance)
LFR-204 - Expand future Celebrate Virginia Pump Station	LWWTF-005 - Little Falls Run WWTF General Upgrades - Filtration, Miscellaneous Pump Stations
	Sewer Extension Projects

Utilities (Other)

Public Works - Utilities Division Complex Vehicle and Equipment Replacement	Contingency Allowance
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NOTICE OF INTENT TO REIMBURSE
CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2020-28 Capital Improvement Program (Projects) with tax-exempt or taxable bonds, or other obligations (Bonds), and to reimburse capital expenditures paid by Stafford County (including expenditures previously paid by the County to the extent permitted by law) in connection with the Projects before the issuance of the Bonds.

Section 2: Source of Interim Financing and Payment of Bonds. Stafford County expects to pay the capital expenditures related to the Projects, and incurred before the issuance of the Bonds, with an inter-fund loan or loans from the General Fund or funds from temporary appropriations or loans from the General Capital Projects Fund. Stafford County expects to pay debt service on the Bonds from the General Fund consisting of general tax revenues for the Projects to be financed in the FY2020-24 Capital Improvement Program. The maximum amount of the Bonds expected to be issued for the Projects is \$.

Section 3: Effective Date; Public Inspection. This Resolution is adopted for the purpose of complying with Treasury Regulation Section 1.150-2 (26 CFR 1.150-2) or any successor regulation, and shall be in full force and effect upon its adoption. The Clerk of the Board shall file a copy of this Resolution in the records of Stafford County, available for inspection by the general public during Stafford County's normal business hours.

A Copy, teste:


Thomas C. Foley
County Administrator

TCF:AL

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 4th day of September, 2018:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Gary F. Snellings, Vice Chairman	Yes
Jack R. Cavalier	Yes
Thomas C. Coen	Yes
L. Mark Dudenhefer	Yes
Wendy E. Maurer	Yes
Cindy C. Shelton	Yes

On motion of Mrs. Maurer, seconded by Ms. Shelton, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION ADOPTING THE FY2020 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 4th day of September, 2018, that it be and hereby does adopt the FY2020 Budget Calendar as follows:

August

- Monday, August 20, 2018 CIP-All requests for County and School CIP projects due
- Tuesday, August 21, 2018 CIP-Present CIP policy/procedure changes to the FAB
- Monday, August 27, 2018 CIP-Joint Working Group review Joint CIP Policy

September

Tuesday, September 04, 2018 CIP-Present Joint CIP Policy for Board approval

Tuesday, September 11, 2018 CIP-School Board Meeting - adopts the CIP priorities

Tuesday, September 18, 2018 Present FY2018 year-end summary financial results

October

Monday, October 01, 2018 CIP- Technical Review Committee (TRC) receives projects

Monday, October 08, 2018 CIP - TRC meeting - Review all Schools Projects

Tuesday, October 09, 2018 CIP - TRC meeting - Review all Public Works Projects

Friday, October 12, 2018 CIP - TRC meeting - Review all Public Safety Projects

Monday, October 15, 2018 CIP – TRC meeting - Review all Parks Projects

Tuesday, October 16, 2018 CIP - TRC meeting - Review all Transportation Projects

Tuesday, October 16, 2018 1st Quarter Review - current fiscal year and preliminary upcoming fiscal year overview

November

Wednesday, November 07, 2018 Present Five Year Financial Plan to Board of Supervisors

Wednesday, November 07, 2018 CIP-School submits updated enrollment projections to TRC for review

Friday, November 09, 2018 CIP-TRC committee forward CIP to both Boards for information and the OSC committee

Thursday, November 15, 2018 CIP-Tentative Date: CIP Oversight Committee (OSC), Meeting #1 - project overviews/review

Tuesday, November 27, 2018 Five Year Financial Plan Work Session Transportation, Utilities, CIP and debt capacity

Thursday, November 29, 2018 CIP-Tentative Date: CIP OSC Meeting #2 - revenues, debt capacity, and final recommendations

December

Tuesday, December 4, 2018 Five Year Financial Plan Work Session to confirm Board's priorities

Thursday, December 6, 2018 CIP-Tentative Date: CIP OSC Meeting #3 – finalize the recommended CIP

Tuesday, December 18, 2018 Presentation of the Comprehensive Annual Financial Report and Audit to the Board of Supervisors

Tuesday, December 18, 2018 CIP-Tentative Date: Joint Meeting of Board of Supervisors and School Board to present OSC recommended CIP

Tuesday, December 18, 2018 Final recommendations on the Five Year Financial Plan

Friday, December 28, 2018 CIP-Final recommended CIP document prepared for County Administrator

January

Friday, January 18, 2019 CIP-County Administrator/Superintendent final review of CIP

Tuesday, January 22, 2019 Board meeting – mid-year review

March

Tuesday, March 05, 2019 Presentation of Proposed Budget and CIP to Board of Supervisors

Tuesday, March 05, 2019 Board of Supervisors authorize Public Hearings for the FY2020 Budget, the CY2019 tax rates, and the CIP

Tuesday, March 12, 2019 Budget Work Session: General Fund revenue and expenditure

Tuesday, March 19, 2019 Joint Budget Work session with School Board presenting their Approved Budget to the Board of Supervisors

Tuesday, March 26, 2019

Budget Work session Debt, Financial Policy limitations (debt capacity) CIP

April

Tuesday, April 02, 2019

Budget Work Session as needed

Tuesday, April 02, 2019

Budget, tax rate and CIP Public Hearings

Tuesday, April 09, 2019

Budget Work Session as needed

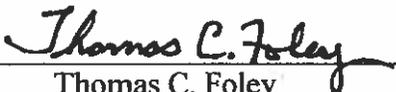
Tuesday, April 16, 2019

3rd Quarter Financial Review

Tuesday, April 16, 2019

Budget Work Session and adopt the FY2020 Budget, CIP, CY2019 Tax Rates

A Copy, teste:


Thomas C. Foley
County Administrator

TF:al



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.

Included in this section are the following:

- Board of Supervisor’s Strategic Plan
- 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



[STAFFORD COUNTY 2040]

*Where heart, home and a healthy
business environment come together
in one community!*

STAFFORD
Virginia 

Stafford County is a flourishing community that continues to achieve all that our residents, businesses and visitors have come to imagine. From its early beginnings that are deep-rooted in our nation's history to the evolution into a progressive and well-designed locality, Stafford is a great place to call home. It places its citizens first, ensuring that our heart never changes, our home is always welcoming and our businesses continue to prosper.

Stafford's smart growth strategy leads with a comprehensive transportation system resulting in safe and efficient travel for residents, businesses and visitors. This approach also includes efforts to preserve and provide access to the county's vast inventory of natural and historic resources including distinctive historic sites, forests and wetlands along the Potomac River, Potomac Creek, Aquia Creek and the Rappahannock River. These efforts protect thousands of acres of public parklands for the enjoyment of current and future generations.

Stafford County Public Schools represent the highest-quality education in the Commonwealth, preparing our children for the future. Stafford expands continuing learning options for our residents and businesses by partnering with institutions like University of Mary Washington and Germanna Community College, assuring local access to first-rate post-secondary education.

Stafford's ideal location between Washington, D.C., and Richmond, VA, along with its business-friendly environment and impeccable reputation, attracts and retains world-class businesses and the region's most highly educated and skilled workforce.

Stafford is one of the region's safest and most desired locations in which to live, work, play and raise a family. Unique and inviting neighborhoods are the centerpieces of development and feature walkable urban experiences, anchored by arts and cultural amenities. Downtown Stafford is a nationally recognized district, providing a variety of authentic shopping, service and dining opportunities, along with the best recreational and entertainment venues in the community and the region.

Local government and elected leaders are invested and engaged with a governance philosophy that is fiscally efficient in delivering core services responsive to the ever-changing needs of this multi-dimensional community.



4
◆◆◆
Healthy
Growth



5
◆◆◆
Responsive
Transportation
System



6
◆◆◆
The Heartbeat
of Recreation,
History and
Culture



8
◆◆◆
Quality
Educational
Opportunities



9
◆◆◆
A Vibrant
and Exciting
Business
Community



10
◆◆◆
Dedicated and
Responsive
Public Safety
Team



11
◆◆◆
Organizational
Excellence

STRATEGIC PRIORITIES



BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 1.1. Identify and execute growth management strategies that align our Comprehensive Plan and infrastructure (i.e., roads, broadband, schools, water and sewer) without negatively impacting taxation.
 - Incentivize growth in the Targeted Growth Areas (TGA).
 - Evaluate zoning outside areas served by public water and sewer to maintain the rural character of the County.
- 1.2. Complete an analysis of comparative localities and develop a plan of action to address the County's stormwater challenges.
- 1.3. Develop a sustained education program and communication plan to encourage voluntary land conservation.
- 1.4. Identify funding source options and stewardship opportunities to assist with the Purchase of Development Rights.
- 1.5. Evaluate additional opportunities for the protection of open space.



Desired Future State - 2040

HEALTHY GROWTH

Stafford County is a well-planned community. Healthy growth is channeled into Targeted Growth Areas, allowing the County to focus infrastructure improvements to efficiently serve the citizens of Stafford with levels of service that enhance their quality of life.

Additionally, Stafford's approach protects the County's natural and historic resources, open space, and farmland, preserving the rural nature of the County and allowing it to prosper.



Desired Future State - 2040

RESPONSIVE TRANSPORTATION SYSTEM

Stafford County's tenacious and innovative approach to transportation ensures that its citizens, visitors and businesses have a positive transit experience. Our comprehensive transportation plan provides a variety of alternatives and fluid access throughout the community. Our network of roads is complimented by multimodal paths to ensure the safe and efficient movement of both vehicles and pedestrian traffic.

Our transportation systems enhance economic development along Garrisonville Road, the Courthouse area, Route 1, Route 17, and other heavy service areas. Through creative funding strategies, strong regional partnerships, and effective growth management, we are successful in managing our transportation needs to ensure that Stafford is a great place to live and travel.



BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 2.1. Establish clear transportation priorities that improve safety and reduce congestion.
- 2.2. Develop a comprehensive funding strategy that establishes a dependable revenue source to maximize transportation improvements.
- 2.3. Research and identify other transportation alternatives to reduce congestion.



Desired Future State - 2040

THE HEARTBEAT OF RECREATION, HISTORY, AND CULTURE

Stafford enjoys a wealth of recreational, historical and cultural assets which enhance the community's quality of life. There is an abundance of recreational facilities that attract individuals throughout the east coast. Facilities like the Jeff Rouse Swim and Sport Center and the multipurpose field house host regional, state and national sporting events, making Stafford a premier location for sports tourism.

The many miles of waterfront in Stafford along the Potomac and the Rappahannock rivers, offer additional opportunities for picnicking, swimming, and other forms of

recreation. Other amenities, such as Widewater State Park and Crow's Nest, one of the Mid-Atlantic's last untouched, pristine natural areas, are hallmarks of our preservation efforts, assuring diverse passive recreation opportunities for future generations.

Culturally, the County is blessed with many historic sites that highlight Stafford's rich history and legacy. Sites such as Ferry Farm, Government Island, Chatham Manor, Belmont, the Civil War Park and the White Oak Museum, are just a few of the County's significant historic assets. The Stafford Museum and Cultural Center hosts lectures and films that depict our history since 1664, beginning with the Patawomeck Indians and continuing through the Civil War, the establishment of the military base at Quantico and beyond. Stafford County is also proud of the selfless service its citizens have provided to our Country over the years and continues to commemorate those individuals and their families through the Stafford Armed Services Memorial.





BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 3.1. Identify a location and funding stream for the Stafford County Museum and Cultural Center.
- 3.2. Promote the County's recreational, historical and cultural programs and facilities and obtain feedback on future improvements.
- 3.3. Evaluate the current process for connecting sports tourism to our other County amenities and engage the business community in developing recommendations for future improvements.
- 3.4. Evaluate and/or update the Parks and Recreation Plan to focus on providing a wider range of recreation opportunities, including inclusive programming.
- 3.5. Initiate the construction of a multipurpose field house through a public/private partnership to serve local programs and to attract regional sports tourism.



Desired Future State - 2040

QUALITY EDUCATIONAL OPPORTUNITIES

Stafford County provides unparalleled educational opportunities for all citizens, offering a wide spectrum of programs and experiences that support lifelong learning. Stafford's public schools exceed similar state and national systems and offer a variety of academic programs that enable our students to have successful careers and to contribute to society.

Stafford also provides workforce preparation through our local libraries, the public education system, and community colleges and universities in strong partnership with the business community to promote local employment. The County's high performing public education system maximizes the use of technology to promote success.

BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 4.1. Evaluate and secure the purchase of land to ensure school capacity to meet the growing needs of the community.
- 4.2. Develop education and community partnerships to enhance education-to-employment opportunities that fill the identified gaps in our business and government employers.



A VIBRANT AND EXCITING BUSINESS COMMUNITY

Stafford's central location between Washington, D.C., and Richmond makes it a premier economic engine for the Mid-Atlantic. Its business-friendly policies create a diverse economic base, ranging from agribusiness to professional services and technology. Stafford's strong educational system, combined with high-quality technical training, prepare the workforce for the mid-21st century, thus assuring that employers have access to highly skilled, job-ready talent.

Downtown Stafford, a vibrant cultural and commercial district with diverse restaurants, retail and a myriad of housing types, is a focus of community life. Downtown Stafford features state of the art amenities with a hometown feel, providing urban life at its best. Combined with the commercial corridors at the north and south ends of the County, Stafford is the desired location for companies who wish to come to this region. In addition, the Regional Airport serves as a core hub for business travel and as a stimulus for economic development.



BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

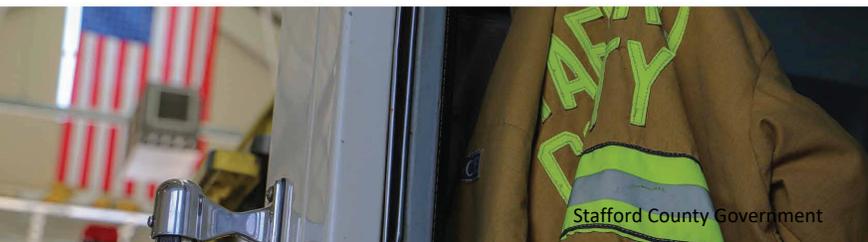
- 5.1. Begin construction of the first phase of Downtown Stafford through a public-private partnership to enhance Stafford's identity and promote economic development.
- 5.2. Update our ordinances, streamline our permitting processes and improve coordination with other regulatory agencies to be more supportive of our business community, and to promote business expansions and new investment opportunities.
- 5.3. Implement the Economic Development Strategic Plan in partnership with the EDA.
- 5.4. Evaluate agribusiness opportunities including the potential for a farm-to-table program with grant funding.
- 5.5. Promote and support workforce development programs and initiatives to serve the business community.



DEDICATED AND RESPONSIVE PUBLIC SAFETY TEAM

Stafford County is a safe community which is responsive to the needs of its citizens with highly trained, dedicated, and well-equipped emergency personnel. Whether career or volunteer, our responders are integral members of the community, partnering with community groups, associations, and citizens to provide a safe and secure community. The County has one of the lowest per capita crime rates in Virginia and its fire and rescue system meets the highest standards for emergency response.

Stafford's Public Safety training facility is one of the best in the nation and has won awards for innovative design. This facility has allowed us to train our volunteer and professional staff to the highest standards in the region, ensuring our citizens receive the best possible care.



BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 6.1. Assess public safety facilities and develop a plan of action to address both current and future needs.
- 6.2. Complete a needs analysis and develop a plan of action for the establishment of a state of the art Joint Public Safety Training Facility.
- 6.3. Develop and implement policies aimed at reducing public safety turnover.
- 6.4. Approve a staffing model that addresses existing shortfalls in staffing and keeps up with the pace of growth and a funding approach for implementation.
- 6.5. Complete and implement the Fire and Rescue Strategic Plan.
- 6.6. Implement the recommendations of the School Safety Task Force.



Desired Future State - 2040

ORGANIZATIONAL EXCELLENCE

Stafford County excels in serving its citizens and is recognized as one of the best managed local governments in the nation. The organization is the recipient of state and national awards for service excellence. Our communications strategy ensures a well informed and engaged community. The County's integrated technology systems provide all stakeholders with immediate access to County information and make it easy for citizens to do business with the County. Our financial policies have long protected the financial well-being of our community, resulting in the highest credit rating a local government can attain.

Stafford County prides itself on being a good steward of our citizen's tax dollars and boasts one of the lowest tax rates in the region. Stafford County is recognized as a business-friendly community with a standard of excellence that many other communities strive to emulate.

BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 7.1. Develop the County's organizational capacity to deliver all County projects effectively and efficiently.
- 7.2. Develop a plan for financial oversight of school construction projects.
- 7.3. Develop and execute a comprehensive shared services strategy with the school system.
- 7.4. Implement policies and programs aimed at enhancing employee recruitment and retention, including systems which address compensation competitiveness and talent management.
- 7.5. Implement a comprehensive communications system to keep the public informed and engaged.
- 7.6. Secure a triple AAA bond rating.
- 7.7. Implement a continuous feedback mechanism with stakeholders that identify potential areas of service improvement.



COUNTY PLANNING PROCESSES

FY2020 Adopted Budget

	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.
Joint 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

FY2020 Adopted Budget

	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.

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

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



View of Crow’s Nest from Accokeek Creek

1.1 Background

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

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



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

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.

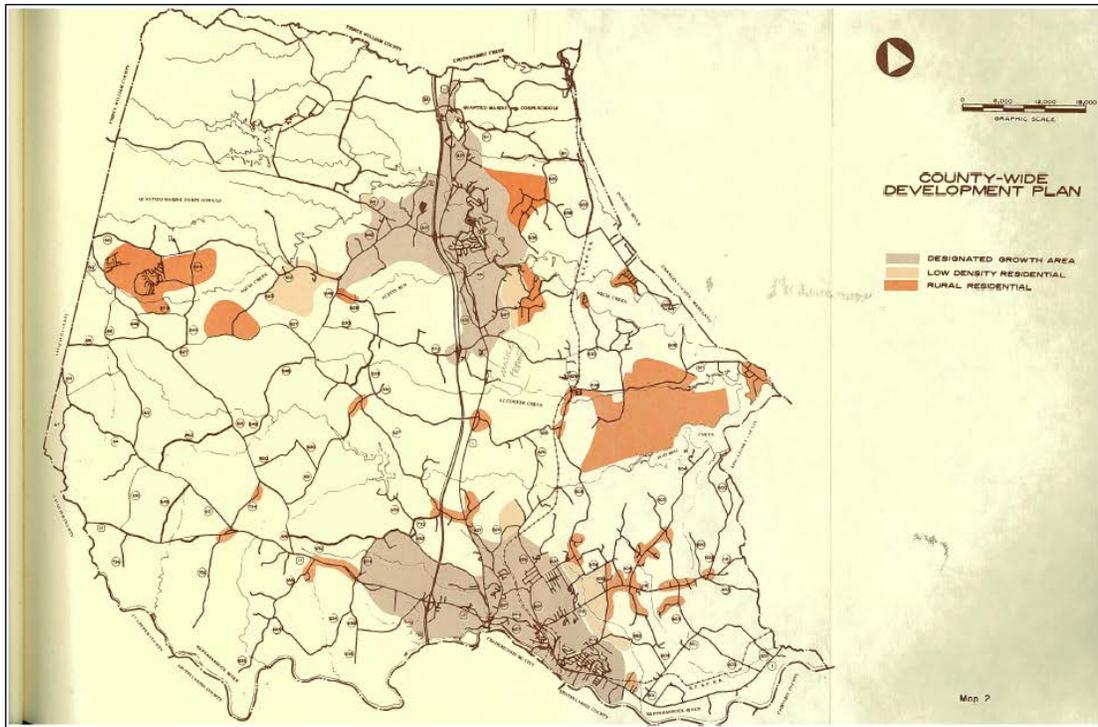
The plan shall include: the designation of areas and implementation of measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality, while considering the current and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

- o 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 cultural 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 agro-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, and 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 unhealthy 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 view shed.

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., agro-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, which 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 view sheds.

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, and 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, midterm and long term actions. Short term actions shall be items that can be accomplished within one year of plan adoption. Midterm 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 R19-182, 06/04/2019

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 2.75% 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.
- The County intends to maintain a 10-year pay-out ratio at or above 60%. To the extent possible, future debt for County facilities will be issued with level principal payments.
- When the County finances capital improvements or other projects through bonds or capital leases, it will repay the debt within a period not to exceed the expected useful life of the projects.
- 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)

- A five-year balanced CIP allocating capital improvement funds along with a planning CIP for years 6 – 10 developed between the Schools and General Government will be adopted annually. A projection of changes to the tax rate will be included to help inform the Board of possible impacts of decisions.
- CIP projects for County and Schools are items for which the purchase, construction, renovation, non-recurring replacement, expansion, or the acquisition represent 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 funded by long term bonds should have a total cost of \$500,000 or more. Bond funded expenses include land acquisition, legal, planning, design and construction costs.

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

- In any year when debt service decreases from the prior year, the resulting budget savings will be used to fund one time capital needs or retained for future debt service.
- Year-end money and funds in the Capital Projects Reserve will be utilized during the budget process, and will be allocated in the CIP on projects that have been prioritized using the CIP criteria and process.
- To provide oversight over project budgets, the Board will generally and periodically appropriate with consideration given by project phases (e.g. design, construction, FF&E) and the Board may withhold from appropriation a portion of contingency funds until such time as the need for them is requested and ascertained.

Unassigned Fund Balance

- The County shall maintain an unassigned fund balance of no 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 2% of General Fund revenues:
 - The trigger for drawing on the reserve is a 2% revenue shortfall within a single fiscal year. The reserve can be used as a first stop for major unanticipated emergencies and catastrophes.
 - The reserve will not be used to offset a tax rate change.
 - The reserve will be used in combination with spending cuts.
 - The reserve will be restored to the minimum level within 5 years.
 - Withdrawal amounts may not exceed one-half of the RSR balance in any one fiscal year.
 - RSR funds should only be directed to one-time expenditures to the extent possible.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000.
 4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

5. Rollback Tax Revenue will be dedicated to the County's Purchase of Development Rights and land conservation programs. Local PDR funds will be used to match other sources of funding at a rate no more than 50% local dollars.
 6. The County will maintain at minimum a \$300k reserve for expenditures for the Children's Services Act (CSA) program. In any year when CSA costs for private day school expenditures exceed the budget, 20% of the total overage amount may be funded by utilizing the CSA reserve. At the end of a fiscal year if the County has utilized the reserve for overages, the reserve will be replenished in the amount of 20% of the overage equally from unspent funds in both the County and the Schools budget. When CSA costs for private day school expenditures are below the budget, 20% of the savings will increase the reserve and the balance will be equally divided between the County and Schools Capital Project Reserves.
 7. Any remaining monies available after the above reserve minimums are fully funded will go to the Capital Projects Reserve.
 8. 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.
- 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 re-appropriation 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 and reviewed by the Board of Supervisors through one or more work sessions. This five year outlook will guide the preparation of the annual budget.
- 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 Board shall consider withhold 5% of the appropriation for Schools' Operating Fund and the County's General Fund, excluding debt service, to be considered for appropriation at mid-year and/or at the third-quarter review.
- An amount equivalent to 3% of general government expenditures will be set aside for pay-as-you-go capital projects. This funding will be used for small capital projects and infrastructure needs.

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

- An amount equivalent to ½% of general government expenses will be set aside for the operating budget contingency reserve.

School Fund Budget Guidelines

- The Schools' 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 Schools Operating Transfer will be the difference between the Schools' share of general government revenues and school-related bonded and lease debt service.

The Board recommends that the School Board adopt policies which support repair, replacement and rehabilitation of current assets by annually budgeting an amount equal to 2% of the Schools' Operating Transfer. The Board is committed to this practice and annually will identify funding specifically dedicated to repair, replacement and rehabilitation of current assets in the Adopted Budget.

Generally, the Board is committed to appropriating Schools' funds in a lump sum, provided the Board is satisfied that the following communication and transparency conditions are met. If unsatisfied, the Board may consider categorical appropriation in subsequent fiscal years.

- Monthly, the School Board provides a financial report for the Schools' Operating Fund that provides the original budget, the amended budget, revenues received, current expenditures and encumbrances and balances; and
 - Quarterly, as a part of the County's quarterly report, the School Board provides a report to the Board which includes its revenue and expenditure projections, changes in personnel, and current student counts; and specifically, for the third quarter report, the School Board provides a projected list of year-end spending items along with a report on transfers between categories.
- When the Schools desire an amendment to the adopted budget or appropriation, the School Board shall pass a resolution for consideration by the Board.
 - The Schools and County will provide a report of year end encumbrances which are requested to be re-appropriated in the next fiscal year. The report should provide sufficient detail and individual reporting on encumbrances over \$50,000 for the Board to consider the request for re-appropriation. This is intended to be presented with the year end results, typically provided the second meeting in September.
 - County staff is directed to bring to the Board's attention any financial issue that may present current or future financial difficulties and/or are not aligned with policies.

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. All budget reviews will be available on the County’s website.

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.

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

- Assigned – management’s intentions/specific purposes, such as set asides we have for future expenditures.
- Unassigned – residual, spendable amounts in the General Fund – there should not be any unassigned funds in Special Revenue and Capital Projects Funds, as all funds should relate to the purpose of the fund.

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

Fund Balance Classification Policies and Procedures:

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

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

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

Budget Procedures/Calendar

MONTH	PROCEDURE
October	Work Session <ul style="list-style-type: none">• Preliminary prior year balances• 1st quarter review of fiscal year• Preliminary budget overview to include:<ul style="list-style-type: none">○ Revenue projection with no increase in equalized tax○ Expenditures with no new initiatives other than required○ Information on new revenues and expenditures○ Budget calendar BOS/School Board Joint work session
November	Feedback/Consensus/Guidance from the Board Board priorities/Performance standards CIP/Debt capacity work session
December	Audit Report
January	Work Session <ul style="list-style-type: none">• Final prior year balances• Mid-year review• Revenue trends for upcoming budget• Feedback from Board
February	Receive School Budget
March	County Administrator presents Proposed Budget and CIP Budget work session
April	Budget work session Budget work session & public hearing Adopt budget and CIP Annual appropriation Set tax rates

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.

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

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

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

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.

- 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

- 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:
 - Meeting debt service coverage and cash reserve requirements contained in bond covenants and this fiscal policy
 - Maintaining a competitive market position, primarily with Stafford County’s ‘peer group’ of municipalities
 - Attempting to have growth pay for associated growth in water and sewer infrastructure based on the accounting of funds described above

- 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.

- 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.

- Stafford County recognizes the difference between residential and non-residential users and will break these groups into two classes and set rates accordingly.
 - 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.
 - 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.
- o 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

- o 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.
- o 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”.
- o 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.
- o A cash flow projection will be prepared annually and provided to the Treasurer to aid in the investment of funds to achieve maximum returns.
- o 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.
- o 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:

- o 150% of Senior Debt Service
- o 125% of Subordinate Debt Service
- o 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:

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



The General Fund

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.

- 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 FY2020 Adopted 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

FY2020 Adopted Budget

Operating Revenue	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Property Taxes					
Real Estate Property Tax	\$161,271,548	\$168,773,272	\$176,261,752	\$7,488,480	4.4%
Roll Back	473,696	250,000	250,000	0	0.0%
Public Service Corps	4,337,879	4,293,340	4,540,522	247,182	5.8%
Personal Property	37,008,787	37,816,000	38,652,000	836,000	2.2%
Mobile Homes	169,738	149,412	150,398	986	0.7%
Machinery & Tools	619	0	0	0	0.0%
Merchants Capital	1,158,776	1,107,253	656,693	(450,560)	-40.7%
Penalties & Interest	2,135,994	2,100,000	2,175,000	75,000	3.6%
Total Property Taxes	\$206,557,037	\$214,489,277	\$222,686,365	\$8,197,088	3.8%
Local Non-Property Taxes					
Sales & Use	14,341,668	14,445,750	15,566,953	1,121,203	7.8%
Consumer Utility	9,814,741	9,499,080	9,615,395	116,315	1.2%
Motor Vehicle Licenses	2,645,892	2,525,000	2,725,269	200,269	7.9%
Bank Stock Taxes	571,276	519,044	535,000	15,956	3.1%
Recordation Taxes	3,530,954	3,525,196	3,447,177	(78,019)	-2.2%
Meals Tax	8,512,213	8,369,000	9,118,000	749,000	8.9%
Other Taxes	76,455	91,350	84,200	(7,150)	-7.8%
Total Local Non-Property Taxes	\$39,493,199	\$38,974,420	\$41,091,994	\$2,117,574	5.4%
Permits, Fees, and Licenses					
Animal License & Fees	66,215	11,200	22,260	11,060	98.8%
Zoning Permits & Fees	801,224	744,900	819,350	74,450	10.0%
Fire and Rescue Charges	454,345	477,680	417,555	(60,125)	-12.6%
Building Permits & Fees	2,992,817	2,989,947	3,029,906	39,959	1.3%
Securities Fees	325,765	313,677	285,937	(27,740)	-8.8%
Total Permits, Fees, and Licenses	\$4,640,366	\$4,537,404	\$4,575,008	\$37,604	0.8%
Fines & Forfeitures					
Court Fines and Fees	578,207	537,000	525,566	(11,434)	-2.1%
Court Maintenance Fees	53,603	46,200	53,603	7,403	16.0%
Delinquent Court Fines and Fees	244,134	390,000	325,000	(65,000)	-16.7%
Other	2,811	1,600	2,600	1,000	62.5%
Total Fines & Forfeitures	\$878,755	\$974,800	\$906,769	(\$68,031)	-7.0%
Use of Money & Property					
Interest	608,357	401,890	1,018,500	616,610	153.4%
Rental of Property	720,602	739,786	670,886	(68,900)	-9.3%
Total Use of Money & Property	\$1,328,959	\$1,141,676	\$1,689,386	\$547,710	48.0%
Charges for Services					
Excess Fees of Clerk	177,103	205,500	177,100	(28,400)	-13.8%
Miscellaneous Charges	459,489	413,184	404,502	(8,682)	-2.1%
Animal Services Fees	19,042	23,000	27,972	4,972	21.6%
Ambulance Charges	2,620,298	2,000,000	2,000,000	0	0.0%
Parks and Recreation Charges	1,767,047	1,700,751	1,545,629	(155,122)	-9.1%
Planning Charges	427,898	496,000	542,500	46,500	9.4%
Code Administrative Charges	1,433,469	1,508,000	1,363,719	(144,281)	-9.6%
Total Charges for Services	\$6,904,346	\$6,346,435	\$6,061,422	(\$285,013)	-4.5%

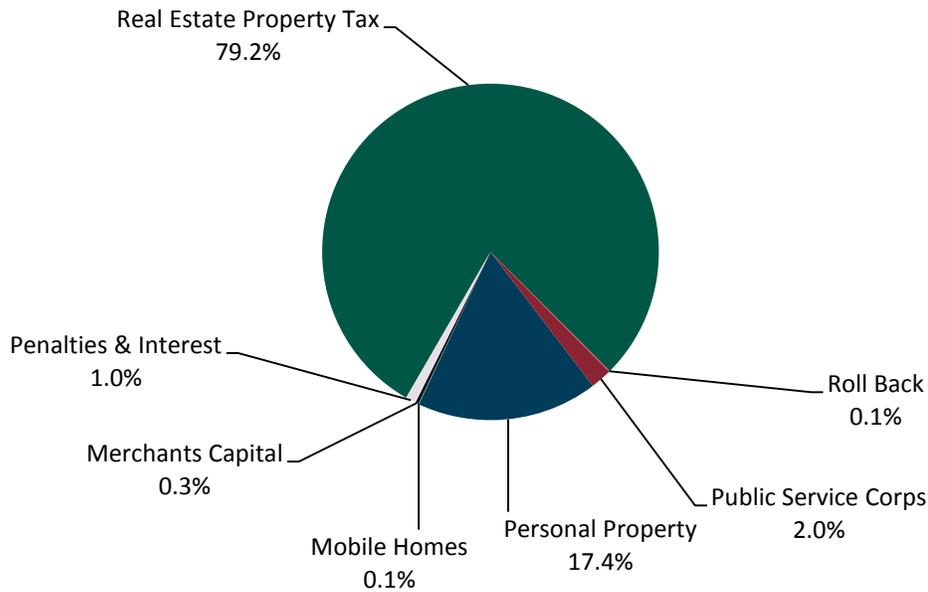
REVENUE PROJECTION

FY2020 Adopted Budget

Operating Revenue	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
State Revenue					
Other State Sources	1,021,852	1,073,352	866,299	(207,053)	-19.3%
Personal Property PPTRA	12,542,261	12,542,261	12,542,261	0	0.0%
DMV Revenue	70,422	67,500	71,000	3,500	5.2%
State Social Services	1,612,378	2,107,711	2,145,994	38,283	1.8%
Children's Services Act	3,908,188	4,326,138	3,819,440	(506,698)	-11.7%
Total State Revenue	\$19,155,101	\$20,116,962	\$19,444,994	(\$671,968)	-3.3%
Shared Expenses					
Commonwealth's Attorney	1,151,830	1,120,126	1,166,131	46,005	4.1%
Sheriff	3,986,269	3,986,132	4,230,873	244,741	6.1%
Commissioner of Revenue	267,910	264,318	266,272	1,954	0.7%
Treasurer	261,805	256,870	274,906	18,036	7.0%
Registrar/Electoral Board	53,632	55,000	53,000	(2,000)	-3.6%
Clerk of Circuit Court	792,177	678,378	712,905	34,527	5.1%
Total Shared Expenses	\$6,513,623	\$6,360,824	\$6,704,087	\$343,263	5.4%
Federal Funds					
Federal Payment in Lieu of Taxes	6,130	6,000	6,000	0	0.0%
Federal Social Services	3,162,511	3,767,355	4,029,631	262,276	7.0%
Total Federal Funds	\$3,168,641	\$3,773,355	\$4,035,631	\$262,276	7.0%
Miscellaneous Revenue					
Grant Revenue	9,231	358,000	358,000	0	0.0%
Federal Grant Revenue	1,385,832	742,185	195,229	(546,956)	-73.7%
Other State Grants	611,186	595,104	619,209	24,105	4.1%
Payment in Lieu of Taxes	340,000	340,000	340,000	0	0.0%
Other Misc. Revenue	2,946,442	2,504,189	3,103,636	599,447	23.9%
Misc. Social Services	28,521	33,250	105,969	72,719	218.7%
Sales	13,793	10,200	700	(9,500)	-93.1%
Proffers	209,298	0	0	0	0.0%
Sheriff Misc. Revenue	520,905	640,531	440,587	(199,944)	-31.2%
Total Miscellaneous Revenue	\$6,065,208	\$5,223,459	\$5,163,330	(\$60,129)	-1.2%
Transfers In/Other					
Transfer in from Schools	0	0	616,077	616,077	616.1%
Transfer in from Tourism Fund	764,274	760,000	820,808	60,808	8.0%
Transfer in from Transportation Fund	41,000	32,000	35,000	3,000	9.4%
Transfer in from R-Board	501,450	280,859	279,584	(1,275)	-0.5%
Transfer in from Other Funds	150,253	0	0	0	
Transfer in from Utilities Fund	24,000	0	207,103	207,103	
Other Financing Sources	88,271	66,700	65,214	(1,486)	-2.2%
Total Transfers In/Other	\$1,569,248	\$1,139,559	\$2,023,786	\$884,227	77.6%
Total Operating Revenue	\$296,274,483	\$303,078,171	\$314,382,772	\$11,304,601	3.7%
Planned Use of One Time Revenue	FY2018 Actual	FY2019 Adopted Budget	FY2020 Proposed Budget	Changes '19 to '20	
Use of Prior Year Fund Balance	0	2,050,783	4,469,931	2,419,148	118.0%
Total Operating and One Time Revenue	\$296,274,483	\$305,128,954	\$318,852,703	\$13,723,749	4.5%

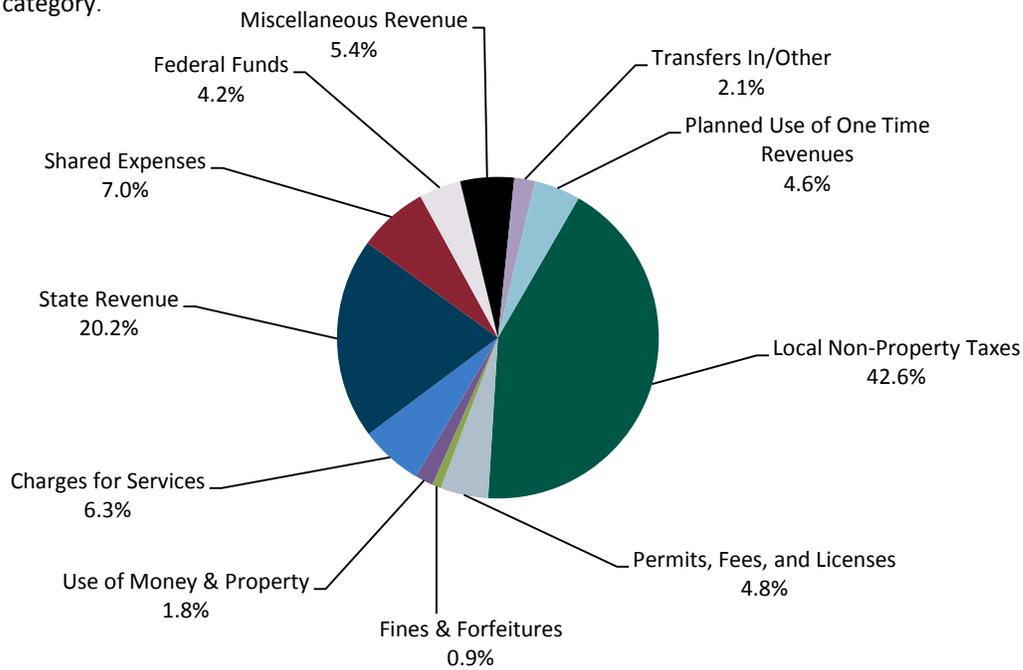
Property Taxes

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



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

Other Revenues



FUND BALANCE ANALYSIS

FY2020 Adopted Budget

	FY2017 Actual	FY2018 Actual	FY2019 Adopted	FY2020 Adopted
Fund balance, beginning of year	\$70,278,366	\$70,812,475	\$79,088,056	\$77,037,273
Revenues	285,658,095	296,059,230	303,011,471	314,317,558
Other Financing Sources	27,186	215,253	66,700	65,214
Planned Use of Prior Year Fund Balance	0	0	2,050,783	4,469,931
Total revenues & other financing sources	\$285,685,281	\$296,274,483	\$305,128,954	\$318,852,703
Local School Operating/Capital transfer	(112,072,288)	(116,440,953)	(123,120,574)	(128,948,129)
Debt Service - General Gov't & Schools	(44,665,779)	(44,899,276)	(45,607,413)	(45,479,097)
Expenditures	(128,413,105)	(126,658,673)	(136,400,967)	(144,425,477)
Total expenditures & transfer	(\$285,151,172)	(\$287,998,902)	(\$305,128,954)	(\$318,852,703)
Planned Use of Prior Year Fund Balance	0	0	(2,050,783)	(4,469,931)
Fund balance, end of year	\$70,812,475	\$79,088,056	\$77,037,273	\$72,567,342
Fund Balance Allocation				
Non-spendable	691,811	432,115	432,115	432,115
Restricted	3,276,037	4,646,807	4,646,807	4,646,807
Committed:	19,234,206	25,028,902	22,978,119	17,405,554
Assigned	13,240,600	12,364,759	12,364,759	12,364,759
Unassigned	34,369,821	36,615,473	36,615,473	37,718,107
% of revenues	12%	12%	12%	12%
Target Unassigned Fund Balance ⁽¹⁾	34,369,821	36,615,473	36,615,473	37,718,107
Variance above (below)	0	0	0	0
Fund balance, end of year	\$70,812,475	\$79,088,056	\$77,037,273	\$72,567,342

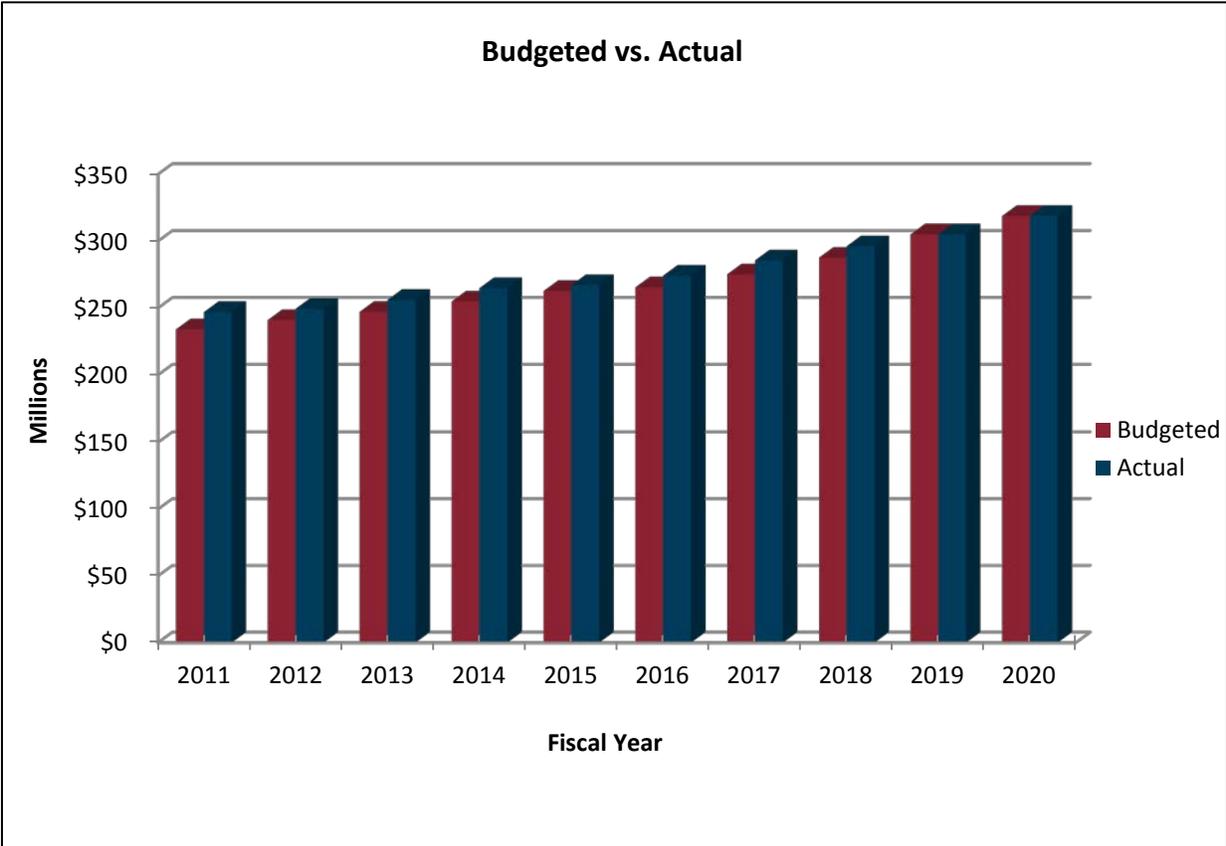
⁽¹⁾ Assumes undesignated fund balance and revenue stabilization reserve will be calculated based on the greater of the current year's or next year's revenues.

TEN-YEAR REVENUE ANALYSIS

FY2020 Adopted Budget

The chart below illustrates the percentage change of actual revenue over the previous fiscal year. FY2019 reflects the adopted revenue budget and FY2020 reflects the adopted revenue budget. The average change for this ten-year period is calculated to be 3.0%.

Fiscal Year	Budgeted Revenues	Actual Revenues	Prior Year % Change
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	296,274,483	3.7%
2019	305,128,954	305,128,954	3.0%
2020	318,852,703	318,852,703	4.5%
Average			3.0%

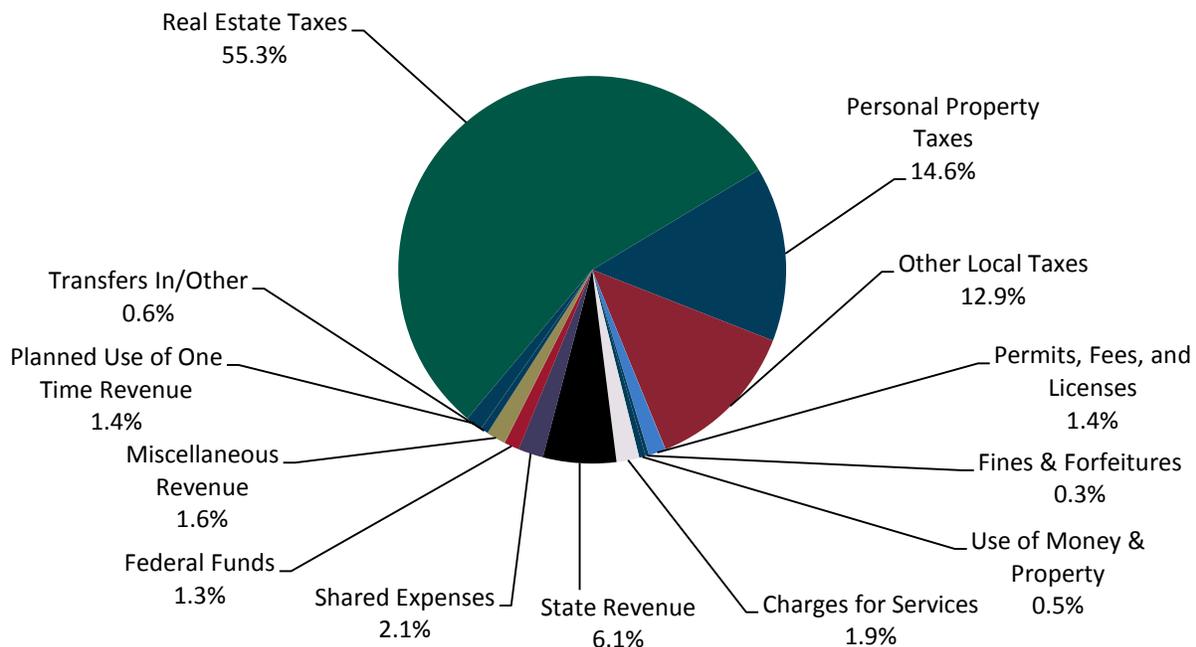


GENERAL FUND REVENUE

FY2020 Adopted Budget

Category	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	Budget as % of Total
Real Estate Taxes	\$168,773,272	\$176,261,752	\$7,488,480	4.4%
Personal Property Taxes	\$45,716,005	\$46,424,613	708,608	1.6%
Other Local Taxes	\$38,974,420	\$41,091,994	2,117,574	5.4%
Permits, Fees, and Licenses	\$4,537,404	\$4,575,008	37,604	0.8%
Fines & Forfeitures	\$974,800	\$906,769	(68,031)	-7.0%
Use of Money & Property	\$1,141,676	\$1,689,386	547,710	48.0%
Charges for Services	\$6,346,435	\$6,061,422	(285,013)	-4.5%
State Revenue	\$20,116,962	\$19,444,994	(671,968)	-3.3%
Shared Expenses	\$6,360,824	\$6,704,087	343,263	5.4%
Federal Funds	\$3,773,355	\$4,035,631	262,276	7.0%
Miscellaneous Revenue	\$5,223,459	\$5,163,330	(60,129)	-1.2%
Transfers In/Other	\$1,139,559	\$2,023,786	884,227	77.6%
Planned Use of One Time Revenue	\$2,050,783	\$4,469,931	2,419,148	118.0%
Total	\$305,128,954	\$318,852,703	\$13,723,749	4.5%

This graph depicts the allocation of General Fund revenues between the major categories.



GENERAL FUND REVENUE ANALYSIS

FY2020 Adopted Budget

General Property Taxes	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes "19 to '20	
Real Estate Property Tax	\$161,271,548	\$168,773,272	\$176,261,752	\$7,488,480	4.4%
Roll Back	473,696	250,000	250,000	0	0.0%
Public Service Corps	4,337,879	4,293,340	4,540,522	247,182	5.8%
Personal Property	37,008,787	37,816,000	38,652,000	836,000	2.2%
Merchants Capital	1,158,776	1,107,253	656,693	(450,560)	-40.7%
Mobile Homes	169,738	149,412	150,398	986	0.7%
Machinery & Tools	619	0	0	0	0.0%
Penalties	1,365,847	1,350,000	1,410,000	60,000	4.4%
Interest	770,148	750,000	765,000	15,000	2.0%
Total	\$206,557,038	\$214,489,277	\$222,686,365	\$8,197,088	3.8%

Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$176.3 million in FY2020; approximately 56.1% of General Fund Operating revenues (excludes the planned use of Prior Year Fund Balance). Each penny on the tax rate yields approximately \$1.7 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 \$17.2 billion, an increase of 9%, reflecting the continuing recovery of market conditions.

January 1, 2018 Change in Assessed Value	
Agricultural	-3%
Residential	9%
Multifamily	34%
Commercial	5%
Total Increase	9%

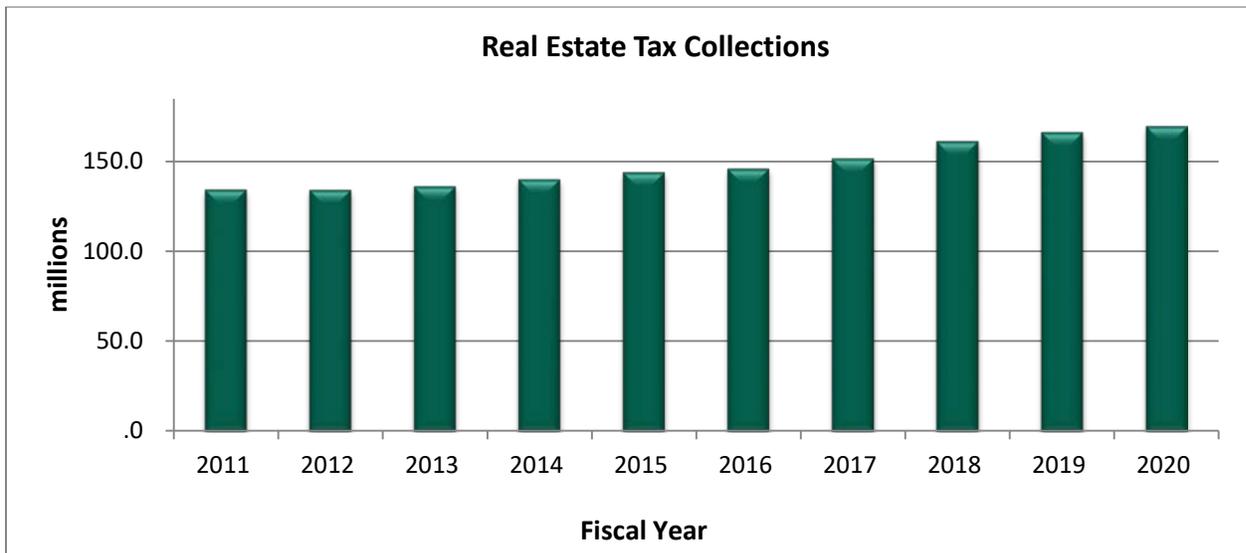
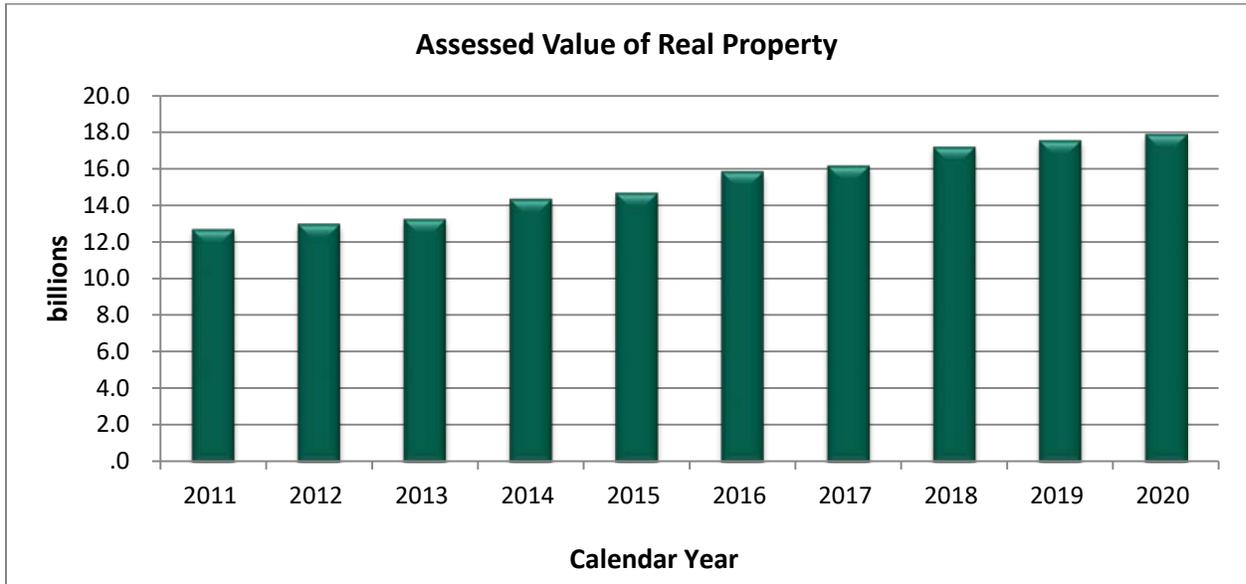
The real estate tax rate for calendar year 2019 is adopted at \$1.01, an increase of \$0.02 over the calendar year 2018 tax rate. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The FY2020 real property revenue projection is based on the following assumptions:

- 1.0% growth in properties in the County
- \$1.01 real estate tax rate
- Collection rate of 98.5%

- Exoneration Growth of 5%

The following charts illustrate historical and projected assessed value of real estate and tax collections. The charts assume growth in assessed value of 1.0% in the upcoming year and 1.0% per year thereafter. It is assumed that the real estate tax rate remains level. If the effective rate is adopted for Calendar Year 2020, the impact on Fiscal Year 2020 would be \$4.2M.



The growth in exonerations has reduced the real property tax that has been collected. Particularly in Stafford County, the increased Veteran Relief is negatively impacting revenue collections.

Personal Property

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

Public Service Corps

The Division of Public Service Taxation (PST) is responsible for the assessment of all property of Public Service Corporations for local taxation. This includes electric, gas, telecommunications, and water companies. The goal of PST is to effectively and equitably assess all property and to accurately distribute the assessed values to each city, county, and town in which the property is located. The change in assessment, provided by the PST, determines the revenue projection.

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 FY2020 projection assumes that this trend continues.

The Personal Property rate was adopted at the 2018 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.

GENERAL FUND REVENUE ANALYSIS

FY2020 Adopted Budget

The FY2020 Adopted Budget includes the Board of Supervisor’s adoption of a special category of Merchants’ Capital for warehouses over 100,000 square feet, setting the rate at \$0.00.

The following table lists the personal property tax rates for calendar year 2020:

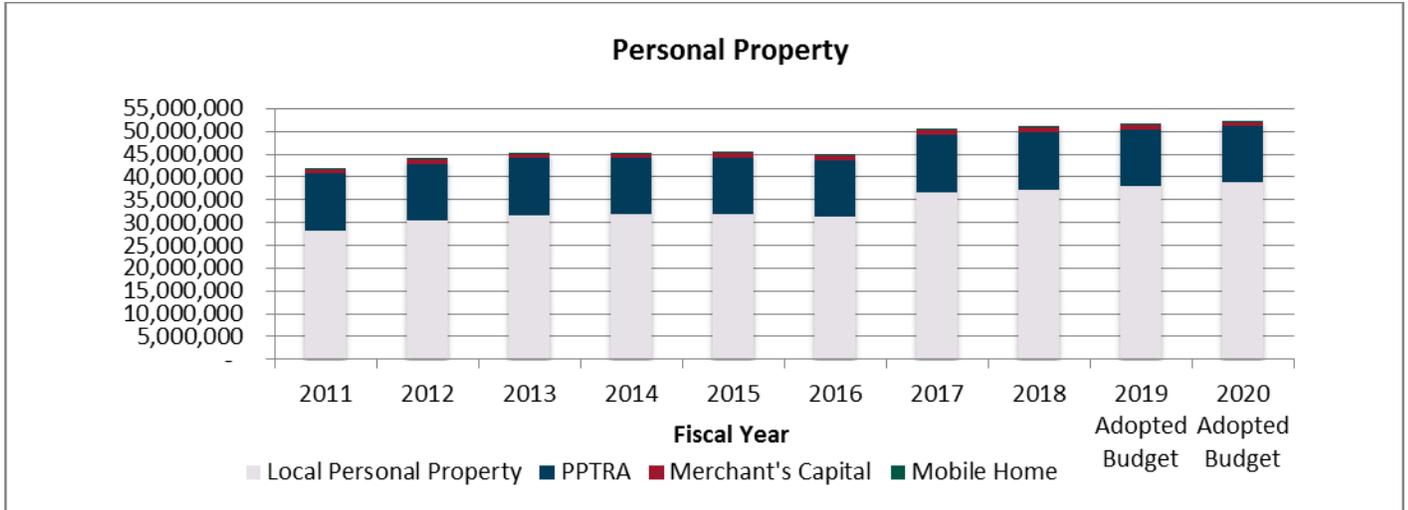
Classification	Rate	Effective Rate
Tangible Personal Property		
Aircraft	\$0.0001	\$0.0000
Boats or Watercraft	\$0.0001	\$0.0000
Business Property	\$5.49	\$1.92
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment	\$5.49	\$1.92
Disabled Veteran's Vehicle	\$0.0001	\$0.0000
Motor Vehicles 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	\$0.0001	\$0.0000
Merchants' Capital of Warehouses over 100,000 square feet	\$0.0001	\$0.0000
Merchants' Capital	\$0.50	\$0.20
Mobile Homes	\$0.965	\$0.965

Personal Property Tax Relief Act

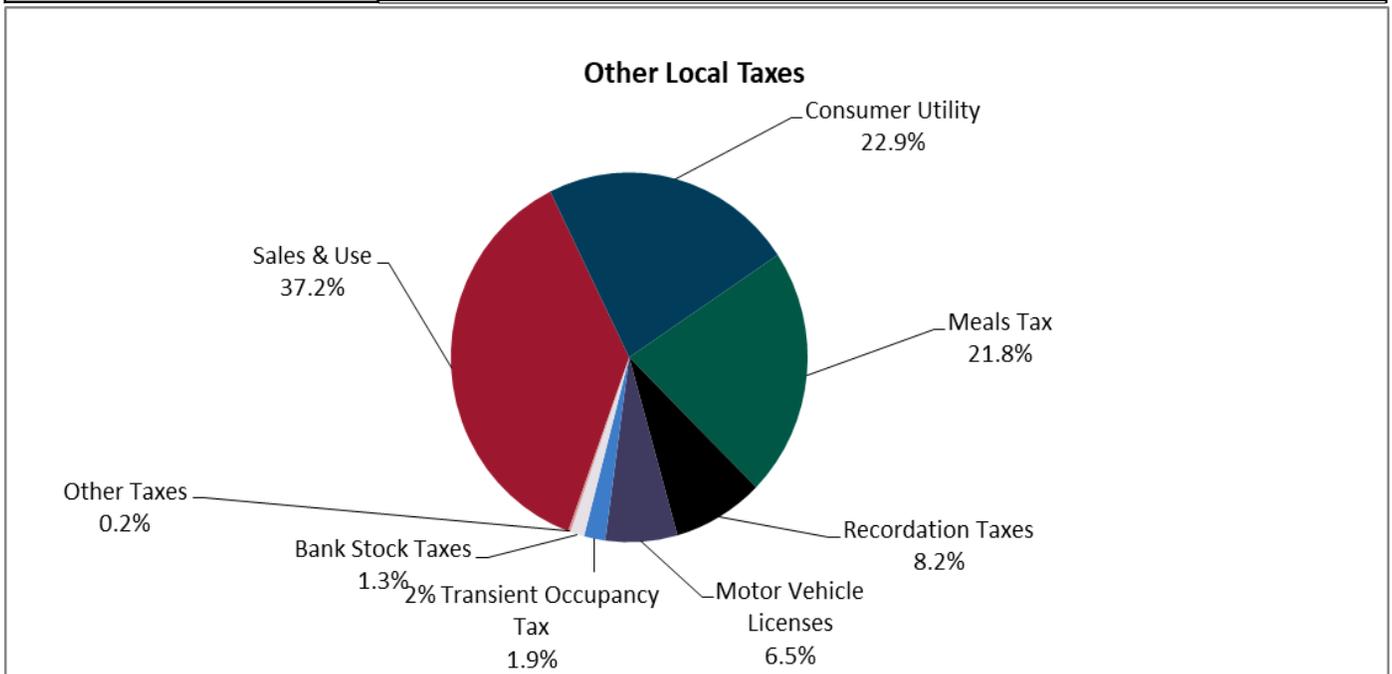
The General Assembly implemented the Personal Property Tax Relief Act (PPTRA) in 1998. Originally, under PPTRA, Virginia residents were to pay a decreasing percentage of personal property tax on qualifying vehicles until the entire tax was to be relieved in 2002. The program relieved the tax up to \$20,000 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

FY2020 Adopted Budget



Other Local Taxes	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Sales & Use	\$14,341,668	\$14,445,750	\$15,566,953	\$1,121,203	7.8%
Consumer Utility	9,814,741	9,499,080	9,615,395	116,315	1.2%
Meals Tax	8,512,213	8,369,000	9,118,000	749,000	8.9%
Recordation Taxes	3,530,954	3,525,196	3,447,177	(78,019)	-2.2%
Motor Vehicle Licenses	2,645,892	2,525,000	2,725,269	200,269	7.9%
2% Transient Occupancy Tax	764,274	750,000	810,808	60,808	8.1%
Bank Stock Taxes	571,276	519,044	535,000	15,956	3.1%
Other Taxes	76,455	91,350	84,200	(7,150)	-7.8%
Total	\$40,257,473	\$39,724,420	\$41,902,802	\$2,178,382	5.5%

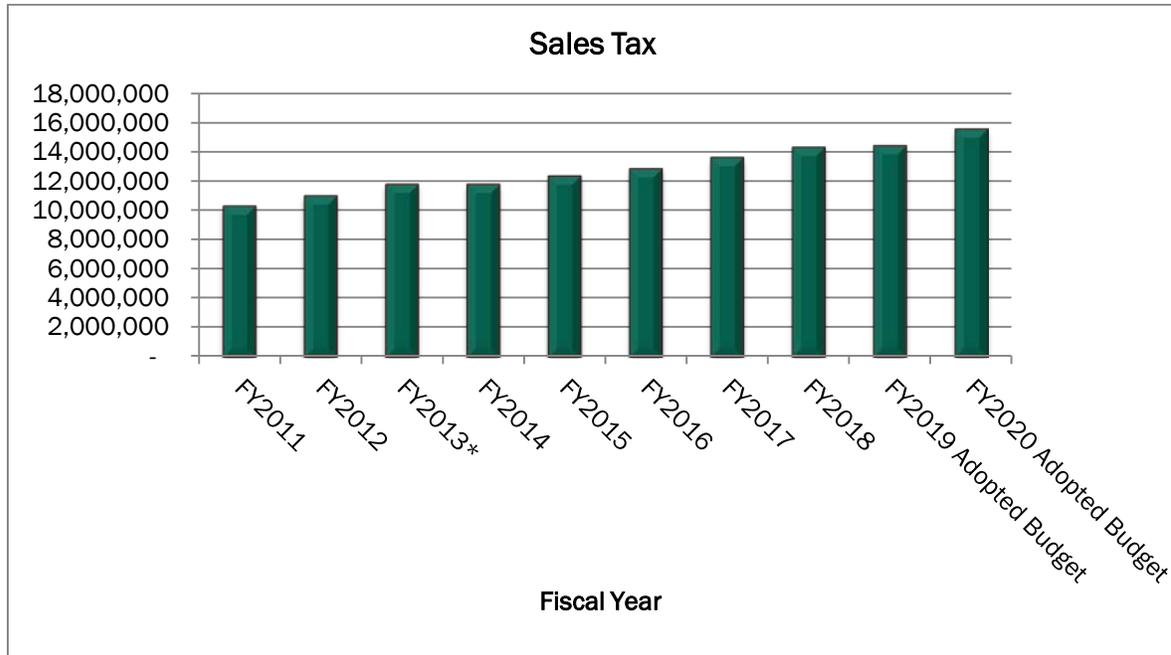


Local Sales & Use Tax

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 April 2019) is 3.8% higher than the same period in FY2018. The FY2020 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 000-78 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

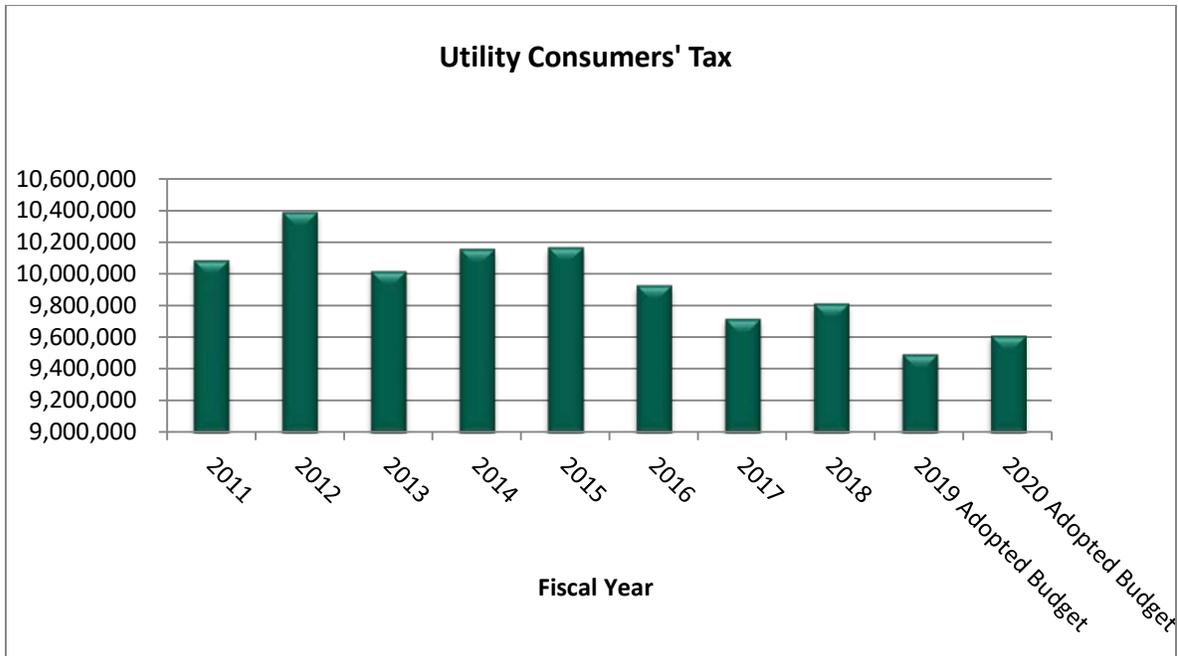
The "State Communications Sales and Use Tax" applies to the following services:

- 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.

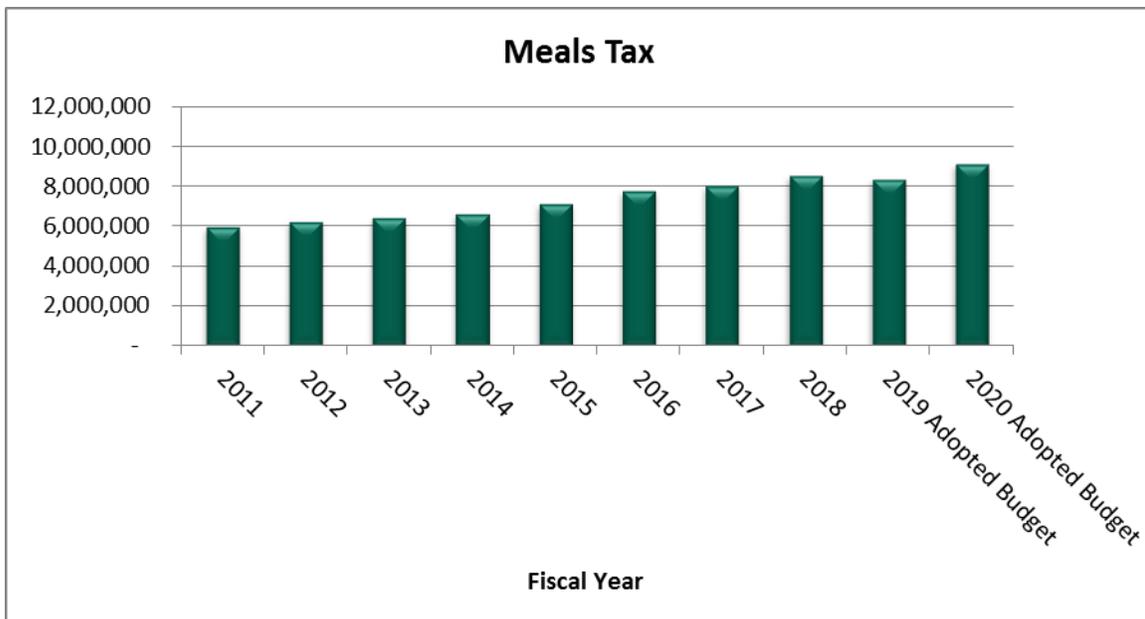
In compliance with GASB 54, the County combined the E911 fund with the General Fund. The consumer utilities taxes that were previously shown in the E911 fund are largely responsible for the increase shown in FY2011.

Revenues generated by these taxes have decreased slightly, particularly for Cable and Landline phones as consumer spending has shifted. The FY2019 conservatively projected a decline in these revenue sources, while FY2020 Adopted Budget projects a slightly more positive, yet conservative projection.



Local Meals Tax

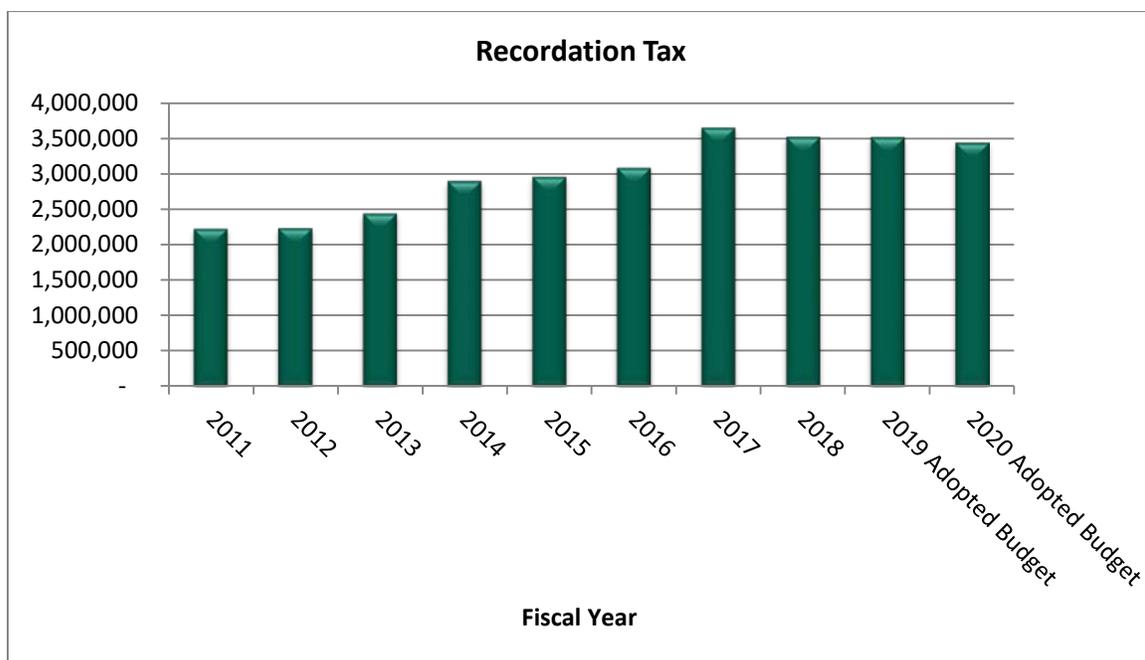
A meals tax of 4.0% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. The meals tax revenue is collected in accordance with section 58.1-3833, of the Code of Virginia (1950), as amended. The revenues generated from this source have been designated 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 2018) is 4.6% higher than the same period in FY2018. The FY2019 Adopted Budget is 1.7% under FY2018 actual collections. The FY2020 Adopted Budget conservatively considers the historical trends and recognizes continued growth.



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 and FY2018 was higher than normal due in part to the increase in multi-family property in the County. The FY2020 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 \$2.7 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.

Service Charges & Other	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Permits, Fees, and Licenses					
Animal License & Fees	\$66,215	\$11,200	\$22,260	\$11,060	98.8%
Zoning Permits & Fees	801,224	744,900	819,350	74,450	10.0%
Fire and Rescue Charges	454,345	477,680	417,555	(60,125)	-12.6%
Building Permits & Fees	2,992,817	2,989,947	3,029,906	39,959	1.3%
Securities Fees	325,765	313,677	285,937	(27,740)	-8.8%
Total Permits, Fees, and Licenses	\$4,640,366	\$4,537,404	\$4,575,008	\$37,604	0.8%
Charges for Services					
Excess Fees of Clerk	177,103	205,500	177,100	(28,400)	-13.8%
Miscellaneous Charges	459,489	413,184	404,502	(8,682)	-2.1%
Animal Services Fees	19,042	23,000	27,972	4,972	21.6%
Ambulance Charges	2,620,298	2,000,000	2,000,000	0	0.0%
Parks and Recreation Charges	1,767,047	1,700,751	1,545,629	(155,122)	-9.1%
Planning Charges	427,898	496,000	542,500	46,500	9.4%
Code Administrative Charges	1,433,469	1,508,000	1,363,719	(144,281)	-9.6%
Total Charges for Services	\$6,904,346	\$6,346,435	\$6,061,422	(\$285,013)	-4.5%

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 Charges

The United States Census Bureau estimates that approximately 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.

GENERAL FUND REVENUE ANALYSIS

FY2020 Adopted Budget

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 \$1.5 million in the FY2020 Adopted Budget. This decline in revenue is due in part to the transition of the swim program housed at the Jeff Rouse Sports and Swim Center being conducted by that facility, to ensure a balanced swimming pool schedule.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Intergovernmental					
State - Shared Expenses					
Commonwealth's Attorney	\$1,151,830	\$1,120,126	\$1,166,131	\$46,005	4.1%
Sheriff	3,986,269	3,986,132	4,230,873	244,741	6.1%
Commissioner of Revenue	267,910	264,318	266,272	1,954	0.7%
Treasurer	261,805	256,870	274,906	18,036	7.0%
Registrar/Electoral Board	53,632	55,000	53,000	(2,000)	-3.6%
Clerk of Circuit Court	792,177	678,378	712,905	34,527	5.1%
State & Federal - Social Services	4,844,410	5,940,316	6,316,594	376,278	6.3%
State - Children's Services Act	3,908,188	4,326,138	3,819,440	(506,698)	-11.7%
State Categorical Aid:					
State Reimbursement	305,506	282,993	164,688	(118,305)	-41.8%
State Fire Program Fund	431,135	431,625	446,372	14,747	3.4%
Emergency Medical Service	121,150	115,746	124,149	8,403	7.3%
State - Non Categorical Aid	517,558	505,592	510,299	4,707	0.9%
Federal	1,312,019	748,185	201,229	(546,956)	-73.1%
Total	\$17,953,589	\$18,711,419	\$18,286,858	(\$424,561)	-2.3%

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

Services provided to eligible mandated children under the Children's Services Act (CSA) are partially reimbursed by the state. Stafford continues to maximize the use of community based services and collaborate in partnership with all of the agencies represented within the CSA system. Private Day school placements for special education students continue to be the significant cost driver under CSA. The FY2020 Adopted Budget decreases the projected number of students accessing educational services in private day placements by 11 students to a total of 82 students projected. The average cost per student is assumed to increase by 2%. The reduction in projected students in conjunction with a conservative projection of increased costs decreases the private day school placement costs by \$873k with a corresponding revenue decrease of \$485k. The remaining CSA revenues support other eligible mandated populations under this act. This budget assumes that staff continues to collaborate with the Schools and other agencies, enabling us to meet the needs of all children and those requiring special education services in our 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

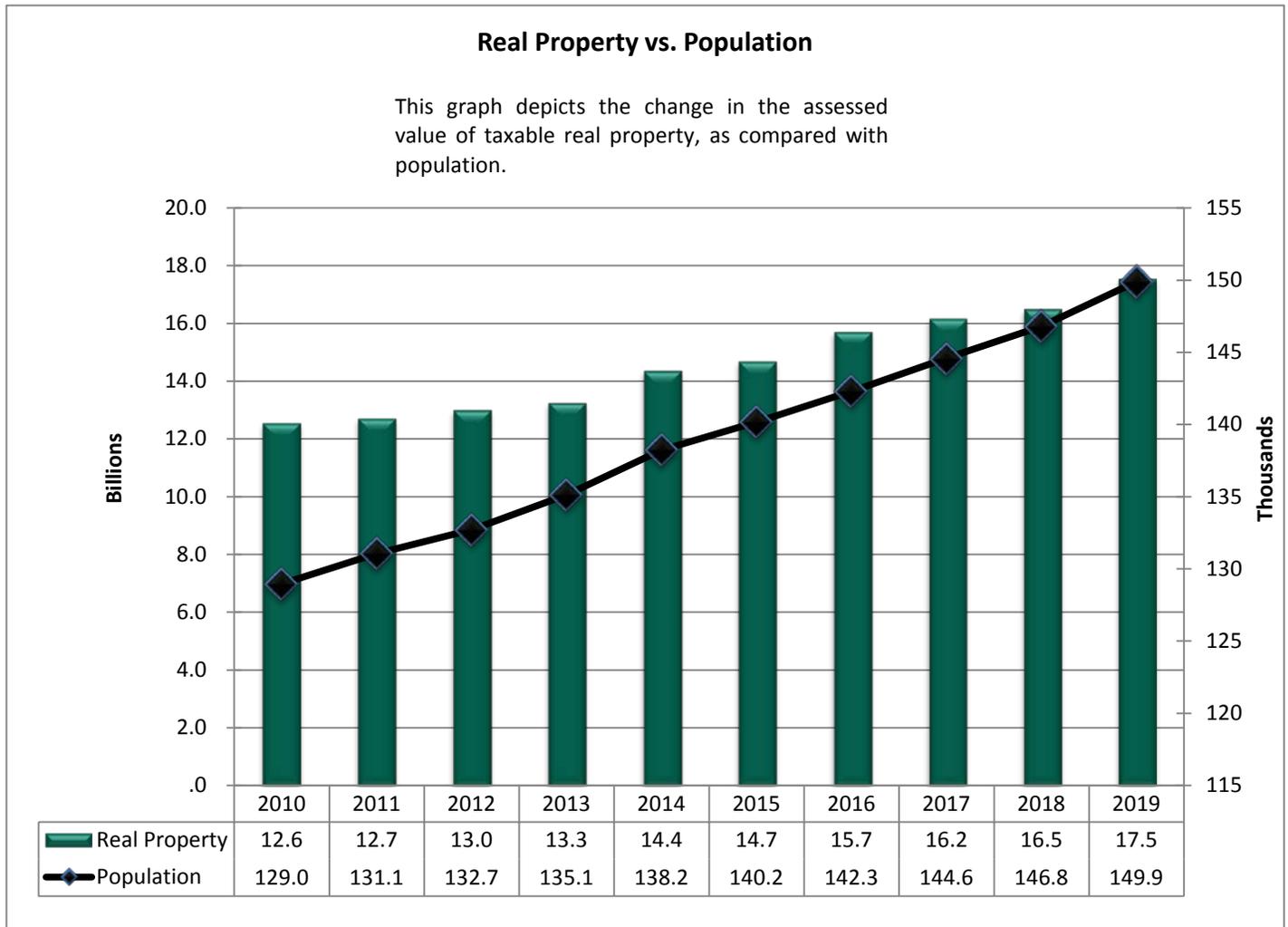
These revenues are collected by the Commonwealth and shared with the County. The budget includes projected revenues from rolling stock tax, motor vehicle carrier tax, mobile home titling tax, and auto rental tax. Ratios, rate and distribution formulas are subject to change each year by the General Assembly.

Planned Use of One Time Revenue

The FY2020 Adopted Budget plans for the use of prior year fund balance for one-time expenditures. This includes \$3.5M of funding for the design of a new Courthouse and for a parking lot for the new down town Stafford. These funds come from planned savings from FY2017 and FY2018 and from the Capital Projects Reserve. The FY2020 Adopted Budget also plans for the funding of one-time expenditures in the amount of \$983,431.

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%.



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FY2020 Adopted Budget

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Mission

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.

Who Are We?

The General Fund Expenditures section includes:

- Overall Summary of the budget
- Proposed to Adopted Budget Changes
- Ten year analysis of expenditures
- Constitutional Officers funding graphs ten year analysis
 - Total Constitutional Officers Funding
 - Pie Chart presentation of Current Year Tax Support and Expenditure by Constitutional Office
 - Clerk of the Circuit Court
 - Commissioner of the Revenue
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 - Registrar & Electoral Board
 - Sheriff
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- Summary of General Fund by Functional Area
- Departments presented by Functional Area
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 - Community Development
 - Health and Social Services
 - Parks, Recreation and Cultural
 - Public Works
 - Education
 - Non-Departmental

GENERAL FUND EXPENDITURES

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20		FY2020 Designated Revenue	FY2020 Net Tax Support	FY2020 % Tax Support
General Government								
Board of Supervisors	\$632,689	\$734,829	\$729,505	(\$5,324)	-0.7%	\$0	\$729,505	100.0%
Commissioner of the Revenue	2,614,251	2,836,934	2,949,654	112,720	4.0%	266,272	2,683,382	91.0%
County Administrator	1,087,999	1,139,395	1,359,333	219,938	19.3%	0	1,359,333	100.0%
County Attorney	1,085,796	1,014,102	1,177,441	163,339	16.1%	78,860	1,098,581	93.3%
Registrar and Electoral Board	540,878	544,348	610,552	66,204	12.2%	53,000	557,552	91.3%
Finance and Budget	1,625,447	1,941,509	2,297,095	355,586	18.3%	361,509	1,935,586	84.3%
Geographic Information System	637,656	661,132	689,204	28,072	4.2%	45,156	644,048	93.4%
Human Resources	518,348	640,433	837,527	197,094	30.8%	0	837,527	100.0%
Information Technology	1,802,770	2,303,207	2,379,226	76,019	3.3%	41,042	2,338,184	98.3%
Office of Community Engagement	273,024	360,960	486,902	125,942	34.9%	0	486,902	100.0%
Treasurer	1,959,621	2,182,490	2,397,609	215,119	9.9%	1,066,784	1,330,825	55.5%
Total General Government	\$12,778,479	\$14,359,339	\$15,914,048	\$1,554,709	10.8%	\$1,912,623	\$14,001,425	88.0%
Public Safety								
Sheriff	24,891,135	25,826,453	26,614,285	787,832	3.1%	7,707,879	18,906,406	71.0%
Fire & Rescue Services	19,410,406	21,471,132	22,795,421	1,324,289	6.2%	3,055,158	19,740,263	86.6%
15th District Court Unit	342,582	380,228	383,573	3,345	0.9%	0	383,573	100.0%
Code Compliance	4,149,496	4,906,054	5,111,535	205,481	4.2%	4,503,688	607,847	11.9%
Rappahannock Juvenile Detention Center	1,424,476	1,215,307	1,266,880	51,573	4.2%	40,000	1,226,880	96.8%
Rappahannock Regional Jail	7,399,552	6,909,588	6,733,753	(175,835)	-2.5%	300,000	6,433,753	95.5%
Total Public Safety	\$57,617,647	\$60,708,762	\$62,905,447	\$2,196,685	3.6%	\$15,606,725	\$47,298,722	75.2%
Judicial Administration								
Circuit Court	328,374	350,625	360,777	10,152	2.9%	0	360,777	100.0%
Clerk of the Circuit Court	1,541,285	1,633,007	1,671,603	38,596	2.4%	890,005	781,598	46.8%
Commonwealth's Attorney	3,153,650	3,307,318	3,617,130	309,812	9.4%	1,405,884	2,211,246	61.1%
Court Deputies	2,661,554	2,913,503	2,931,207	17,704	0.6%	0	2,931,207	100.0%
General District Court	65,505	117,648	117,648	0	0.0%	34,280	83,368	70.9%
Juvenile and Domestic Relations	91,366	114,700	114,700	0	0.0%	0	114,700	100.0%
Magistrate	7,899	8,830	8,830	0	0.0%	0	8,830	100.0%
Total Judicial Administration	\$7,849,633	\$8,445,631	\$8,821,895	\$376,264	4.5%	\$2,330,169	\$6,491,726	73.6%
Community Development								
Cooperative Extension Program	171,493	191,345	198,694	7,349	3.8%	0	198,694	100.0%
Economic Development	548,592	670,094	582,449	(87,645)	-13.1%	0	582,449	100.0%
Partner Agencies - Community Development	268,509	288,069	304,877	16,808	5.8%	0	304,877	100.0%
Planning and Zoning	2,380,225	2,319,964	2,470,966	151,002	6.5%	1,517,888	953,078	38.6%
Total Community Development	\$3,368,819	\$3,469,472	\$3,556,986	\$87,514	2.5%	\$1,517,888	\$2,039,098	57.3%
Health and Social Services								
Human Services	7,627,645	8,636,396	7,865,547	(770,849)	-8.9%	3,864,440	4,001,107	50.9%
Partner Agencies - Health and Social Services	1,586,753	1,586,826	1,642,878	56,052	3.5%	45,000	1,597,878	97.3%
Social Services	5,958,323	7,712,390	8,207,399	495,009	6.4%	6,316,594	1,890,805	23.0%
Total Health and Social Services	\$15,172,721	\$17,935,612	\$17,715,824	(\$219,788)	-1.2%	\$10,226,034	\$7,489,790	42.3%
Parks, Recreation and Cultural								
Parks and Recreation	7,700,641	8,061,368	8,081,327	19,959	0.2%	2,161,515	5,919,812	73.3%
Central Rappahannock Regional Library	5,238,040	5,301,944	5,663,018	361,074	6.8%	42,000	5,621,018	99.3%
Total Parks, Recreation and Cultural	\$12,938,681	\$13,363,312	\$13,744,345	\$381,033	2.9%	\$2,203,515	\$11,540,830	84.0%
Public Works								
Engineering	615,682	516,249	417,049	(99,200)	-19.2%	0	417,049	100.0%
Community Facilities	4,454,160	4,800,996	4,809,181	8,185	0.2%	52,999	4,756,182	98.9%
Total Public Works	\$5,069,842	\$5,317,245	\$5,226,230	(\$91,015)	-1.7%	\$52,999	\$5,173,231	99.0%
Education								
Operating Budget Transfer	116,440,953	120,756,402	126,868,957	6,112,555	5.1%	0	126,868,957	100.0%
Shared Serviced/Audit	0	115,307	115,307	0	0.0%	0	115,307	100.0%
Public Day School Transfer	518,000	518,000	518,000	0	0.0%	0	518,000	100.0%
Public Day School Additional Classroom	0	285,000	0	(285,000)	-100.0%	0	0	0.0%
Designated Repairs, Replacement and Rehab	0	1,445,865	1,445,865	0	0.0%	0	1,445,865	100.0%
Debt Service	31,158,878	31,466,416	31,696,129	229,713	0.7%	0	31,696,129	100.0%
Partner Agencies - Germanna Community College	226,070	226,070	348,858	122,788	54.3%	0	348,858	100.0%
Transfer to School Construction Fund	849,298	0	0	0	0.0%	0	0	0.0%
Total Education	\$149,193,199	\$154,813,060	\$160,993,116	\$6,180,056	4.0%	\$0	\$160,644,258	99.8%

GENERAL FUND EXPENDITURES

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20		FY2020 Designated Revenue	FY2020 Net Tax Support	FY2020 % Tax Support
Non-Departmental								
Transfers Between Funds								
Transfer to Capital Projects Fund	1,196,287	4,528,316	9,196,705	4,668,389	103.1%	425,208	8,771,497	95.4%
Transfer to Transportation Fund	225,726	523,098	0	(523,098)	-100.0%	0	0	0.0%
Transfer to Armed Services Memorial Fund	62,500	0	0	0	0.0%	0	0	0.0%
Transfer to Lake Arrowhead	548,000	0	0	0	0.0%	0	0	0.0%
Transfer to Lake Carroll Service District	550,000	0	0	0	0.0%	0	0	0.0%
Compensation/Benefits	990,180	277,449	2,047,000	1,769,551	637.8%	0	2,047,000	100.0%
Economic Development	51,624	276,813	276,813	0	0.0%	0	276,813	100.0%
Insurance	858,105	920,890	902,776	(18,114)	-2.0%	0	902,776	100.0%
Operating Budget Contingency Reserve	0	640,002	664,889	24,887	3.9%	0	664,889	100.0%
Other Non-Departmental	750,496	1,619,032	1,443,369	(175,663)	-10.8%	1,160,606	282,763	19.6%
County Debt Service	13,740,398	14,140,997	13,782,968	(358,029)	-2.5%	279,584	13,503,384	98.0%
Courthouse Ramp-up ⁽¹⁾	0	543,000	0	(543,000)	-100.0%	0	0	0.0%
Vehicle Replacement Program County	0	434,313	100,000	(334,313)	-77.0%	0	100,000	100.0%
Vehicle Replacement Program Sheriff	781,864	1,051,861	1,051,861	0	0.0%	0	1,051,861	100.0%
One time Projects	4,254,701	1,760,750	508,431	(1,252,319)	-71.1%	0	508,431	100.0%
Total Non-Departmental	\$24,009,881	\$26,716,521	\$29,974,812	\$3,258,291	12.2%	\$1,865,398	\$28,109,414	93.8%
Grand Total	\$287,998,902	\$305,128,954	\$318,852,703	\$13,723,749	4.5%	\$35,715,351	\$282,788,494	88.7%

⁽¹⁾ Courthouse Funds are held in Fund Balance in FY19. The FY20 Transfer to Capital Projects includes these funds.

GENERAL FUND PROPOSED TO ADOPTED BUDGET CHANGES

FY2020 Adopted Budget

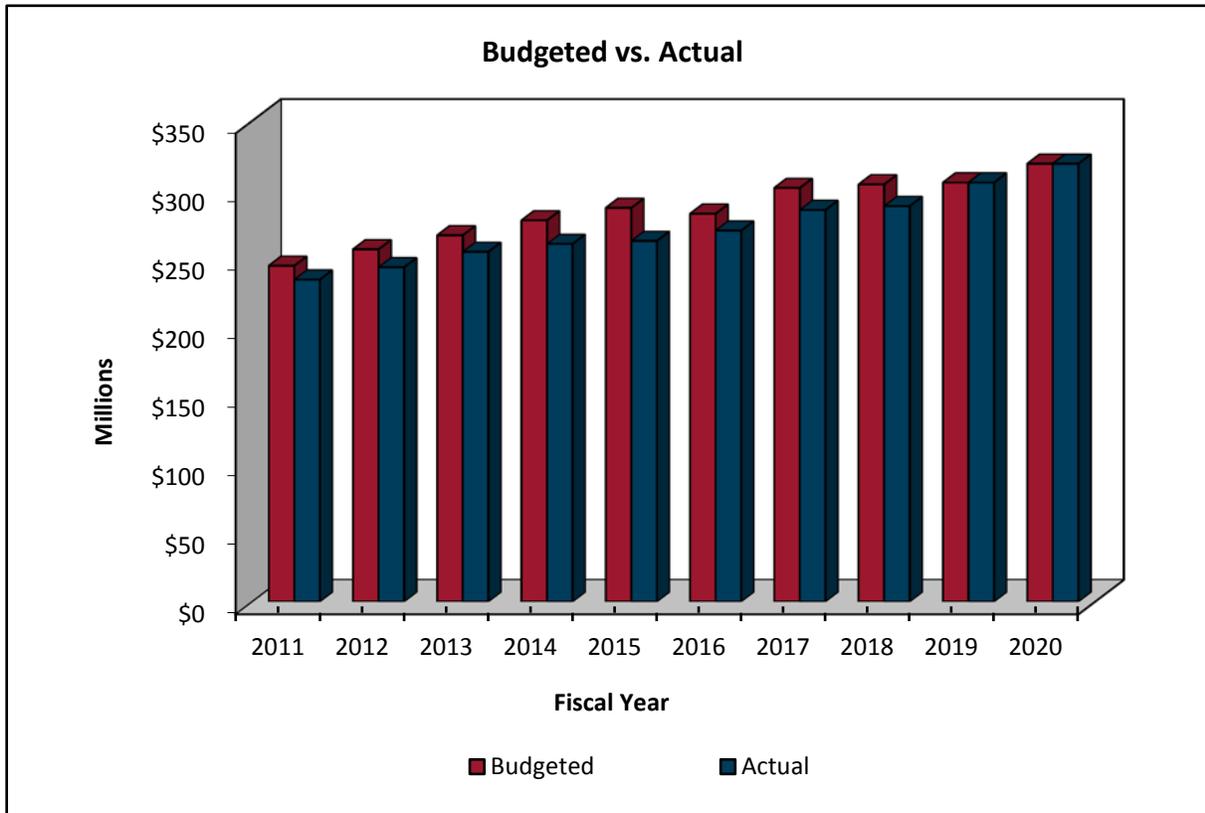
	Revenues	Expenditures
Proposed Budget	\$315,272,970	\$315,272,970
Revenue Changes		
Real Estate Increase from \$0.99 to \$1.01	3,364,000	
State Revenue	194,595	
Use of Prior Year Fund Balance for Germanna Capital	100,000	
Reduce Transfer From Schools - removing the Procurement Position	(78,862)	
Expenditure Changes		
School Operating Transfer		2,376,148
Additional 2.5% increase in salaries		1,613,580
Decrease in Virginia Retirement System Rate from Actuarial		(97,340)
Reductions in Non-Departmental		(31,027)
Department Amendments		
Board of Supervisors		(35,000)
Commissioner of the Revenue		(4,381)
County Attorney		(7,000)
Treasurer		(39,300)
Fire and Rescue Services		14,597
Parks and Recreation		(41,000)
Information Technology		(7,500)
Finance and Budget		(79,862)
Human Resources		(2,400)
Public Works		(15,622)
Planning and Zoning		(28,600)
Social Services		(25,000)
Economic Development		(10,560)
Adopted Budget	\$318,852,703	\$318,852,703

TEN-YEAR EXPENDITURE ANALYSIS

FY2020 Adopted Budget

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY2019 reflects the adopted budget and FY2020 reflects the adopted budget. The average change for this ten-year period is calculated to be 3.0%.

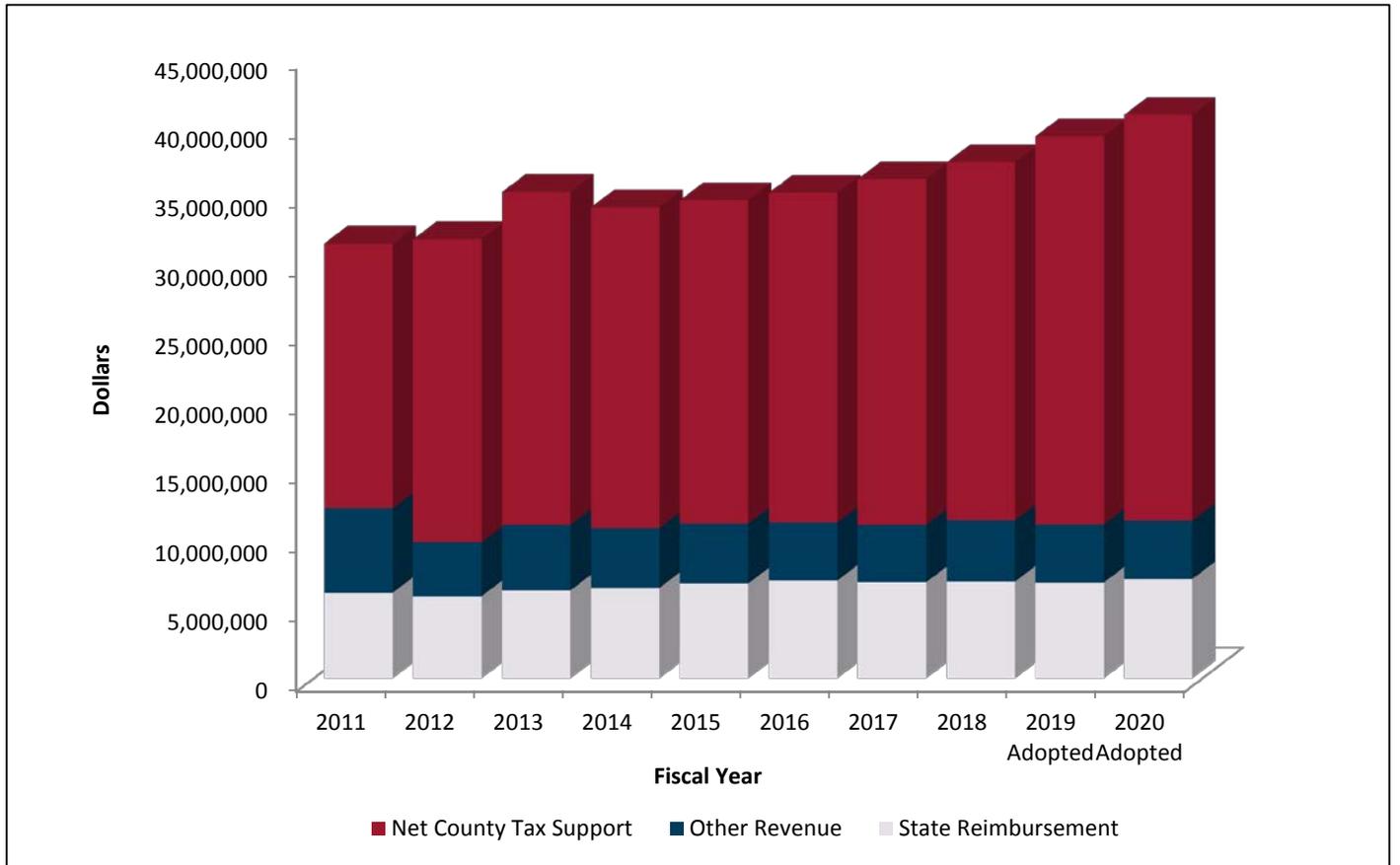
Fiscal Year	Budgeted Expenditures	Actual Expenditures	Prior Year % Change
2011	244,575,191	234,501,167	-1.1%
2012	256,547,741	243,479,891	3.8%
2013	266,799,089	254,755,569	4.6%
2014	277,636,988	260,455,578	2.2%
2015	286,725,870	262,639,311	0.8%
2016	282,423,525	270,184,431	2.9%
2017	301,241,798	285,151,172	5.5%
2018	303,769,910	287,998,902	1.0%
2019	305,128,954	305,128,954	5.9%
2020	318,852,703	318,852,703	4.5%
Average			3.0%



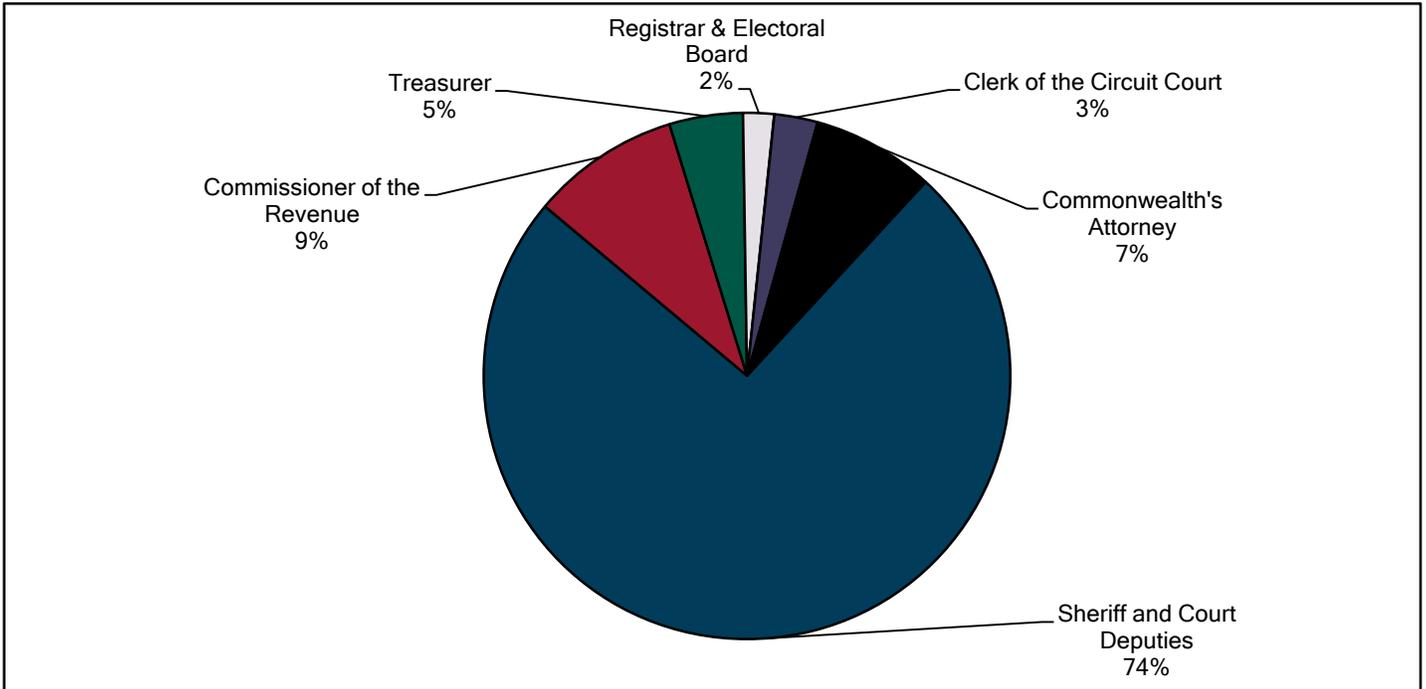
CONSTITUTIONAL OFFICERS FUNDING

FY2020 Adopted Budget

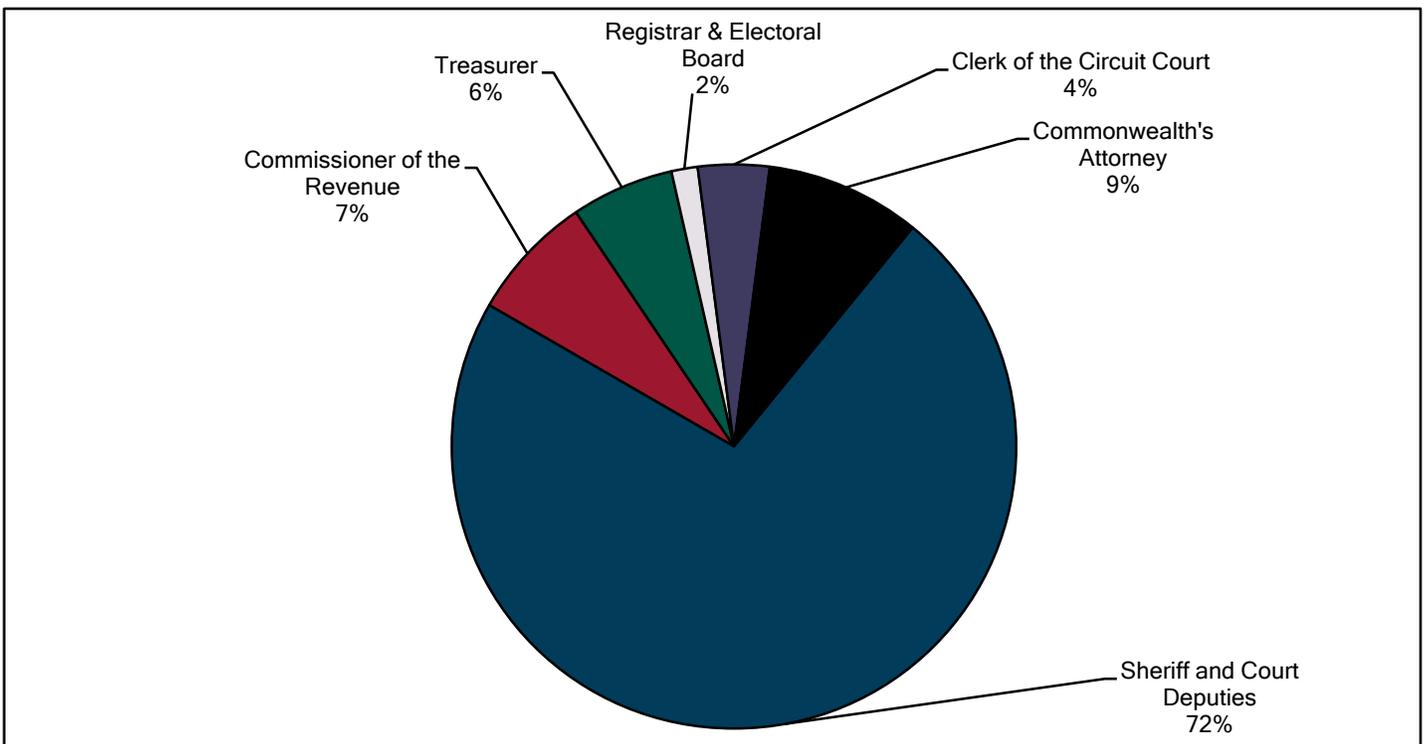
Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses Reimbursed By State	Other Revenue	Percentage of Expenses Reimbursed By Other	Net County Tax Support	Percentage of Expenses Reimbursed By County
2020 Adopted	40,792,040	7,179,775	18%	4,210,049	10%	29,402,216	72%
2019 Adopted	39,244,053	6,921,057	18%	4,206,193	11%	28,116,803	71%
2018	37,362,374	6,999,277	19%	4,422,512	12%	25,940,585	69%
2017	36,140,839	6,947,963	19%	4,159,404	12%	25,033,472	69%
2016	35,143,412	7,071,629	20%	4,190,300	12%	23,881,483	68%
2015	34,607,287	6,861,684	20%	4,334,891	12%	23,410,712	68%
2014	34,098,502	6,542,614	19%	4,332,064	13%	23,223,824	68%
2013	35,201,485	6,366,278	19%	4,749,516	13%	24,085,691	68%
2012	31,787,055	5,938,877	19%	3,889,419	12%	21,958,759	69%
2011	31,479,905	6,190,607	20%	6,101,340	19%	19,187,958	61%

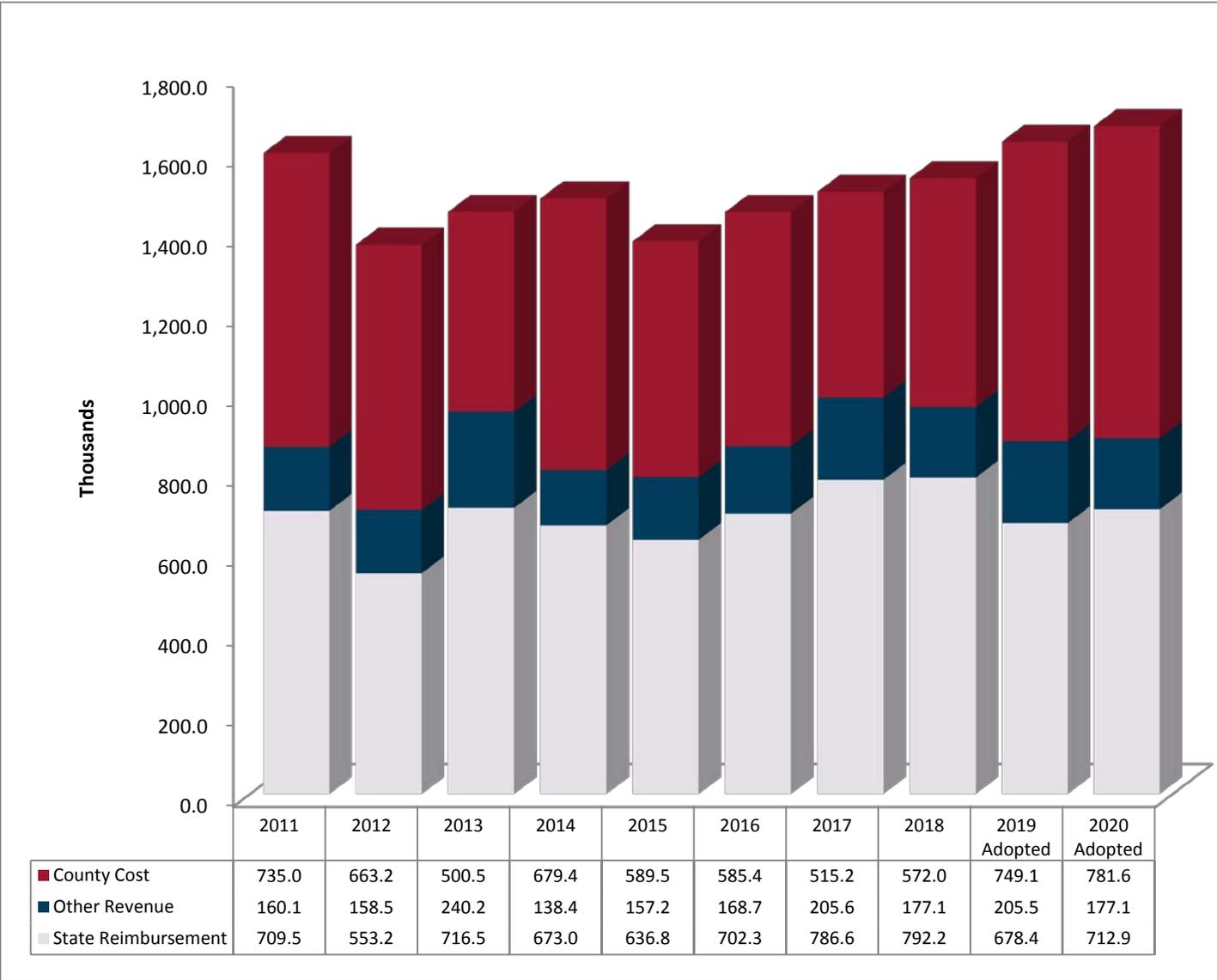


Constitutional Officers County Tax Support

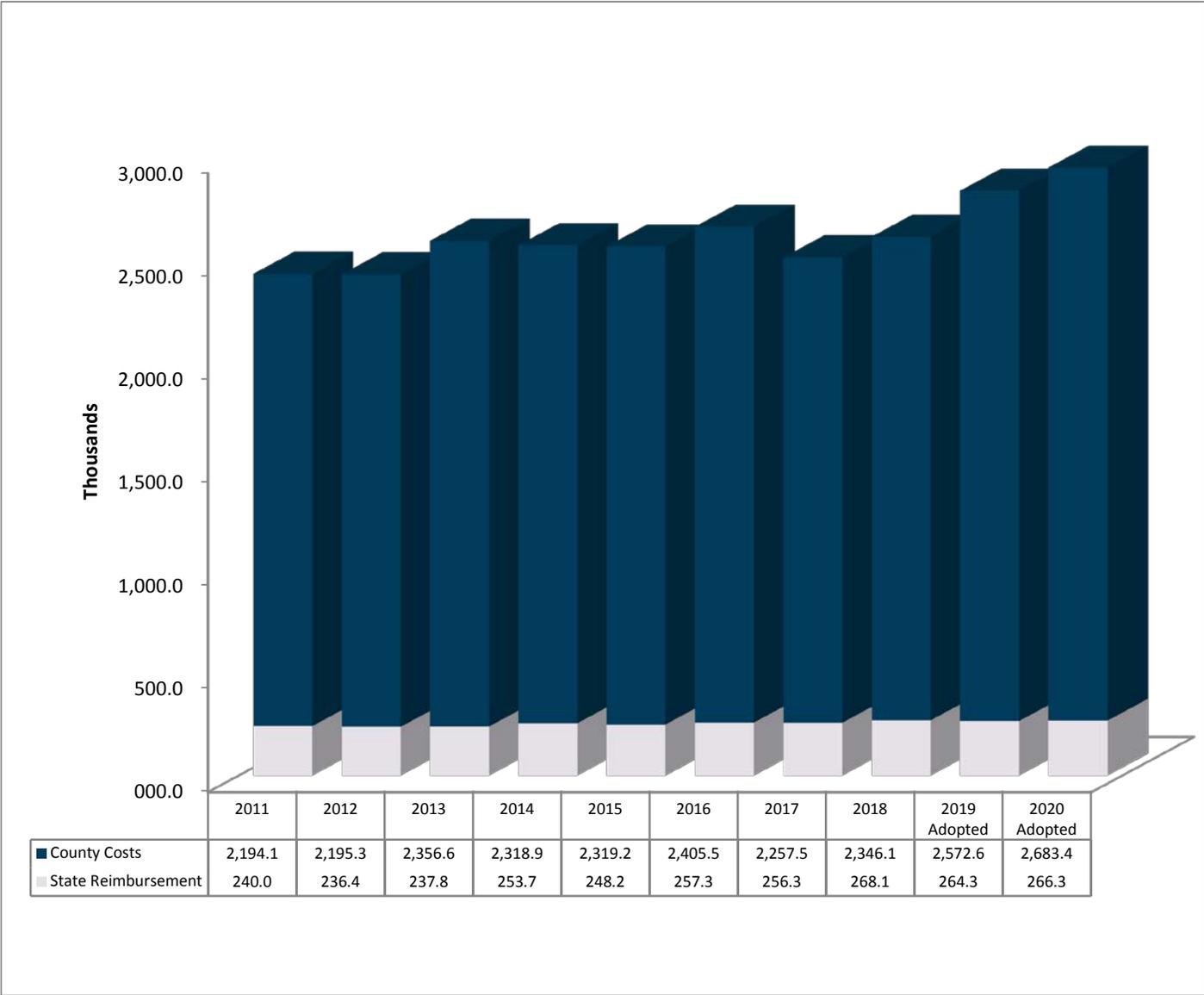


Constitutional Officers Expenditures

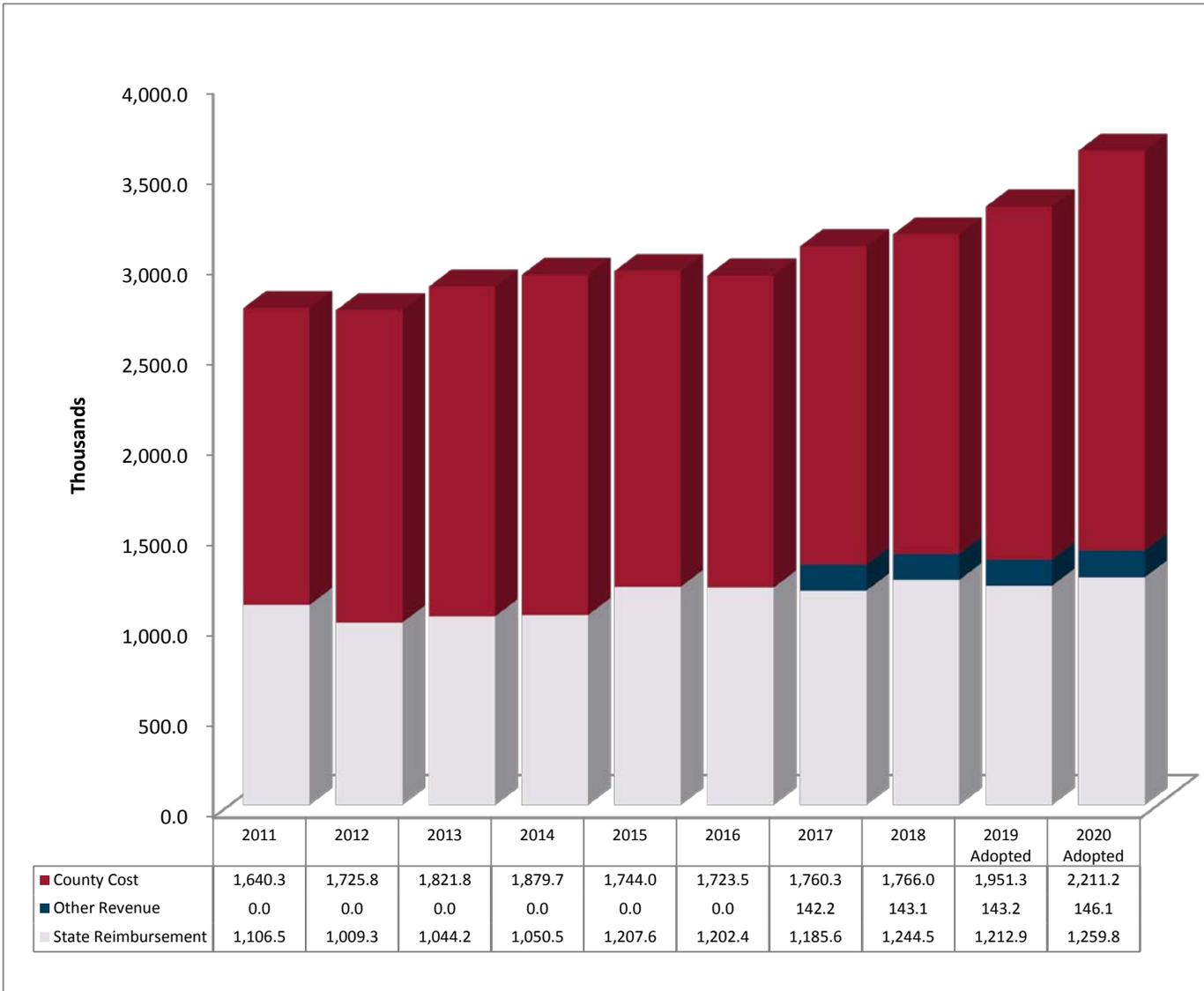




Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
County Cost	46%	48%	34%	47%	43%	40%	34%	37%	46%	47%
Other Revenue	10%	12%	16%	9%	11%	12%	14%	11%	13%	11%
State Reimbursement	44%	40%	49%	45%	46%	48%	52%	51%	42%	43%



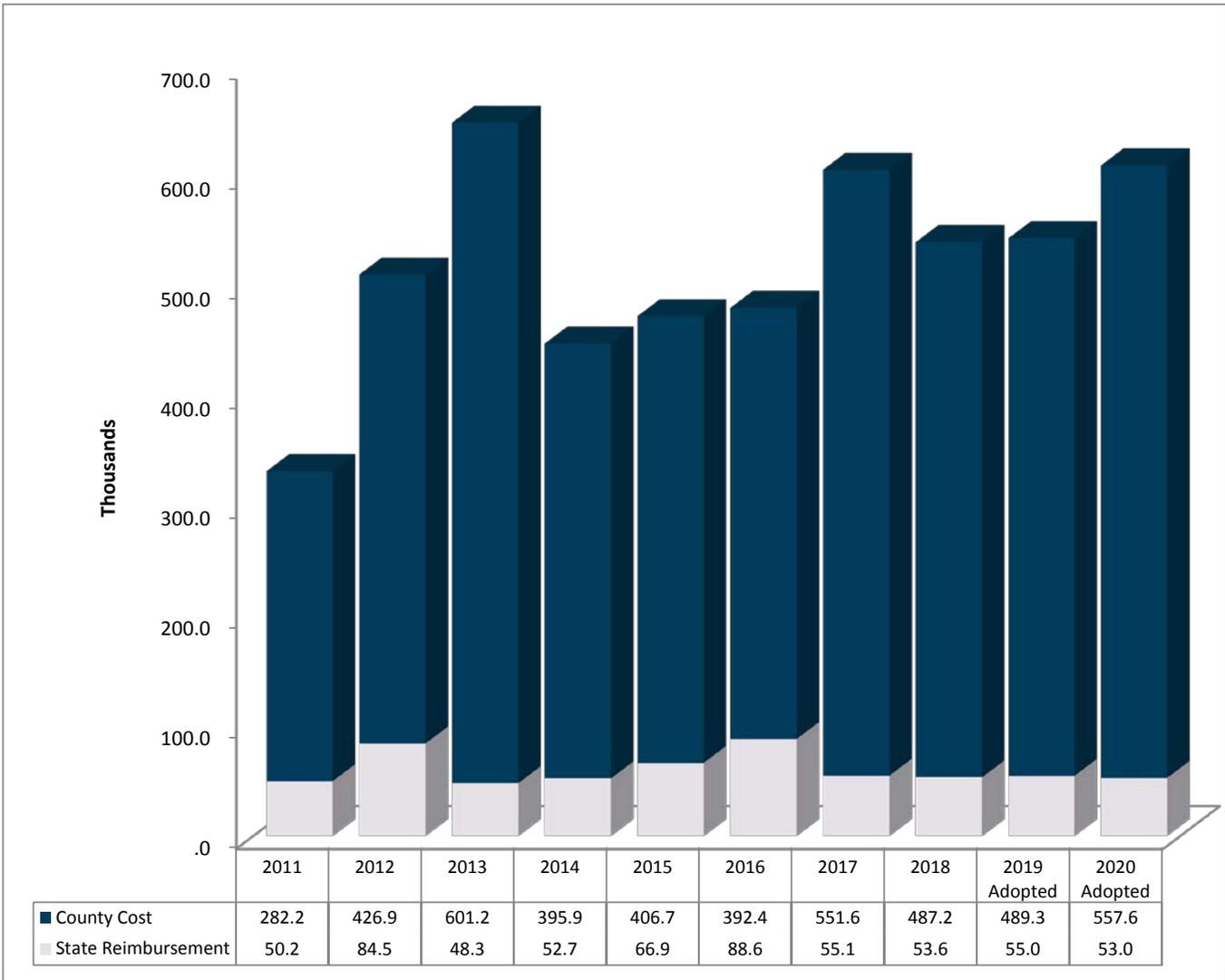
Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
County Cost	90%	90%	91%	90%	90%	90%	90%	90%	91%	91%
State Reimbursement	10%	10%	9%	10%	10%	10%	10%	10%	9%	9%



Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
County Cost	60%	63%	64%	64%	59%	59%	57%	56%	59%	61%
Other Revenue	0%	0%	0%	0%	0%	0%	5%	5%	4%	4%
State Reimbursement	40%	37%	36%	36%	41%	41%	38%	39%	37%	35%

REGISTRAR AND ELECTORAL BOARD

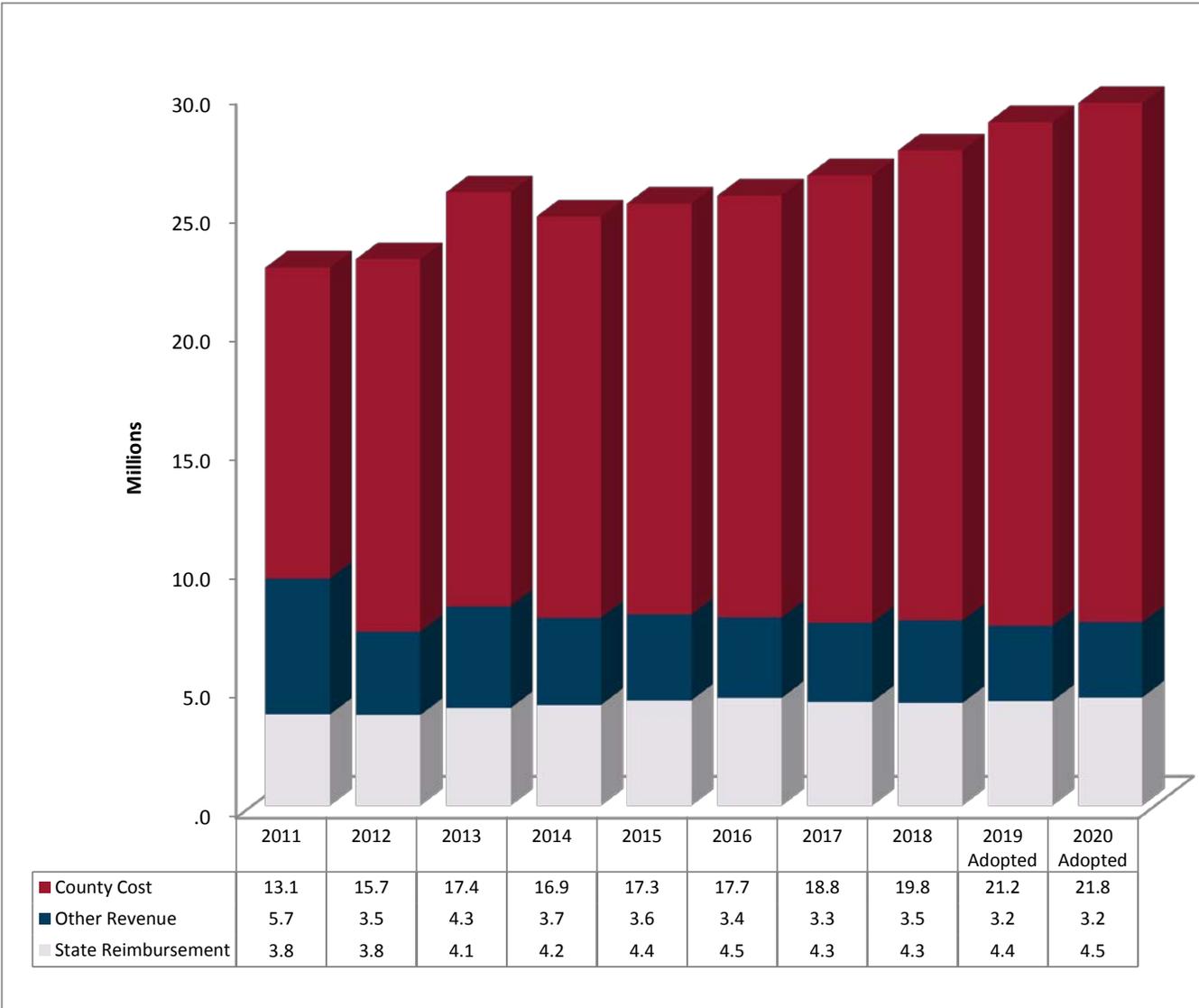
FY2020 Adopted Budget



Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
State Reimbursement	15%	17%	7%	12%	14%	18%	9%	10%	10%	9%
County Cost	85%	83%	93%	88%	86%	82%	91%	90%	90%	91%

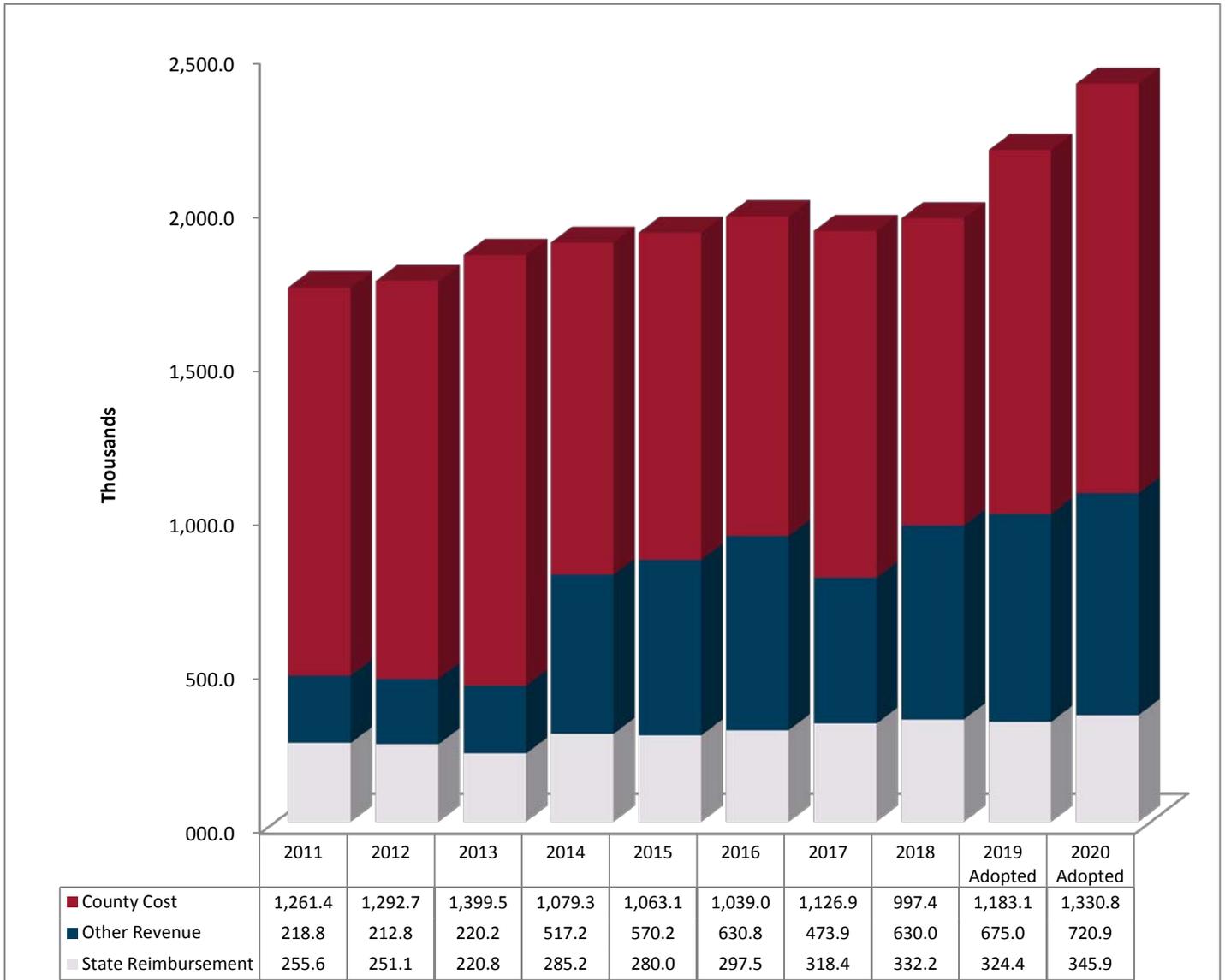
SHERIFF AND COURT DEPUTIES

FY2020 Adopted Budget



Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
County Cost	58%	67%	66%	68%	68%	70%	71%	72%	74%	74%
Other Revenue	25%	15%	17%	15%	14%	13%	13%	13%	11%	11%
State Reimbursement	17%	17%	16%	17%	17%	18%	16%	16%	15%	15%

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

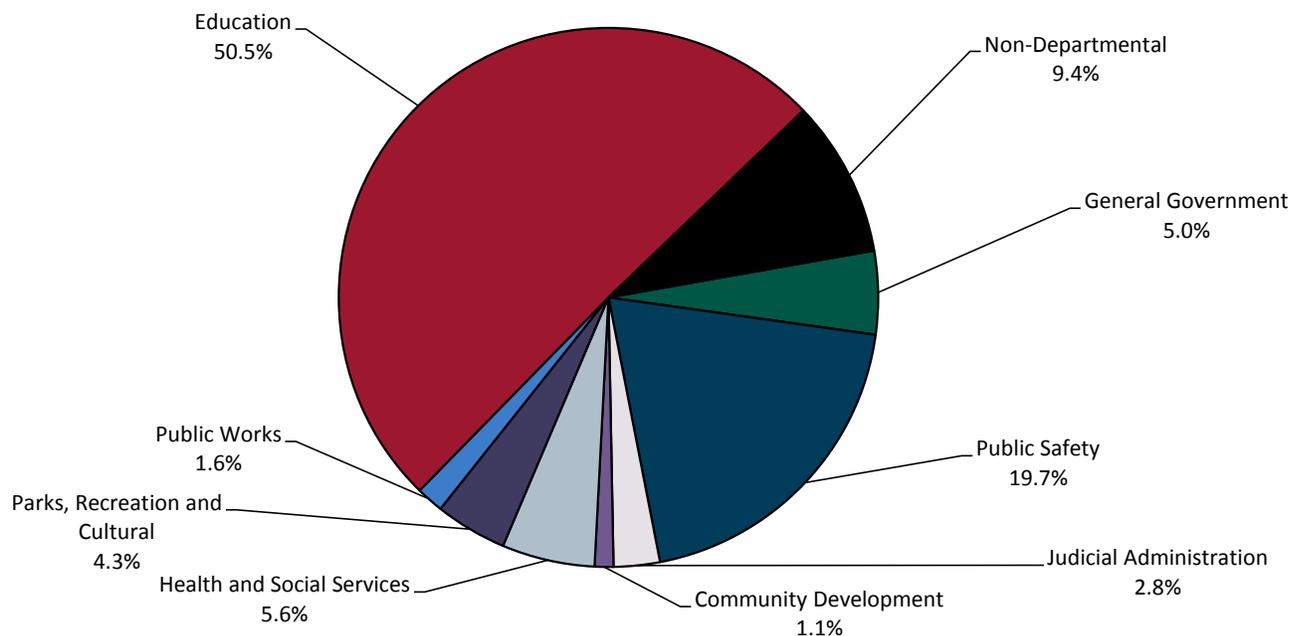


Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
County Cost	73%	73%	76%	57%	57%	52%	59%	51%	54%	57%
Other Revenue	13%	12%	12%	27%	30%	32%	25%	32%	31%	30%
State Reimbursement	15%	14%	12%	15%	15%	15%	17%	17%	15%	14%

GENERAL FUND EXPENDITURES: FUNCTIONAL AREA

FY2020 Adopted Budget

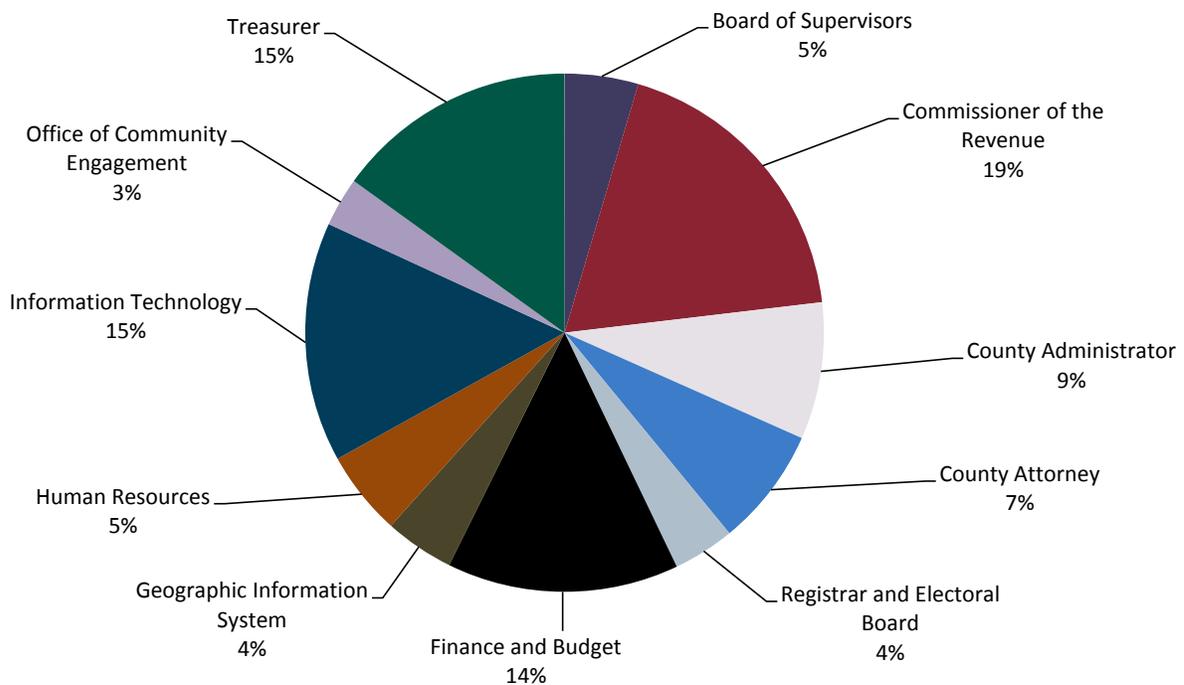
	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
General Government	\$12,778,479	\$14,359,339	\$15,914,048	\$1,554,709	10.8%
Public Safety	57,617,647	60,708,762	62,905,447	2,196,685	3.6%
Judicial Administration	7,849,633	8,445,631	8,821,895	376,264	4.5%
Community Development	3,368,819	3,469,472	3,556,986	87,514	2.5%
Health and Social Services	15,172,721	17,935,612	17,715,824	(219,788)	(1.2)%
Parks, Recreation and Cultural	12,938,681	13,363,312	13,744,345	381,033	2.9%
Public Works	5,069,842	5,317,245	5,226,230	(91,015)	(1.7)%
Education	149,193,199	154,813,060	160,993,116	6,180,056	4.0%
Non-Departmental	24,009,881	26,716,521	29,974,812	3,258,291	12.2%
Total Expenditures	\$287,998,902	\$305,128,954	\$318,852,703	\$13,723,749	4.5%



GENERAL GOVERNMENT

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Board of Supervisors	\$632,689	\$734,829	\$729,505	(\$5,324)	(0.7)%
Commissioner of the Revenue	2,614,251	2,836,934	2,949,654	112,720	4.0%
County Administrator	1,087,999	1,139,395	1,359,333	219,938	19.3%
County Attorney	1,085,796	1,014,102	1,177,441	163,339	16.1%
Registrar and Electoral Board	540,878	544,348	610,552	66,204	12.2%
Finance and Budget	1,625,447	1,941,509	2,297,095	355,586	18.3%
Geographic Information System	637,656	661,132	689,204	28,072	4.2%
Human Resources	518,348	640,433	837,527	197,094	30.8%
Information Technology	1,802,770	2,303,207	2,379,226	76,019	3.3%
Office of Community Engagement	273,024	360,960	486,902	125,942	34.9%
Treasurer	1,959,621	2,182,490	2,397,609	215,119	9.9%
Total Expenditures	\$12,778,479	\$14,359,339	\$15,914,048	\$1,554,709	10.8%



Mission

The Stafford County Board of Supervisor's (BOS) will provide excellent and efficient government services that promote a safe, healthy and prosperous community through responsible and accountable government. The BOS strategic priorities include Healthy Growth, Quality Educational Opportunities, Organizational Excellence, Responsive Transportation System, Vibrant and Exciting Business Community, Dedicated and Responsive Public Safety Team, and the Heartbeat of Recreation, History and Culture, all encompassed by an overall theme of Fiscal Responsibility and Reducing the Tax Burden.

Who Are We?

Legislative Facilitation

- The 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; 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 BOS are elected annually by the members of the BOS.

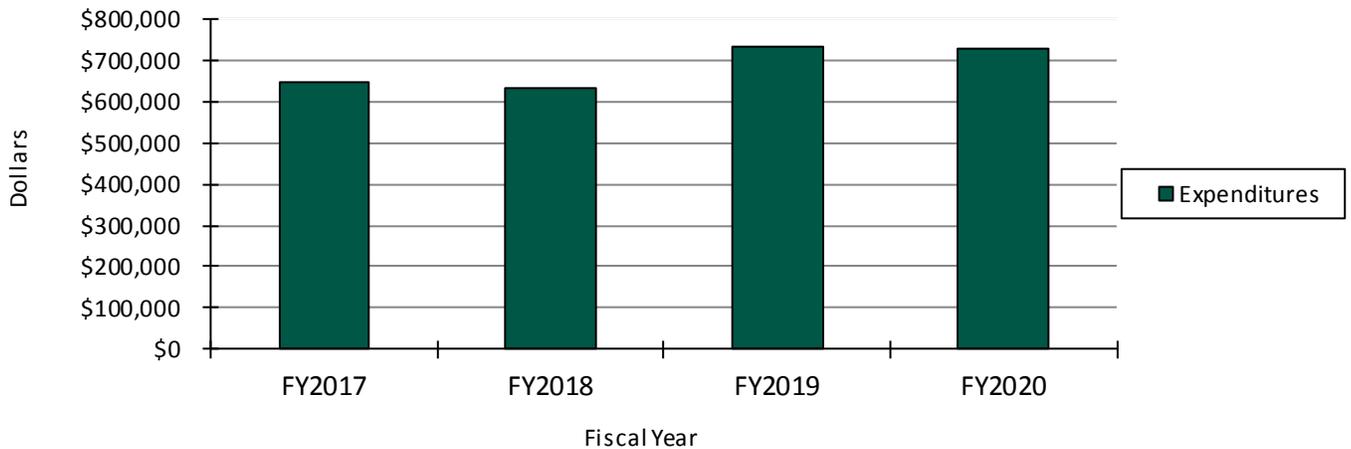
Citizen Information/Community Awareness

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$235,058	\$223,986	\$234,827	\$229,503	(\$5,324)	-2.3%
Operating	411,363	408,703	500,002	500,002	0	0.0%
Local Tax Funding	\$646,421	\$632,689	\$734,829	\$729,505	(\$5,324)	-0.7%

Funded Positions						
Part-Time Positions	7	7	7	7	0	0.0%



Notable Changes

Personnel

- Projected health insurance savings

Operating

- No changes

Goals/Objectives

- Continue to promote a safe, healthy and prosperous community through responsible and accountable government by working to meet the BOS strategic priorities for the community, which include Healthy Growth, Quality Educational Opportunities, Organizational Excellence, Responsive Transportation System, Vibrant and Exciting Business Community, Dedicated and Responsive Public Safety Team, and the Heartbeat of Recreation, History and Culture (Service levels 1, 2, 3, 4, 5, 6, and 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 maintaining the County’s AAA bond rating with all rating agencies (Service levels 4, 5, and 6)
- Citizen Action Officer engages staff, outside vendors/businesses/VDOT, etc. to address constituent inquiries presented to the BOS (Service level 7)
- Establish and implement policies that maintain a high quality of life for County residents and visitors (Service levels 1, 2, 3, 4, 5, 6, and 7)

Service Levels	FY2018 Actual	FY2019 Plan	FY2020 Budget
1. Board of Supervisor Meetings	23	24	24
2. Ordinances Adopted/Considered	31	55	40
3. Resolution Adopted/Considered	325	400	375
4. Bond Rating Fitch	AAA	AAA	AAA
5. Bond Rating Moody's	Aa1	Aaa	Aaa
6. Bond Rating S & P	AAA	AAA	AAA
7. BOS requests for constituent assistance processed	635	700	700

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.

Who Are We?

Personal Property Tax

- Assesses all tangible personal property i.e., vehicles, trailers, motor homes, business property, machinery and 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.

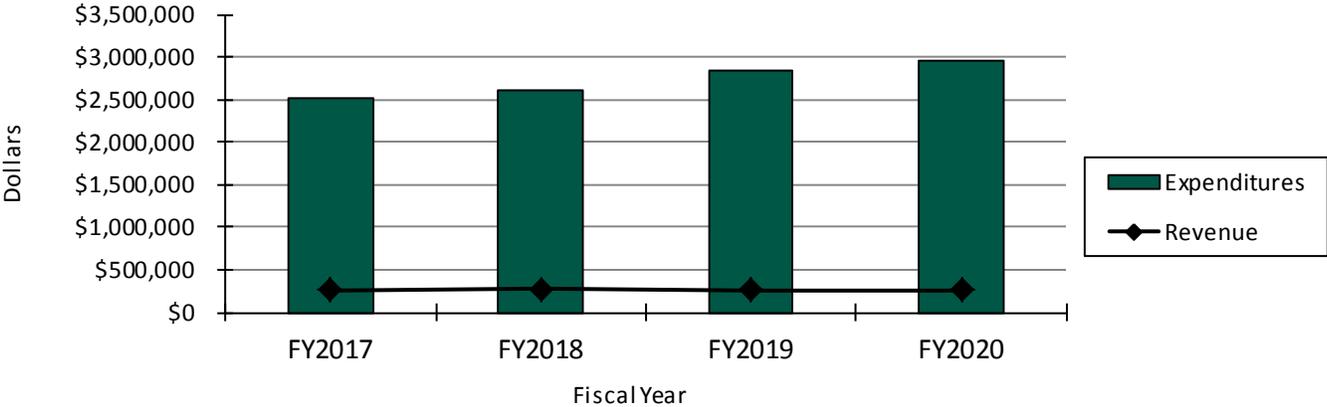
Disabled Veterans Tax Relief

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$2,276,232	\$2,298,516	\$2,541,376	\$2,608,377	\$67,001	2.6%
Operating	237,520	315,735	295,558	341,277	45,719	15.5%
Total	2,513,752	2,614,251	2,836,934	2,949,654	112,720	4.0%
Revenue	256,280	268,122	264,318	266,272	1,954	0.7%
Local Tax Funding	\$2,257,472	\$2,346,129	\$2,572,616	\$2,683,382	\$110,766	4.3%

Funded Positions						
Full-Time Positions	29	29	29	29	0	0.0%
Part-Time Positions	1	1	1	1	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Upgrade increase in yearly maintenance fees to Laserfiche
- Mobile assessor annual maintenance fees beginning July 1, 2019
- Just Appraised - yearly maintenance fees
- Data plan for mobile assessors iPad

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, and 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 level 1)
- Ensure that every property owner understands the assessment process and how property values are derived. (Service levels 1, 6, and 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.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Customers Assisted (phone calls and walk-ins)	35,774	48,500	40,000
2. Real Estate Changes (transfers, splits, boundary line adjustments)	9,113	7,850	9,000
3. Real Estate Special Programs (land use, elderly and disabled tax relief, veterans tax relief)	2,949	3,000	3,000
4. Business accounts	6,075	6,400	6,100
5. VA tax returns	5,321	7,000	6,000
6. Vehicles assessed	145,849	131,000	150,000
7. New business registrations	575	200	200
8. Military tax exemptions	1,766	1,900	2,000
9. Business site visits	1822	100	2000
10. Disabled vet applications	645	700	750

Mission

To help achieve the Board of Supervisors (BOS) strategic priorities for the community, which include Healthy Growth, Quality Educational Opportunities, Organizational Excellence, Responsive Transportation System, Vibrant and Exciting Business Community, Dedicated and Responsive Public Safety Team, and the Heartbeat of Recreation, History and Culture, all encompassed by Fiscal Responsibility and Reducing the Tax Burden by ensuring that elected officials, staff, the business community and citizens work together and where heart, home, and a healthy business environment come together in one community.

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 BOS 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 BOS.

Staff Support to the Board of Supervisors

- Coordinates preparation of agenda materials for the BOS and BOS committee meetings. Processes resolutions, ordinances, and proclamations as approved by the BOS.
- Assists in office management, preparation of statistical and financial reports including budget preparation, and coordinating special events.
- Responsible for permanent recordation of resolutions, ordinances, proclamations and meeting minutes as determined by the Library of Virginia, Records Retention specifications.

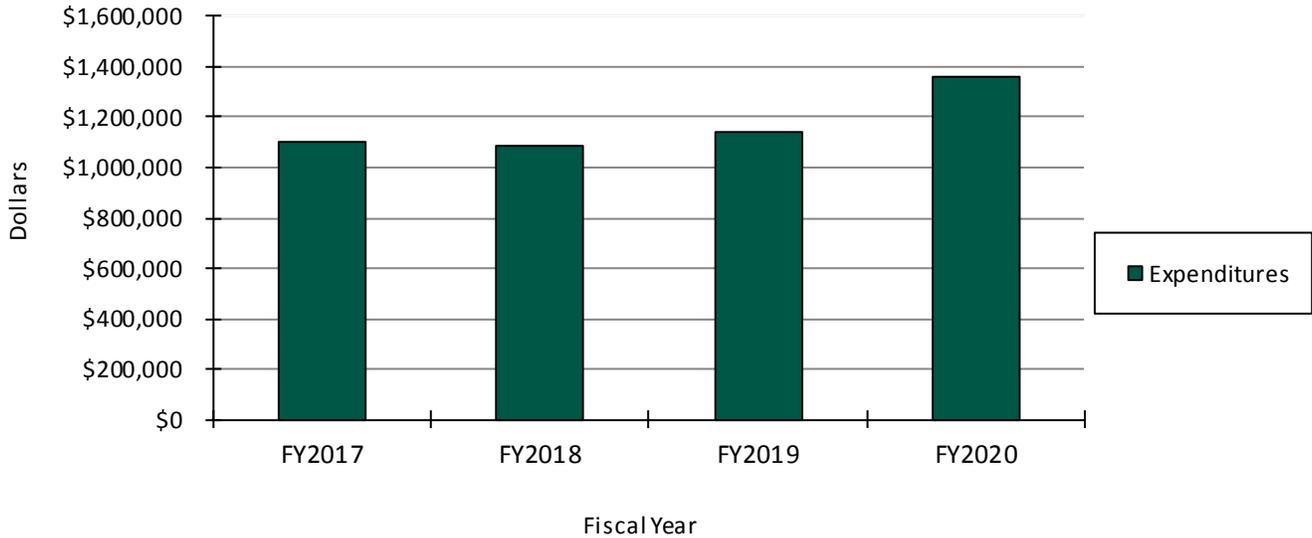
Community Building

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,074,708	\$1,047,195	\$1,060,513	\$1,258,944	\$198,431	18.7%
Operating	27,296	40,804	78,882	100,389	21,507	27.3%
Local Tax Funding	\$1,102,004	\$1,087,999	\$1,139,395	\$1,359,333	\$219,938	19.3%

Funded Positions						
Full-Time Positions	7	7	7	8	1	14.3%
Part-Time Positions	0	0	0	0	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Project Manager

Operating

- Change in cost allocation
- Project Manager operating costs
- Strategic plan management tool

Goals/Objectives

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

The above goals support the BOS strategic priorities for the community, which include Healthy Growth, Quality Educational Opportunities, Organizational Excellence, Responsive Transportation System, Vibrant and Exciting Business Community, Dedicated and Responsive Public Safety Team, and the Heartbeat of Recreation, History and Culture, and the County’s Principles of High Performance Management.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Bond Rating – Fitch	AAA	AAA	AAA
2. Bond Rating – Standard & Poor’s	AAA	AAA	AAA
3. Bond Rating – Moody’s	Aa1	Aaa	Aaa
4. BOS Requests for Constituent Assistance Processed	600	700	750
5. BOS Agenda Items	508	525	525
6. BOS Action Items	688	650	675
7. BOS Resolutions	376	400	400
8. BOS Ordinances	46	55	50
9. BOS Proclamations	35	35	35
10. FOIA Requests	189	250	250

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.

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.

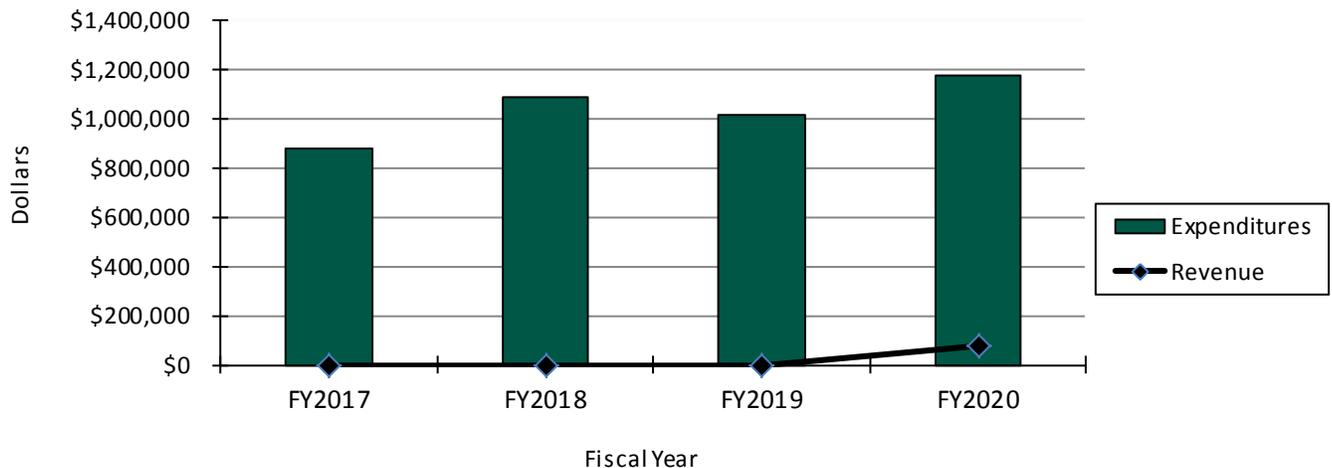
Our Additional Functions

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$810,143	\$859,837	\$788,112	\$930,446	\$142,334	18.1%
Operating	71,692	225,959	225,990	246,995	21,005	9.3%
Total	881,835	1,085,796	1,014,102	1,177,441	163,339	16.1%
Revenue	0	0	0	78,860	78,860	100.0%
Local Tax Funding	\$881,835	\$1,085,796	\$1,014,102	\$1,098,581	\$84,479	8.3%

Funded Positions						
Full-Time Positions	7	7	7	8	1	14.3%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Assistant County Attorney I (Funded by School, Utilities and General Fund for Purchasing)

Operating

- Change in cost allocation
- Decrease in mileage and legal services

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 and 3)
- 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, 2, 3, and 4)
- Advise and support the County’s FOIA officer and County departments with regards to records retention and responses to production requests, including the exclusion of exempt materials. (Service levels 1 and 5)
- 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)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Provide legal advice and opinions to the Board, Planning Commission, and other BACCs; County Administration, County departments and staff; and Constitutional Officers and their staffs (manual tracking (approx.))	360	425	380
2. Deed review and drafting (manual tracking (approx.))	205	200	230
3. Litigation (active, open cases, not including condemnations) and newly filed Bankruptcy cases ((manual tracking) (approx.))	100	110*	90
4. Procurement contract review and negotiation (manual tracking (approx.))	57	60	80
5. Review of Freedom of Information Act production requests (manual tracking (approx.))	125	150	200

*Previous service levels combined. Litigation: 40 and Bankruptcy: 70.

Mission

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

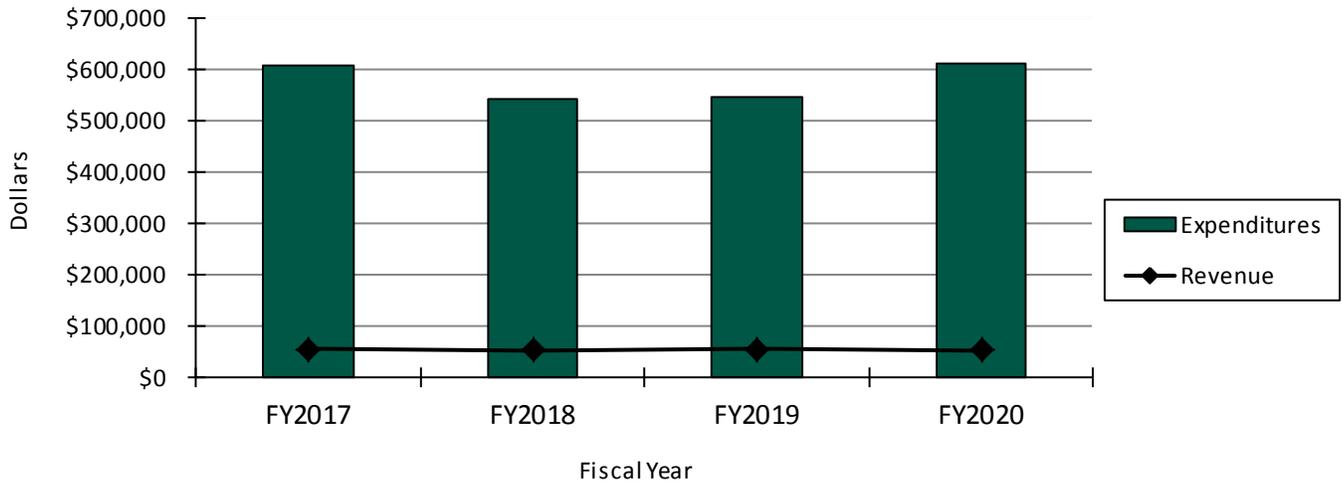
Who Are We?

- Appointed Constitutional Officer.
- Conduct voter registration and elections as required by the Commonwealth's Constitution, the Code of Virginia, and 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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$404,505	\$385,963	\$397,008	\$416,218	\$19,210	4.8%
Operating	202,172	154,915	147,340	194,334	46,994	31.9%
Total	606,677	540,878	544,348	610,552	66,204	12.2%
Revenue	55,082	53,632	55,000	53,000	(2,000)	-3.6%
Local Tax Funding	\$551,595	\$487,246	\$489,348	\$557,552	\$68,204	13.9%

Funded Positions						
Full-Time Positions	3	3	3	3	0	0.0%
Part-Time Positions	1	1	1	1	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Increased number of election workers

Operating

- Legal fees
- Vendor cost for print & mailing of voter cards
- Increase in ballot printing
- Increase in postage for higher vote-by-mail and overall rate increase for outgoing mail and returned mail
- Addition of fax machine

Operating (continued)

- Contract with Hilldrup to provide cartage of election equipment
- Increase in rental rate and fee increase at our warehouse

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.

Service Levels	CY2018 Actual	CY2019 Estimates	CY2020 Estimate
Voting age population (Weldon at UVA extrapolation - 80%)	130,000	132,000	135,000
Registered voters (Mid-November annual actual)(Incl. "Inactive")	96,137	98,000	100,000
High school seniors	2,200	2,200	2200
Percentage of eligible voters registered (80% historic "ceiling")	74	75	75
Registrants growth (year-to-year) (Mid-November annual actual)	+5068	+2,000	+2,000
Voter registration transactions	90,000	45,000	90,000
Elections	2	2	3
Voters on election day(s)	61,041	50,000	110,000

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.

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 (CIP).
- Provides financial planning and analytical services to the County Administrator and Board of Supervisors (BOS).
- Coordinates debt management, financial policies, and issuance of debt.
- Develops and publishes the five year financial outlook.

Purchasing

- Ensures the County adheres to the Virginia Public Procurement Act.
- Prepares, administers, and facilitates all formal bids and proposals, and negotiations for the County and the School Board.
- Issues purchase orders and standard contracts for services and supplies.
- Manages all procurement vendors' issues on behalf of the County and School Board.
- Manages the Contract lifecycle for the County and School Board.
- Administers and manages the P-Card Program.
- Disposes of County surplus property.

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.

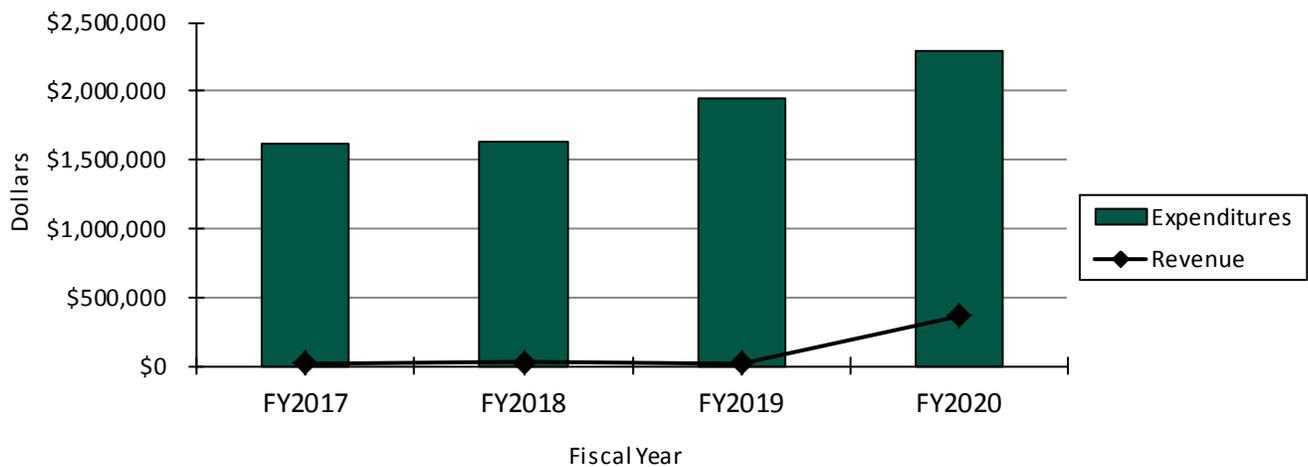
Records Management

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,522,274	\$1,502,188	\$1,825,933	\$2,162,521	\$336,588	18.4%
Operating	98,438	123,259	115,576	134,574	18,998	16.4%
Total	1,620,712	1,625,447	1,941,509	2,297,095	355,586	18.3%
Revenue	21,778	27,365	21,800	361,509	339,709	1558.3%
Local Tax Funding	\$1,598,934	\$1,598,082	\$1,919,709	\$1,935,586	\$15,877	0.8%

Funded Positions						
Full-Time Positions	16	16	17	19	2	11.8%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Purchasing Card Administrator (Funded by rebate collected for increased usage of card)
- 1 Full-Time Senior Contract Officer (Funded by Utilities Fund)

Operating

- Change in cost allocation
- Increase in contracts cost SunGard
- Increase in training for Purchasing division

Goals/Objectives

- Complete timely monthly financial reports and the Comprehensive Annual Financial Report (CAFR) with an unmodified audit opinion. (Service levels 1, 2, and 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 maintain the County’s credit ratings. (Service levels 1, 2, 3, 4, 5, and 6)
- Create standardized IFB, RFP, and Informal solicitation templates for IT, Construction, and General Services and create annual cycle to update each July 1st as the laws go into effect. (Service levels 6, 7, 8, 9, and 10)
- Create standardized Contract templates for IT, Construction, & General Services, Rider Agreements, End User License Agreement Addendums and create annual cycle to update each July 1st as the laws go into effect. (Service levels 6, 7, 8, 9, and 10)
- Rewrite Procurement Policies to reflect updated VPPA Changes, and to incorporate Shared Services with Public Schools. Create annual cycle to update each July 1st as the laws go into effect. (Service levels 6, 7, 8, 9, and 10)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Department receives GFOA award for both Budget and CAFR	Yes/Yes	Yes/Yes	Yes/Yes
2. CAFR Finalized	12/15/17	12/14/18	11/30/19
3. Length of time (days) to complete monthly closing.	15	17	14
4. Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure)	Yes	Yes	Yes
5. P-Card rebate	\$27,365	\$21,800	\$82,000
6. Full compliance to County’s financial policies	Yes	Yes	Yes
7. Standardize Procurement Solicitation templates	No	No	Yes
8. Standardize Procurement Contract templates	No	No	Yes
9. Update Policies to reflect VPPA changes	No	No	Yes
10. Update Policies for Shared Services (County&School)	No	No	Yes

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 through our websites and spatial data. We also provide personal assistance through our walk-in counter.

Who Are We?

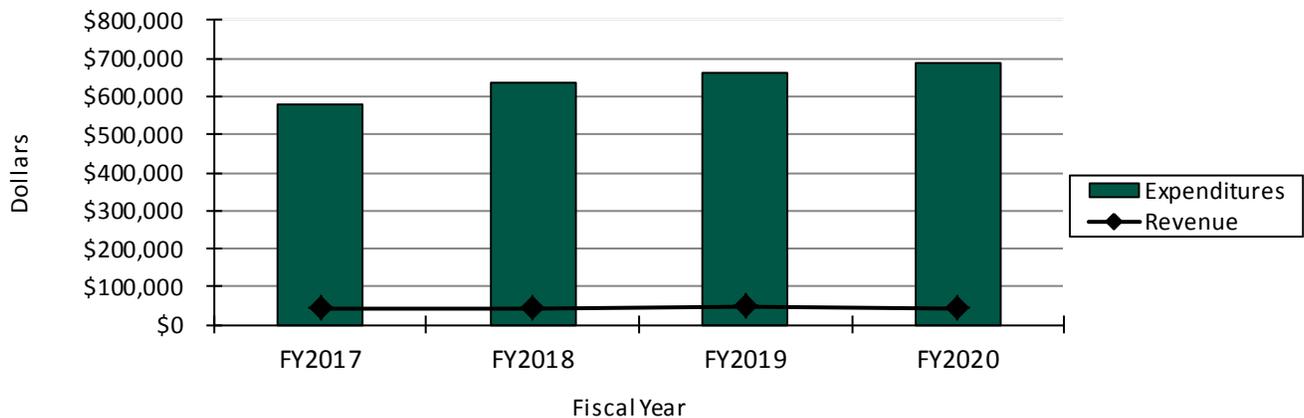
Geographic Information Systems

- 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 targeted desktop applications and mobile applications.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$383,105	\$407,535	\$424,610	\$441,027	\$16,417	3.9%
Operating	195,517	230,121	236,522	248,177	11,655	4.9%
Total	578,622	637,656	661,132	689,204	28,072	4.2%
Revenue	45,375	43,700	48,565	45,156	(3,409)	-7.0%
Local Tax Funding	\$533,247	\$593,956	\$612,567	\$644,048	\$31,481	5.1%

Funded Positions						
Full-Time Positions	5	5	5	5	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Increase in contracts

Goals/Objectives

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

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. GIS Interactive and Static Web Site number of Hits http://data-staffordva-gis.opendata.arcgis.com/	1,118,720	1,230,592	1,500,000
2. GIS Map Sales – External Customers	836	850	900
3. Street Atlases (Internal) (Sheriff, Fire and Rescue, and Utilities)	300	350	300
4. Street Atlases (External)	100	150	150

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.

Who Are We?

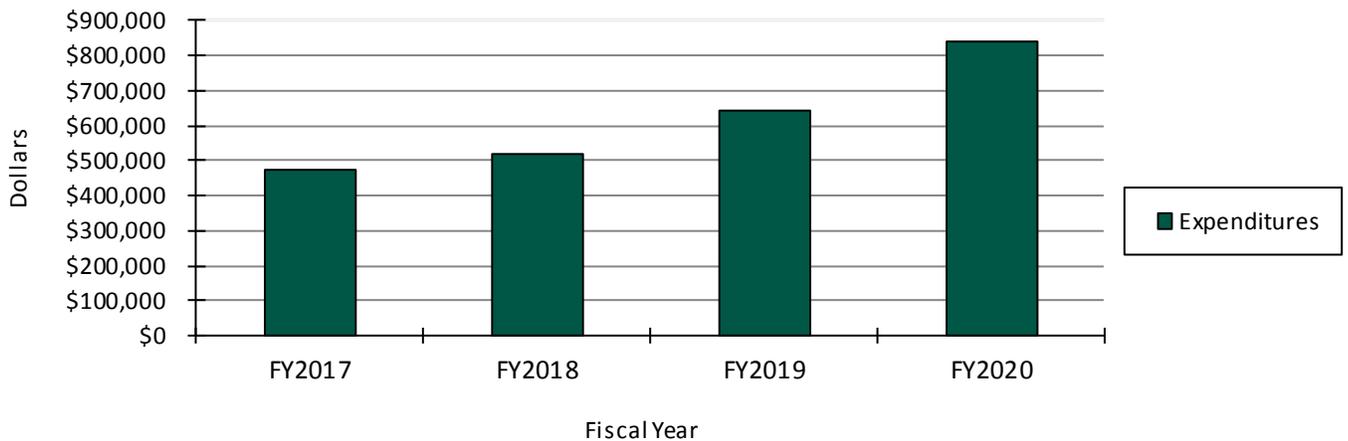
Human Resources works to recruit and retain talented employees and to engage them in providing the highest quality customer service to each other, to citizens, and to other customers. Staff does this through:

- 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
 - 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$448,159	\$493,954	\$515,223	\$715,716	\$200,493	38.9%
Operating	23,690	24,394	125,210	121,811	(3,399)	-2.7%
Local Tax Funding	\$471,849	\$518,348	\$640,433	\$837,527	\$197,094	30.8%

Funded Positions						
Full-Time Positions	5	5	5	7	2	40.0%
Part-Time Positions	1	1	1	1	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Human Resources Specialist
- 1 Full-Time Professional & Organizational Development Specialist (Cost neutral in first year)

Operating

- Change in cost allocation
- New position operating costs
- Increase in contract cost

Goals/Objectives

- Manage a health insurance program that enhances employee engagement including education and resources to for employees in high risk categories. (Service level 10)
- Recruit and retain qualified employees to fill position vacancies throughout the organization. (Service level 13)
- 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)
- Develop and promote the 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)
- 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 11 and 12)
- Provide employees a variety of professional development opportunities through Instructor Led and Online Training Opportunities. (Service level 6)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Number of HR policies reviewed	2	2	4
2. Number of HR policies updated	0	4	4
3. Number of employees engaged in Wellness program.	20	250	400
4. Average number of miles walked of Wellness program participants. **	N/A	200	450
5. Number of promotions	144	125	125
6. Number of professional development courses/programs offered to employees (customer service, leadership training, supervisory skills, etc.)	28	22	35
7. Turnover rate (full time)*	9.9%	8.0%	7.5%
8. Turnover rate for Sheriff employees (full time)*	11.9%	14.0%	11.0%
9. Turnover rate for Fire and Rescue employees (full time)*	5.6%	5.0%	5.0%
10. Percent of employees engaged in condition care programs who are moderate to high risk (reported by calendar year)	86.1%	90%	95%
11. Number of salary surveys completed (both internal and external)	34	25	35
12. Number of individual positions reviewed and/or reclassified	57	30	75
13. Number of Full Time New Hires	126	150	135

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

**New program to track Wellness participation started in December 2018. FY2019 budget is for half a year.

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 County personnel with information relative to their operations; support strategic planning; promote effective resource management; enhance customer service, and promote internal and external communications.

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.

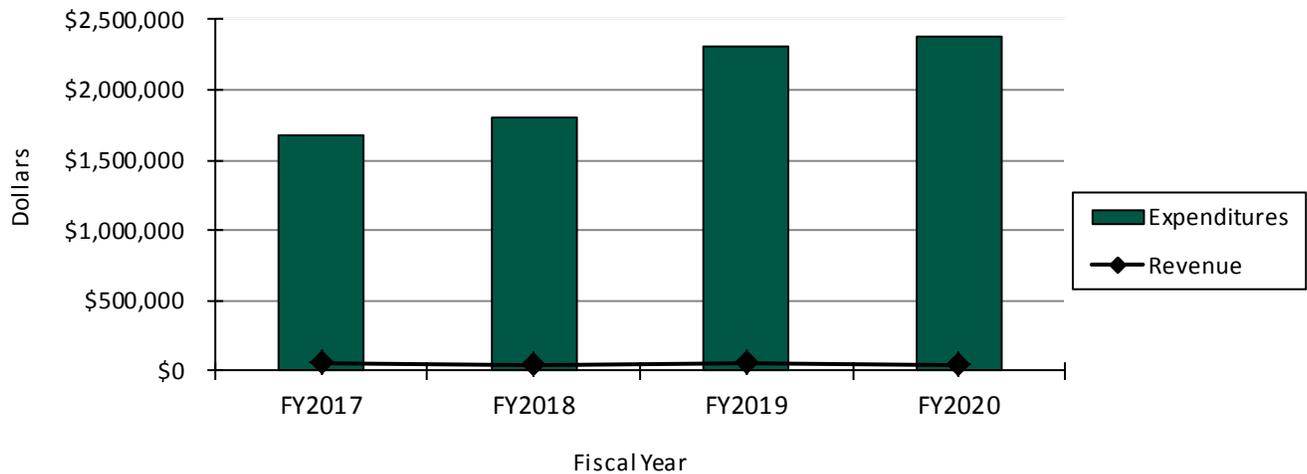
Cyber Security

- Monitors County Network for security threats.
- Perform risk assessments and testing of IT systems.
- Administers security awareness training for all staff.
- Develop, update, and implement security policies.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,340,090	\$1,420,123	\$1,673,085	\$1,722,399	\$49,314	2.9%
Operating	329,744	382,647	630,122	656,827	26,705	4.2%
Total	1,669,834	1,802,770	2,303,207	2,379,226	76,019	3.3%
Revenue	60,611	41,042	60,000	41,042	(18,958)	-31.6%
Local Tax Funding	\$1,609,223	\$1,761,728	\$2,243,207	\$2,338,184	\$94,977	4.2%

Funded Positions						
Full-Time Positions	12	14	15	15	0	0.0%
Part-Time Positions	2	0	0	0	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Change in cost allocation
- Increase in training
- Increase in contracts

Goals/Objectives

- Provide high quality and timely IT services to County departments and Constitutional Offices. (Service levels 1, 2, 3, 4, and 5)
- Enhance the integration of ePlans with the County’s Land Information System (Hansen). (Service levels 1, 2, and 3)
- Enhance the deployment of Onbase to departments that are not currently utilizing it and add workflow and mobile capabilities. (Service levels 1, 2, and 3)
- Enhance cyber security capabilities at the County and conduct a County-wide security risk assessment. Continue security awareness training and test the effectiveness of it with phishing tests (Service levels 1, 2, and 3)
- Continue working with Public Safety departments to assist with maintaining the Computer Aided Dispatch (CAD) and Records Management System (RMS) system and providing 7 by 24 hour on-call IT support. (Service levels 1, 2, and 5)
- Continue to strengthen disaster recovery capability using virtualization and redundant storage area network (SAN) storage between the Administration Center data center and Public Safety Center data center, per the recommendations in the Strategic Plan (STP). (Service level 5)
- Support the implementation of new cloud-based applications including: talent management system, County strategy tracking, and innovation and idea- tracking software. (Service levels 4 and 5)
- Evaluate the online customer experience with County’s e-Commerce systems and develop recommendations to improve them.
- Complete Enterprise Resource Planning (ERP) needs assessment and development requirements for a new ERP to be purchased in FY2021.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Hours providing direct services (help calls and projects) (Track IT)	21,600	21,700	21,900
2. Help Desk calls solved (TrackIT)	3,600	3,700	3,900
3. Project Requests Completed (TrackIT)	750	775	1,520
4. Average number of minutes to solve a help call	50	49	49
5. Percent of up-time, system availability	99%	99%	99%
6. Number of computers replaced	138	157	165
7. Percent of County Facilities Connected to Fiber Network	51%	58%	58%

Mission

The Community Engagement office promotes citizen engagement with local government by providing information to the public and supporting internal and external partners.

Who Are We?

The Community Engagement Office is comprised of Citizens Assistance, Volunteer Services, and Communications. These programs serve Stafford County Government by identifying and implementing appropriate assistive and communication strategies allowing the government to communicate and engage effectively with its customers, elected officials, and employees while fostering an informed citizenry.

Citizen Assistance and Volunteer Services:

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

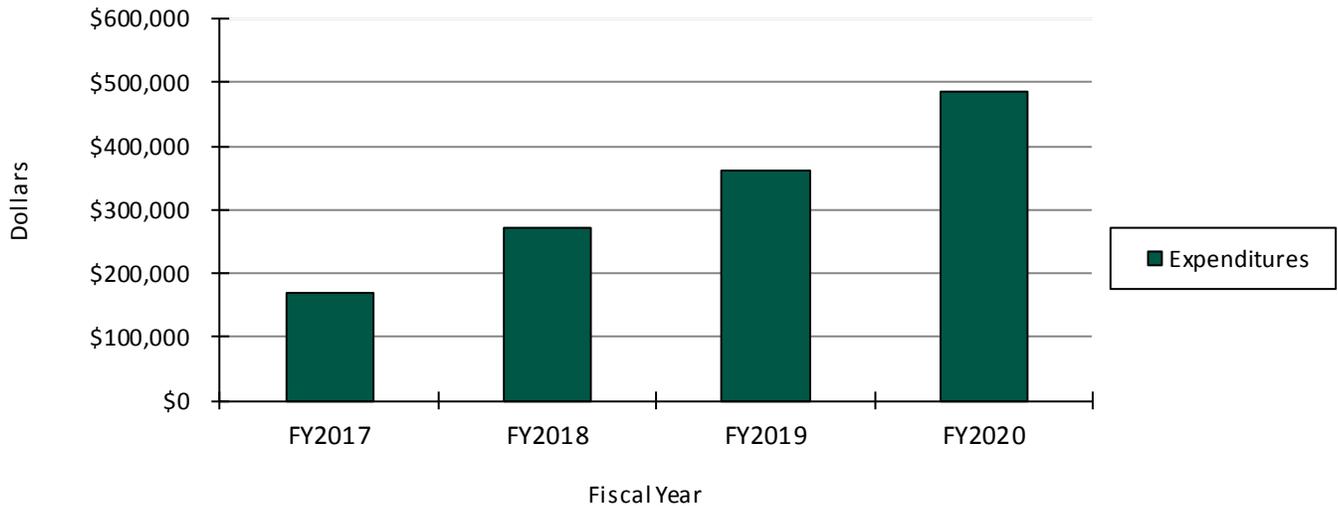
Communications:

- Staff implements strategic communication efforts that support the Board of Supervisors (BOS) priorities and services Stafford County provides.
- Serves as the primary spokesperson for the County 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.
- Supports and plans several special events and initiatives of the BOS and County Administration.
- Responsible for emergency communications along with employee communications.
- Oversees and manages the content and design for the website, and facilitates the government cable channel as well as the Telecommunications Commission.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$137,605	\$231,234	\$318,886	\$424,267	\$105,381	33.0%
Operating	\$32,468	\$41,790	42,074	62,635	20,561	48.9%
Local Tax Funding	\$170,073	\$273,024	\$360,960	\$486,902	\$125,942	34.9%

Funded Positions						
Full-Time Positions	2	3	4	4	0	0.0%
Part-Time Positions	1	1	1	1	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Funding for Manager of Citizens Assistance moved from the Utilities Fund to General Fund

Operating

- Change in cost allocation
- Yearly fee for archive social media
- Design center for civic plus to improve County website

Goals/Objectives

- Implement innovative volunteer programs across local government departments that are engaging, increase skills and knowledge, and provide meaningful opportunities to those of varying abilities and skill levels. (Service levels 1 and 2)
- Ensure that citizen and customer inquiries and concerns are addressed in a timely and efficient manner. (Service levels 1, 2, and 3)
- Develop and implement innovative educational programs that will elevate the level of engagement with the community. (Service level 6)
- Implement social media strategies across several different platforms to promote citizen engagement with local government. (Service level 4)
- Identify and create appropriate inbound content strategies to effectively communicate the BOS priorities and County services with customers and stakeholders. (Service level 5)
- Deliver relevant internal communication via new and current technologies to maximize staff engagement. (Service level 7)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Total number of volunteer hours	35,000	48,000	50,000
2. Savings realized through use of Citizen Assistance Volunteers	\$1.12M	\$1.82M	\$2.00M
3. Live Help Chats	1,200	1,500	1,600
4. Social Media Reach	N/A	1.20M	1.20M
5. Articles, Press Releases and Media Advisories	130	135	150
6. Citizen Engagement Youth Activities (3rd Grade Tours, Student Government Day, YES Program)	706	762	1016
7. Internal Communication Messages	N/A	110	110

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.

Who Are We?

Revenues

Cashiering Division

- Process citizen tax payments, utility payments, and all other County service fees and revenues.
- Capture and store images of supporting deposit information in the County's document management system for efficient research and retrieval.
- Assist citizens and visitors with inquiries related to tax accounts and other County service fees.
- Reconcile daily revenues.
- DMV Select Services.

Banking and Investment Division

- Oversees and administers daily cash management and banking activities related to the receipts, disbursements, and investments of all local and state revenues.
- Monitors revenues and ensures that daily revenues are uploaded accurately and timely into the financial accounting system.
- Administers reconciliation programs.
- Communicates with Utilities and Landfill Department to ensure cash flow levels are maintained for operational requirements, while maximizing investment potential.
- Facilitates refunds for billing adjustments or overpayments.

Operations

Billing Division

- Balance tax billing to assessment records and verify accuracy of bills prior to mailing.
- Produce bi-annual tax and delinquent notices as well as monthly supplements.
- Manage miscellaneous receivables including dog licenses, parking tickets, weed abatements, and trash removal.

Collections

Revenue Collections

- Answer telephone and live chat inquiries from citizens.
- Process electronic, online and incoming mail tax payments from citizens and mortgage, title, leasing, and lawyer settlement companies.
- Daily balancing of revenues collected.
- Handles all county payments returned by the bank as unpaid.
- Analyzes tax account inquiries from citizens to ensure records are accurate.
- Manages daily processing and reconciliation of State and Estimated Tax payments.

Delinquent Collections

- Research current address and employment information for delinquent taxpayers using a variety of tools.
- Administers the various collection methods allowed by law including wage and bank liens and Bill in Equity sales.
- Maintains bankruptcy filings and updates tax accounts with court rulings in accordance with mandated laws.

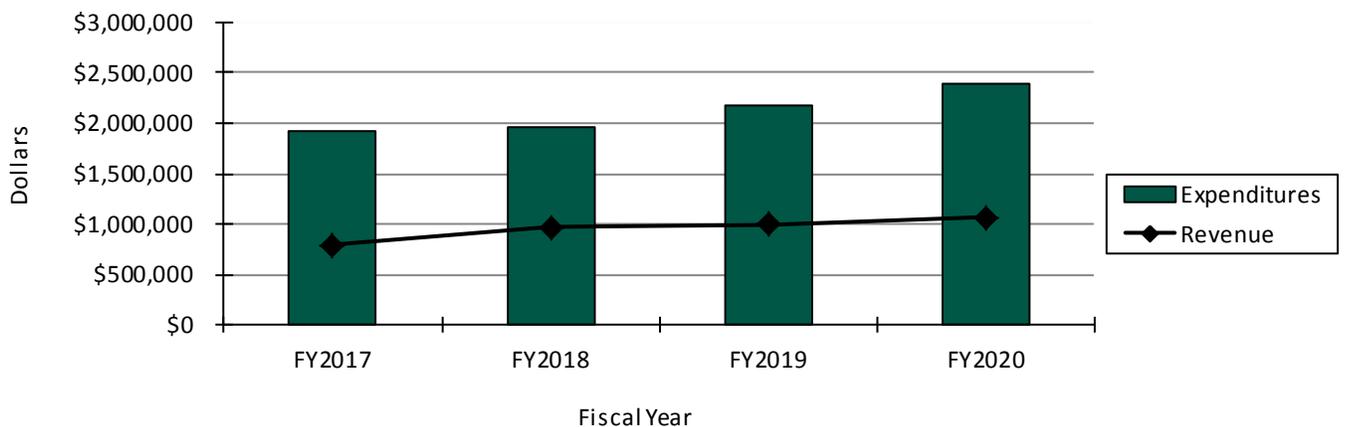
Delinquent Court Fines and Fees

- Receive and process debtor accounts from the Circuit, General District, and Juvenile Domestic Relations Courts to initiate delinquent notices.
- Research current address and employment information for debtor accounts using a variety of tools.
- Pursue collections through various efforts including wage liens.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,527,469	\$1,596,934	\$1,709,525	\$1,805,970	\$96,445	5.6%
Operating	391,701	362,687	472,965	591,639	118,674	25.1%
Total	1,919,170	1,959,621	2,182,490	2,397,609	215,119	9.9%
Revenue	792,283	962,196	999,370	1,066,784	67,414	6.7%
Local Tax Funding	\$1,126,887	\$997,425	\$1,183,120	\$1,330,825	\$147,705	12.5%

Funded Positions						
Full-Time Positions	18	18	19	19	0	0.0%
Part-Time Positions	3	3	3	3	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Change in cost allocation
- Increase in contracts
- Decrease in temporary agency funding
- Decrease in projection for State for court fines and fees

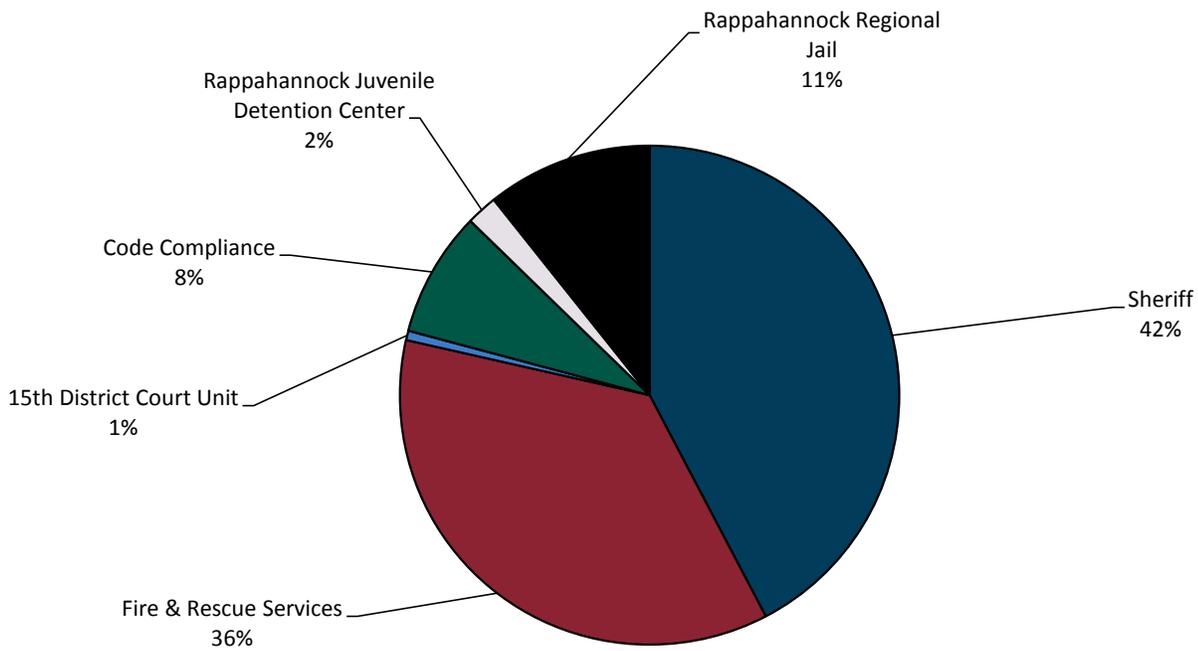
Goals/Objectives

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.

- Continue efforts to enhance the online myStafford Customer Portal performance, utilize tax e-billing features, and further promote paperless initiatives to achieve efficiency savings while meeting the needs and expectations of all stakeholders. (Service level 10)
- Partner with high volume tax service and leasing companies to increase electronic batch file exchanges to streamline payment processing. (Service level 9)
- Identify and execute improved security measures for the protections of both County and citizen resources and assets. (Service level 9)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Phone Calls	40,538	35,000	41,000
2. Delinquent Collection Actions: Notices, Liens, DSO, and Returns	126,146	114,700	129,900
3. DMV Stops	13,287	10,600	15,000
4. Real Estate & Personal Property Tax Bills	310,796	302,000	319,000
5. Utility Bills	445,757	432,000	449,500
6. Permit Fees Collected	37,878	44,800	45,000
7. State Income Returns and Estimates	4,150	4,600	4,600
8. Dog Tags Sold	6,395	4,000	2,500
9. In-House Payments: OTC, Mail, and Mortgage/Lease Batches	160,470	168,000	173,000
10. Lockbox Payments	40,345	60,000	50,000
11. Online and Electronic Payments	335,059	331,400	367,400
12. DMV Select Transactions	21,496	24,000	24,500
13. Delinquent Court Fines & Fee Collection Actions	10,348	15,000	20,000

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Sheriff	\$24,891,135	\$25,826,453	\$26,614,285	\$787,832	3.1%
Fire & Rescue Services	19,410,406	21,471,132	22,795,421	1,324,289	6.2%
15th District Court Unit	342,582	380,228	383,573	\$3,345	0.9%
Code Compliance	4,149,496	4,906,054	5,111,535	205,481	4.2%
Rappahannock Juvenile Detention Center	1,424,476	1,215,307	1,266,880	51,573	4.2%
Rappahannock Regional Jail	7,399,552	6,909,588	6,733,753	(175,835)	(2.5)%
Total Expenditures	\$57,617,647	\$60,708,762	\$62,905,447	\$2,196,685	3.6%



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.

Who Are We?

"Dedicated, innovative people, working with the community, to serve and protect Stafford County while using the best tools and technology available."

Law Enforcement Operations

- Patrolling the County, preventing crime, investigating accidents, enforcing traffic laws, and 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 and School Protection 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, Special Star Force Cadets and the Junior Deputy Academy.
- Providing car seat inspections, and 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 individuals suffering from other disorders).
- Strengthening Community partners through the Homeland Security SHIELD Program.
- Forming citizen-law enforcement partnerships through evolving and continuous special outreach programs.

Emergency Communications

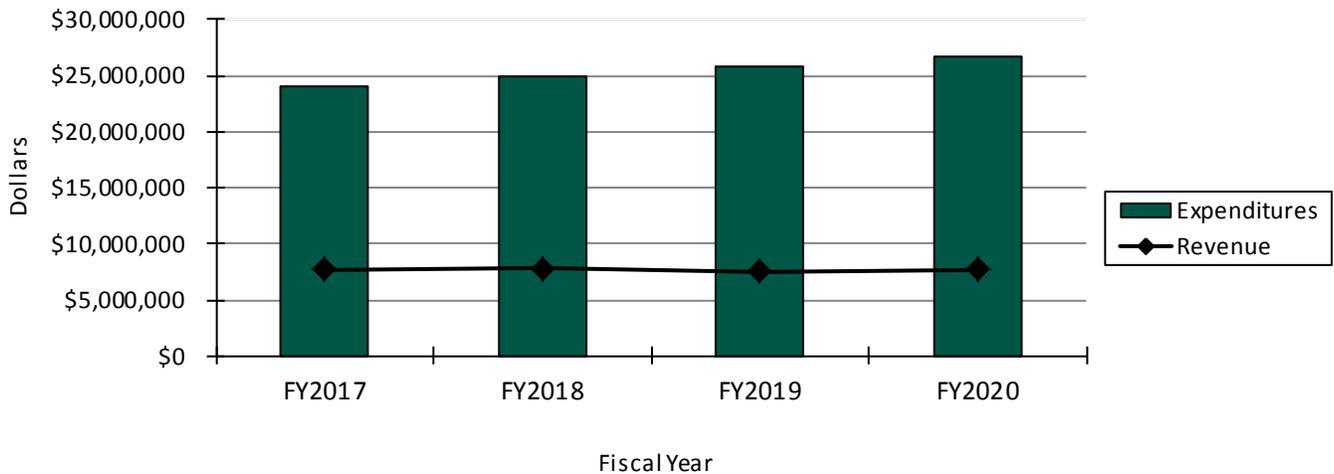
- Providing emergency communications for law enforcement, firefighting and emergency medical services.
- Receiving, processing, and managing approximately 165,000 law enforcement and fire incidents each year.
- Receiving, processing, and managing over (280,000) 911 and non-emergency telephone calls each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

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$19,861,148	\$20,912,424	\$22,028,229	\$22,754,535	\$726,306	3.3%
Operating	3,986,556	3,689,826	3,758,224	3,819,750	61,526	1.6%
Capital	137,759	288,885	40,000	40,000	0	0.0%
Total	23,985,463	24,891,135	25,826,453	26,614,285	787,832	3.1%
Revenue	7,683,641	7,780,932	7,568,624	7,707,879	139,255	1.8%
Local Tax Funding	\$16,301,822	\$17,110,203	\$18,257,829	\$18,906,406	\$648,577	3.6%

Funded Positions						
Full-Time Positions	224	228	234	237	3	1.3%
Part-Time Positions	13	14	17	16	(1)	-5.9%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Deputy Sheriff 1 - Field Ops Recruiter
- 1 Full-Time Deputy Sheriff II - Sergeant – Recruiter
- 1 Part- Time to Full-Time conversion - Senior Administrative Associate
- Increase in vacancy savings
- Increase in overtime

Notable Changes (continued)

Operating

- New position operating costs
- Increase in contracts cost
- Increase in premium cost Long-Term Disability

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 levels 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 levels 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, Homeland Security SHIELD Program and National Night Out in an effort to maintain the sense of community, improve community safety and security, and to reduce crime. (Service levels 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 levels 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 levels 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)
- To partner with the Stafford County Public Schools through a Joint Task Force and School Protection Officer Pilot Program to enhance school safety and security.

Service Levels	CY2018 Actual*	CY2019 Projected	CY2020 Planned
1. Arrests (DUI and criminal)	6,113	6113	6113
2. Accidents (property damage, fatal and injury crashes)	5,777	6,000	6,000
3. 911 call volumes	48,402	48,402	48,402
4. Total Law Enforcement Incidents	132,618	136,000	136,000
5. Fire Incidents Supported by ECC	23,452	23,452	23,452
6. Animal Control complaints responded to (avg. of 10% are off-duty calls)	4,217	4,217	4,217

*CY2018 actuals 10 months; estimates 2 months.

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

Mission

Building a better and safer community by:

- Responding quickly to all-hazards, protecting lives, preserving the environment, and preventing property damage.
- Ensuring our responders are trained, educated, and prepared.
- Promoting and maintaining safe working and living environments through building and fire protection systems review, fire investigations, and fire prevention code enforcement.
- Strengthening community resiliency through proactive emergency management.

Who Are We?

The Stafford County Fire and Rescue Department:

- Fire Suppression
- Emergency Medical Service
- Technical Rescue
- Hazardous Materials
- Public Education
- Community Risk Reduction

Office of the Fire Marshal:

- Building and Fire Protection Systems Review
- Fire Prevention Code Enforcement
- Fire, Explosion, and Environmental Crime Investigations

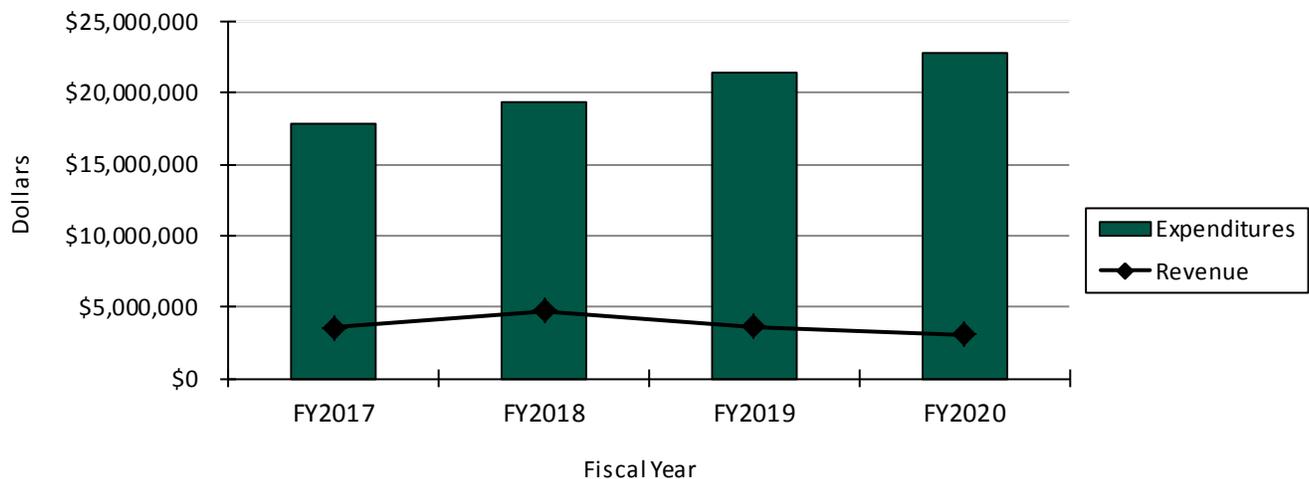
Office of Emergency Management:

- Stafford County Emergency Operations Center
- Community Emergency Response Team

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$13,638,095	\$14,983,999	\$16,426,593	\$17,714,455	\$1,287,862	7.8%
Operating	3,944,965	4,315,921	4,916,539	4,952,966	36,427	0.7%
Capital	259,383	110,486	128,000	128,000	0	0.0%
Total	17,842,443	19,410,406	21,471,132	22,795,421	1,324,289	6.2%
Revenue	3,579,591	4,738,228	3,641,850	3,055,158	(586,692)	-16.1%
Local Tax Funding	\$14,262,852	\$14,672,178	\$17,829,282	\$19,740,263	\$1,910,981	10.7%

Funded Positions						
Full-Time Positions	154	156	169	172	3	1.8%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 3 Full-Time Technician I - 24 Hour Staffing
- Transfer of available operating funds to cover specialized overtime

Notable Changes (continued)

Operating

- Transfer of operating funds to personnel to cover specialized overtime
- Increase premium cost Long-Term Disability
- Annual physicals for active volunteer members and onboarding physicals for new volunteer members
- Increase in personal protective equipment funding
- New position operating costs
- Decrease to Rappahannock Emergency Medical Council
- Decrease to contracts

Goals/Objectives

Office of the County Fire and Emergency Management Systems Chief

- Ensure a constant state of department readiness. (Service levels 1, 2, 3, 6, and 8)
- Maintain organizational accountability and productivity throughout the department’s commands. (Service levels 1, 4, 5, 6, 7, and 8)
- Establish departmental strategic planning and provide organizational direction. (Service levels 2, 3, 4, and 5)
- Plan and prepare for the response to natural and man-made disasters through proactive emergency management. (Service level 1)
- Cultivate community-centered risk reduction efforts, working alongside local and regional stakeholders, increasing the quality of life of Stafford County’s residents and visitors. (Service level 7)
- Work closely with individual volunteer fire and rescue companies as well as the Fire and Rescue Association to ensure recruitment and retention, training, and station needs of our volunteers are being met. (Service levels 5, 6, and 8)

Administrative Services Command

- Establish an operating budget that is comprehensive and well-planned, ensuring departmental compliance. (Service level 1)
- Provide logistical support for fire and emergency medical services personnel. (Service level 8)
- Plan, design, and construct facilities while assessing existing buildings, ensuring maintenance and repairs are effective and mission-driven. (Service levels 1, 4, 5, and 8)
- Create an environment which mitigates risk and increases the safety and well-being of fire and emergency medical services personnel. (Service levels 1, 2, and 3)
- Recruit and hire the most eligible candidates for employment, while ensuring incumbent employees are compliant with policies, procedures, and professional standards. (Service levels 4, 5, and 6)

Operations Command

- Ensure a constant state of operational readiness with personnel available for emergency response 24/7/365. (Service levels 1, 2, and 3)
- Ensure modern life-saving methodologies are incorporated into standard operating procedures and emergency medical services protocols. (Service levels 2 and 3)
- Provide appropriate and valuable training for all personnel, volunteer and career. (Service level 6)

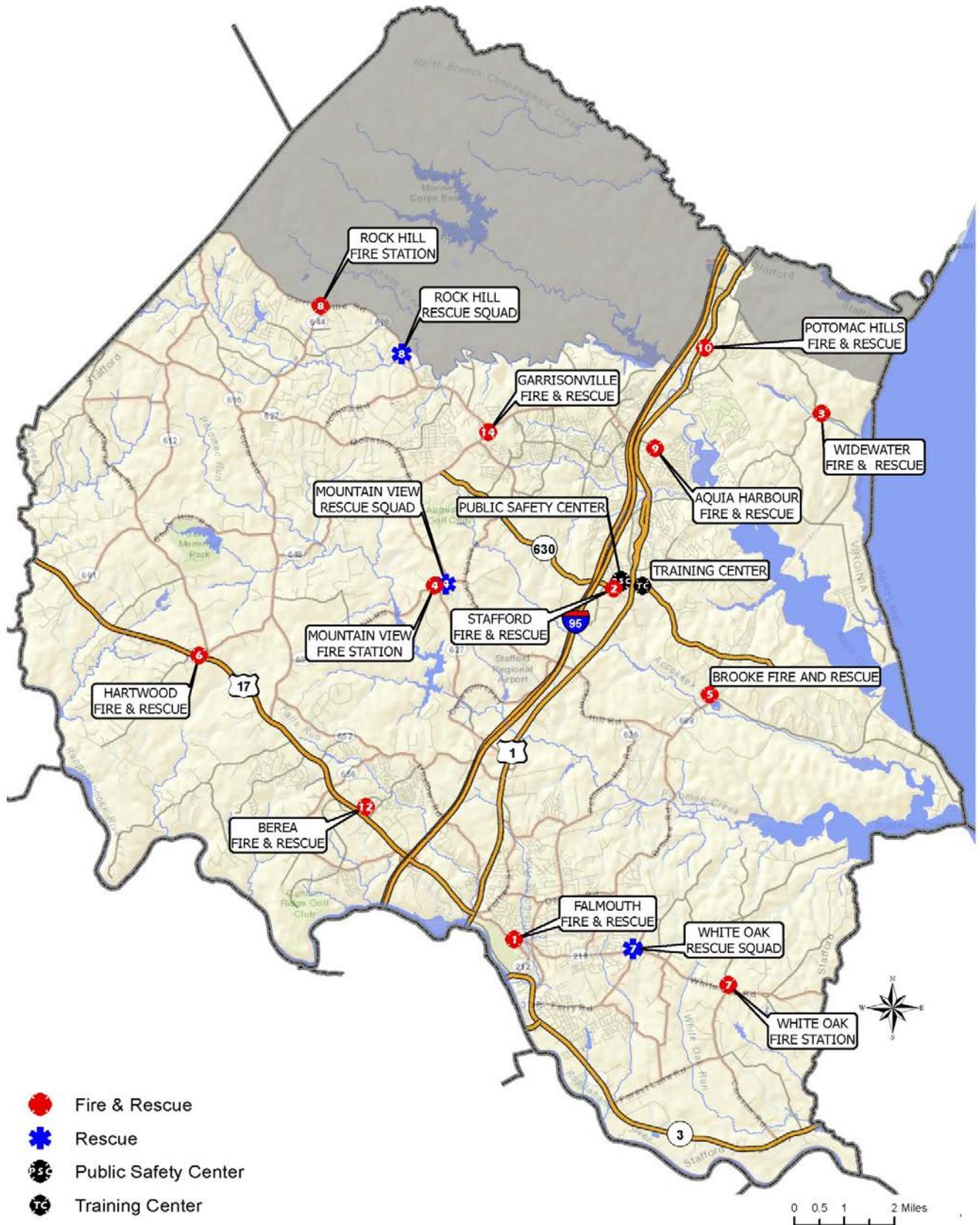
Support Services Command

- Design and implement community risk reduction strategies, targeting vulnerable populations and increasing community resiliency. (Service levels 3 and 7)
- Conduct fire, environmental, and criminal investigations. (Service level 7)
- Maintain a fleet of fire and emergency medical services apparatus for the response to emergency incidents. (Service levels 1, 2, and 3)
- Ensure modern technologies are incorporated and appropriately leveraged within the department’s operations. (Service level 1)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. First unit arrival of 8 minutes or less for Priority 1 Emergencies	66%	90%	90%
2. Survival to hospital discharge for out-of-hospital cardiac arrest patients, as compared to data published by the American Heart Association	N/A	N/A	100%
3. Fire suppression containment of fires within a building to the room and/or object of origin	48%	75%	75%
4. Annual retention rate of full-time field operations staff	N/A	N/A	95%
5. Annual recruitment and retention rate of active operational volunteer personnel	N/A	N/A	110%
6. Certification success rate for Firefighter and EMT program candidates who are sent for state and national examinations	95%	95%	95%
7. Percentage of required annual commercial occupancies inspected each year	100%	100%	100%
8. Rate of required equipment maintenance, testing, and annual inspections conducted	100%	100%	100%

FIRE AND RESCUE SERVICES

FY2020 Adopted Budget



Funding Process

Beginning in FY2019, the Stafford County Fire and Rescue Department implemented a new process for funding the County’s various volunteer agencies. Leadership worked alongside the volunteer Fire and Rescue Association (FRA) to review and revise the funding process for volunteer stations.

- The Fire and Rescue Department, along with the FRA Administrative Committee, developed an equitable and understandable funding policy.
- The purpose of the revision was to ensure that operating expenses are appropriately managed and allocated toward training and volunteer service.
- The process has improved transparency and provided control measures within the volunteer fire and rescue system.

Funding Summary

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Aquia Harbour Rescue ^{(1) (2)}	\$23,423	\$25,983	\$36,019	\$10,036	38.6%
Brooke Fire	21,316	33,021	33,021	0	0.0%
Falmouth Fire ^{(3) (4)}	117,929	89,646	89,646	0	0.0%
Hartwood Fire	31,122	31,995	31,995	0	0.0%
Mountain View Fire	15,828	37,252	35,487	(1,765)	-4.7%
Mountain View Rescue	28,969	36,725	36,725	0	0.0%
Rock Hill Fire	39,836	43,151	43,151	0	0.0%
Rock Hill Rescue	26,892	30,897	30,897	0	0.0%
Stafford Fire ⁽⁵⁾	73,788	22,723	24,488	1,765	7.8%
Stafford Rescue ⁽⁵⁾	7,049	14,000	0	(14,000)	100.0%
White Oak Fire	23,128	39,864	38,483	(1,381)	-3.5%
White Oak Rescue	23,356	37,510	37,510	0	0.0%
Widewater Fire	21,536	43,193	39,989	(3,204)	-7.4%
Sub-Total	\$454,172	\$485,960	\$477,411	(\$8,549)	-1.8%
Length of Service Awards Program	16,901	17,000	17,000	0	0.0%
Physical Exams	0	0	150,000	150,000	100.0%
Funding for System Wide Training	0	68,000	68,000	0	0.0%
Station Maintenance and Improvements	0	137,025	145,574	8,549	6.2%
Sub-Total	\$16,901	\$222,025	\$380,574	\$158,549	71.4%
Grand Total	\$471,073	\$707,985	\$857,985	\$150,000	21.2%

^[1] County-Owned Station at 1001 Washington Drive (2019)

^[2] Includes \$10,036 for Training Room Rental (2020)

^[3] Includes \$10,036 for Training Room Rental (2020)

^[4] Includes \$37,000 for Mortgage Payment (2019)

^[5] County-Owned Station at 305 Jason Mooney Drive (2019)

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, meet the needs of offenders and victims, improve the lives of youth and strengthen families within Stafford County while managing our activities and resources in a responsible and proactive manner.

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 and Domestic Relations Court.

Investigations and Reports

- Social histories make up the majority of the reports that Court Services Unit (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.

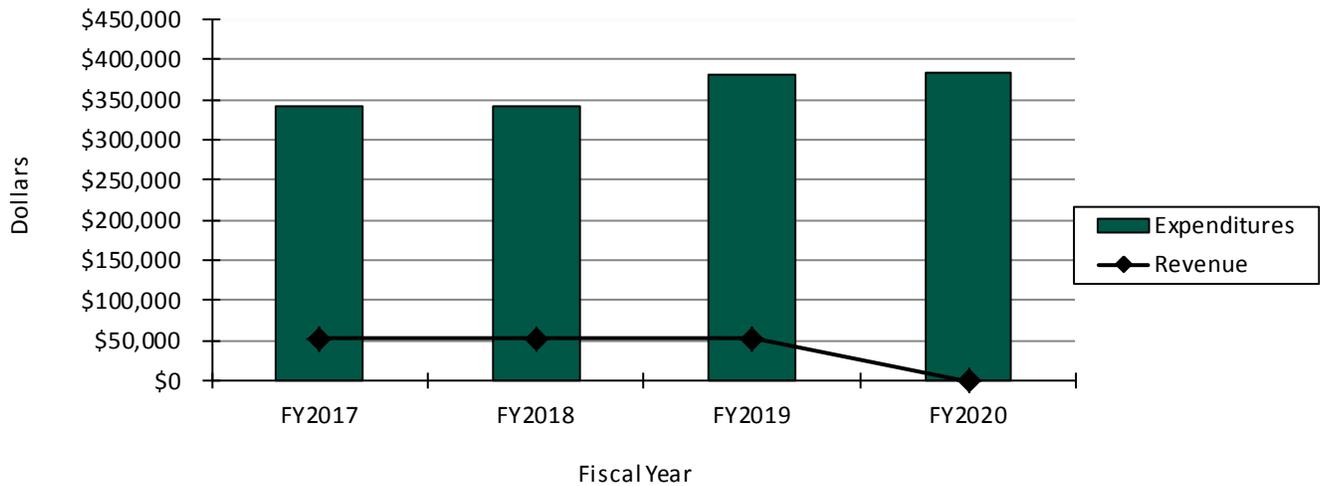
Electronic Incarceration Program

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$163,059	\$166,596	\$176,378	\$179,723	\$3,345	1.9%
Operating	177,657	175,986	203,850	203,850	0	0.0%
Total	340,716	342,582	380,228	383,573	3,345	0.9%
Revenue	52,787	52,787	52,787	0	(52,787)	-100.0%
Local Tax Funding	\$287,929	\$289,795	\$327,441	\$383,573	\$56,132	17.1%

Funded Positions						
Full-Time Positions	2	2	2	2	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

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 and appropriate juveniles are diverted from the court for public safety and 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 94% of probation/parolees successfully discharged indicative of having completed all treatment and court ordered obligations, not warranting additional supervision by the adult system, enrolled into school and/or gainfully employed.
- CSU records and Data Resource Guide reflect approximately 24.6% of juvenile intake complaints were successfully diverted. Of the 230 diverted cases, 97.6% successfully remained diverted from the court.
- CSU records reflect exemplary Detention Assessment Instrument override rate of 9.8% surpassing Department of Juvenile Justice (DJJ) targeted rate of less than 15%.

Mission

To ensure the Department of Public Works delivers safe, practicable, and efficient goods and services to customers and citizens of Stafford County.

Who Are We?

The Department of Public Works, primarily through the Divisions of Code Compliance, Inspections, and Customer and Development Services, is to provide means and methods associated with customer services, permitting, plan review, inspections, transportation and code enforcement to ensure healthy, sustainable and responsible residential and commercial development.

Permitting

- Intake, processing and issuance of permits associated with residential and commercial development.
- Manages and continually monitors the County's electronic permit application process.
- Provides in-person training to builders, engineers, etc. regarding the electronic permit process.

Customer Service

- Provides effective and convenient services for all walk-in customers, while continuously managing phone call and email requests associated with Public Works activities.
- Updating of the Public Works website to ensure information is consistently and easily available to customers.
- Promptly addresses Freedom of Information Act (FOIA) requests.

Building

- Ensures safe and properly constructed residential and commercial structures in Stafford County.
- Detailed review of building plans, as well as thorough and complete inspection services during construction activities to ensure building code compliance with regulatory requirements.
- Provide technical assistance to property owners with regards to building code issues, and/or provide resolutions involving owner/tenant/contractor disputes.
- Responds to emergency situations involving structural failures due to fire, flood, and weather related conditions.

Environmental

- Protection of Stafford County's natural resources by implementing best management practices.
- Detailed review of development plans, as well as thorough and complete inspection services during construction activities to ensure environmental compliance with regulatory requirements.
- Investigate violations and issue corrective actions associated with the County's resource protection areas.
- Technical assistance provided to citizens to assist with erosion and storm water drainage issues.

Securities

- Manage securities and performance agreements associated with residential and commercial development.
- Issuance of grading permit applications for residential and commercial land development projects.

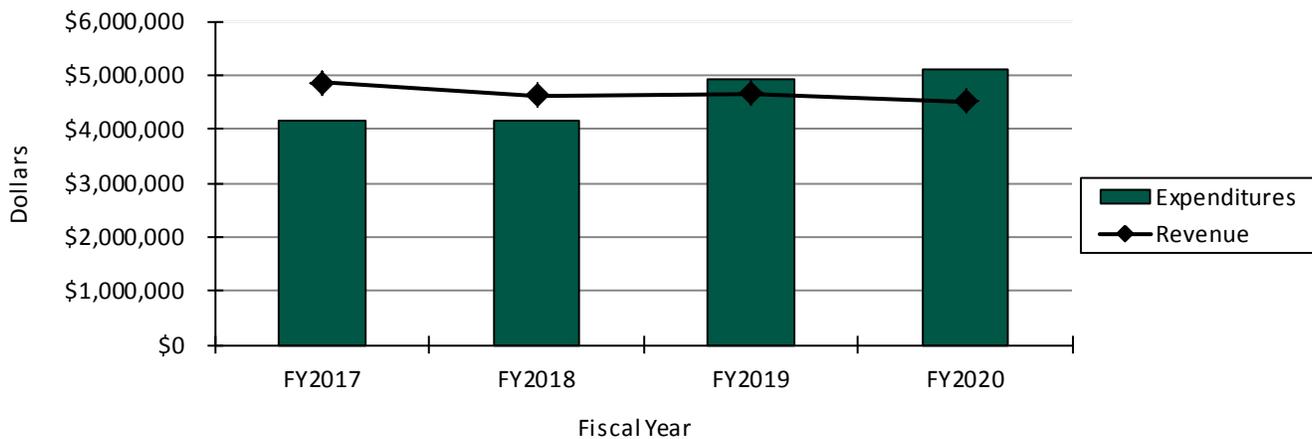
Transportation Engineering

- Review of residential development plans for compliance with County and VDOT requirements.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$2,835,219	\$2,898,142	\$3,757,190	\$3,872,908	\$115,718	3.1%
Operating	1,330,777	1,251,354	1,148,864	1,238,627	89,763	7.8%
Total	4,165,996	4,149,496	4,906,054	5,111,535	205,481	4.2%
Revenue	4,860,514	4,623,305	4,651,783	4,503,688	(148,095)	-3.2%
Local Tax Funding	(\$694,518)	(\$473,809)	\$254,271	\$607,847	\$353,576	139.1%

Funded Positions						
Full-Time Positions	39	41	44	45	1	2.3%
Part-Time Positions	1	1	1	0	(1)	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Funding of positions redistributed to the Utilities Fund
- 1 Full-Time Stormwater Management Technician

Operating

- Change in cost allocation
- Increase in contracts
- Decrease in funding for permit operations

Goals/Objectives

- Maintain timely and efficient processing of residential and commercial building permit applications, and continue to improve upon electronic permit plan reviews. (Service level 1)
- Continued implementation and enforcement of the 2015 Virginia Uniform Statewide Building Code. Assist customers and citizens with property maintenance issues. (Service levels 1, 2, 3, and 4)
- Perform detailed environmental plan review and related inspections services while developing a plan of action to address the County’s storm water challenges. Assist customers and citizens with erosion and storm drainage issues. (Service levels 1 and 5)
- Process developer securities, manage performance agreements, and continued issuance of grading permits. (Service levels 6 and 7)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Residential building permits issued	4,191	4,200	3,780
2. Commercial building permits issued	1,091	1,124	1,012
3. Building inspections performed	44,680	37,946	34,151
4. Property maintenance cases handled	200	322	322
5. Environmental inspections performed	6,644	6,398	5,758
6. Total amount of developer securities processed	127	84	76
7. Total Grading Permits (new) issued	54	34	31

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.

Who Are We?

Rappahannock Regional Jail Authority

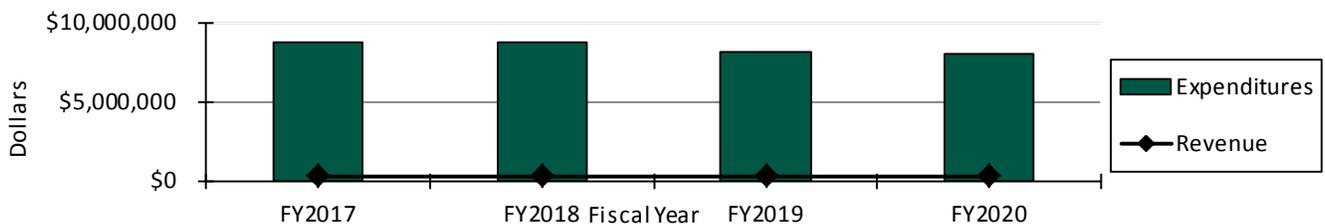
- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg, and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the (12) member Authority.

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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Jail						
Operating	\$5,488,452	\$5,615,113	\$5,144,503	\$4,968,668	(\$175,835)	-3.4%
Debt Service	1,850,522	1,784,439	1,765,085	1,765,085	0	0.0%
Total	7,338,974	7,399,552	6,909,588	6,733,753	(175,835)	-2.5%
Revenue	300,000	300,000	300,000	300,000	0	0.0%
Local Tax Funding	\$7,038,974	\$7,099,552	\$6,609,588	\$6,433,753	(\$175,835)	-2.7%
Juvenile Detention Center						
Operating	\$1,437,912	\$1,424,476	\$1,215,307	\$1,266,880	\$51,573	4.2%
Debt Service	0	0	0	0	0	0.0%
Total	1,437,912	1,424,476	1,215,307	1,266,880	51,573	4.2%
Revenue	40,000	40,000	40,000	40,000	0	0.0%
Local Tax Funding	\$1,397,912	\$1,384,476	\$1,175,307	\$1,226,880	\$51,573	4.4%
Corrections						
Operating	\$6,926,364	\$7,039,589	\$6,359,810	\$6,235,548	(\$124,262)	-2.0%
Debt Service	1,850,522	1,784,439	1,765,085	1,765,085	0	0.0%
Total	8,776,886	8,824,028	8,124,895	8,000,633	(124,262)	-1.5%
Revenue	340,000	340,000	340,000	340,000	0	0.0%
Local Tax Funding	\$8,436,886	\$8,484,028	\$7,784,895	\$7,660,633	(\$124,262)	-1.6%



Notable Changes

Operating

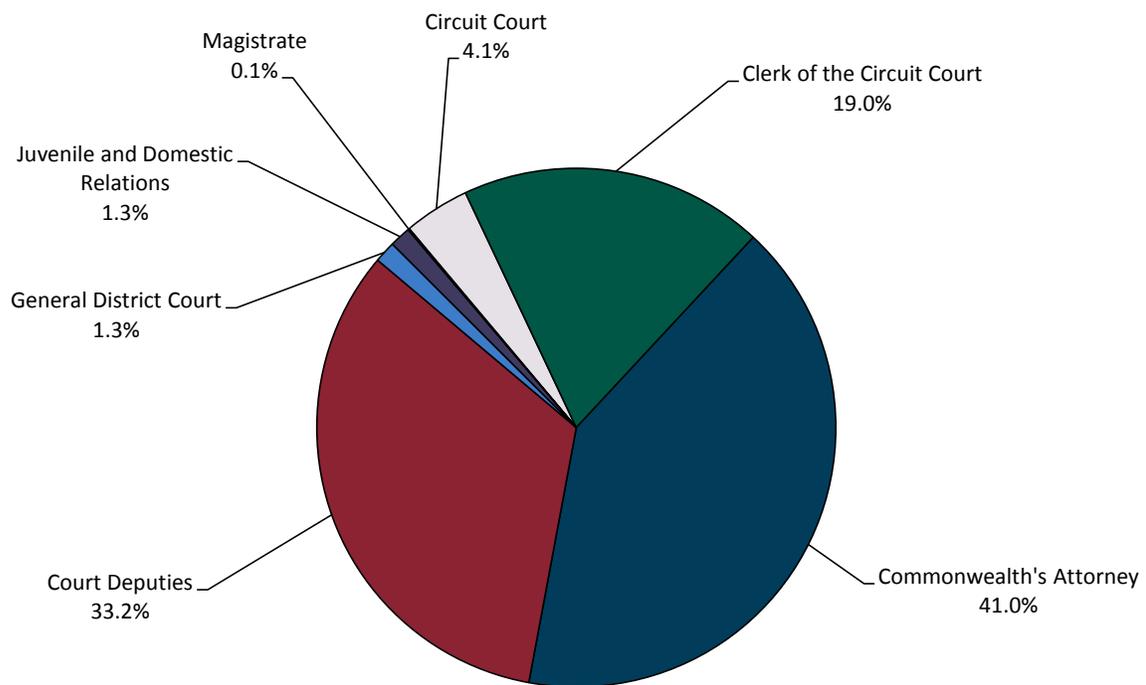
- Rappahannock Regional Jail decrease in usage
- Juvenile Detention Center increase in usage

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Number of Days Jail Staff is free of injuries from confrontations	365	365	365
2. Inmates who take General Equivalent Diploma (GED)	230	230	230
3. Inmates who participate in Work Release Program (ADP)	120	100	100
4. Stafford County jurisdictional share	41.94%	41.59%	39.12%

JUDICIAL ADMINISTRATION

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Circuit Court	\$328,374	\$350,625	\$360,777	\$10,152	2.9%
Clerk of the Circuit Court	1,541,285	1,633,007	1,671,603	38,596	2.4%
Commonwealth's Attorney	3,153,650	3,307,318	3,617,130	309,812	9.4%
Court Deputies	2,661,554	2,913,503	2,931,207	17,704	0.6%
General District Court	65,505	117,648	117,648	0	0.0%
Juvenile and Domestic Relations	91,366	114,700	114,700	0	0.0%
Magistrate	7,899	8,830	8,830	0	0.0%
Total Expenditures	\$7,849,633	\$8,445,631	\$8,821,895	\$376,264	4.5%



Mission

The Circuit Court for the County of Stafford is located in the 15th Judicial Circuit of the Commonwealth of Virginia. This Circuit is the largest geographically and is served by 11 full time sitting Circuit Judges assigned to the various localities on the basis of case volume. Stafford has the largest concentration of sitting judges due to the high volume of cases. Three judges sit full time and the caseload volume supports a 4th full time judge, but there is no courtroom space currently available.

A circuit court has original jurisdiction over both civil and criminal matters and also acts as the appellate court for both the General District and the Juvenile and Domestic Relations Courts.

The mission of the Circuit Court is to provide prompt access to the judicial system for all litigants. Cases include civil – domestic relations, corporate, condemnation, governmental issues, employment, medical malpractice, contract disputes, probate, wills and estates, guardian ad litem as well as criminal both felony and misdemeanor.

Who Are We?

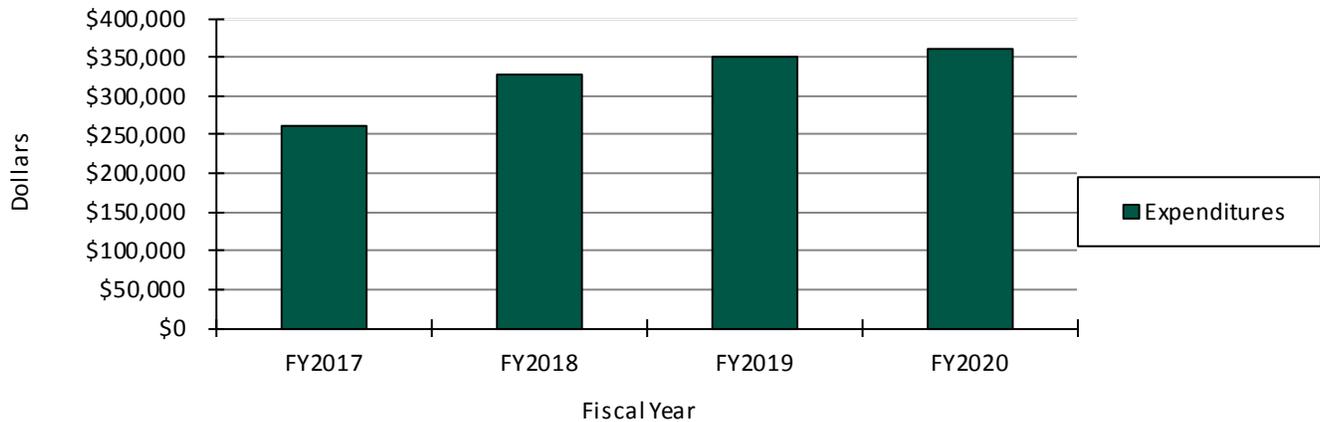
Judges' Chambers

- Three of the eleven full time Circuit Court judges serving the 15th Judicial Circuit have their offices and courtrooms in Stafford County. Five substitute or retired judges operate out of the Stafford Chambers and provide coverage on the additional eight days per month when court is held in GDC2 and the Board of Supervisors Chambers. This was done to address the overcrowding of cases, delayed cases and increasing volume – by adding dates we have been able to keep pace with the increasing volume.
- The Judicial Assistants function to assist both the assigned judge and substitute judge in managing case flow, communications regarding filings and motions, opinion issuance, scheduling of hearings, and liaison to both external and internal users of the circuit court.
- Controls the docket of the Court, scheduling cases and acts as a liaison between the assigned 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.
- Monitors the work flow of the law clerk and coordinates with the County as to utilization of services and resources for the Board of Supervisors Chambers.
- The eight judges are currently served by three judicial assistants and one law clerk.
- The law clerk position was designed to increase productivity by adding a trained lawyer that could review case files and provide legal analysis and research assistance to the judge prior to the case being heard. This results in a more efficient use of court room time.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$236,942	\$304,725	\$323,487	\$333,639	\$10,152	3.1%
Operating	22,934	23,649	27,138	27,138	0	0.0%
Local Tax Funding	\$259,876	\$328,374	\$350,625	\$360,777	\$10,152	2.9%

Funded Positions						
Full-Time Positions	3	4	4	4	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Mission

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

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.

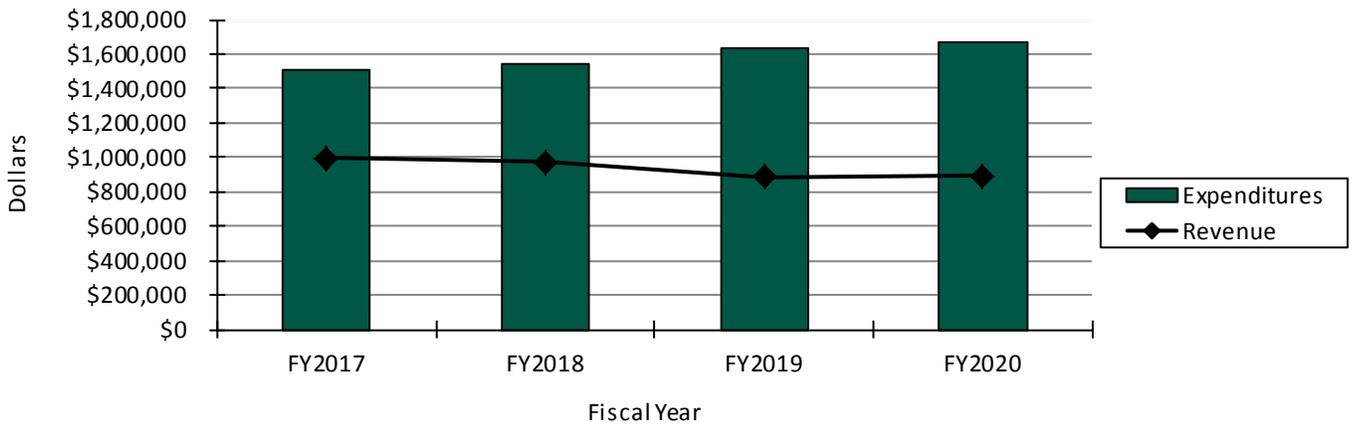
Land Records

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,215,492	\$1,262,525	\$1,328,627	\$1,367,223	\$38,596	2.9%
Operating	291,926	278,760	304,380	304,380	0	0.0%
Total	1,507,418	1,541,285	1,633,007	1,671,603	38,596	2.4%
Revenue	992,209	969,280	883,878	890,005	6,127	0.7%
Local Tax Funding	\$515,209	\$572,005	\$749,129	\$781,598	\$32,469	4.3%

Funded Positions						
Full-Time Positions	20	20	20	20	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

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.

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.

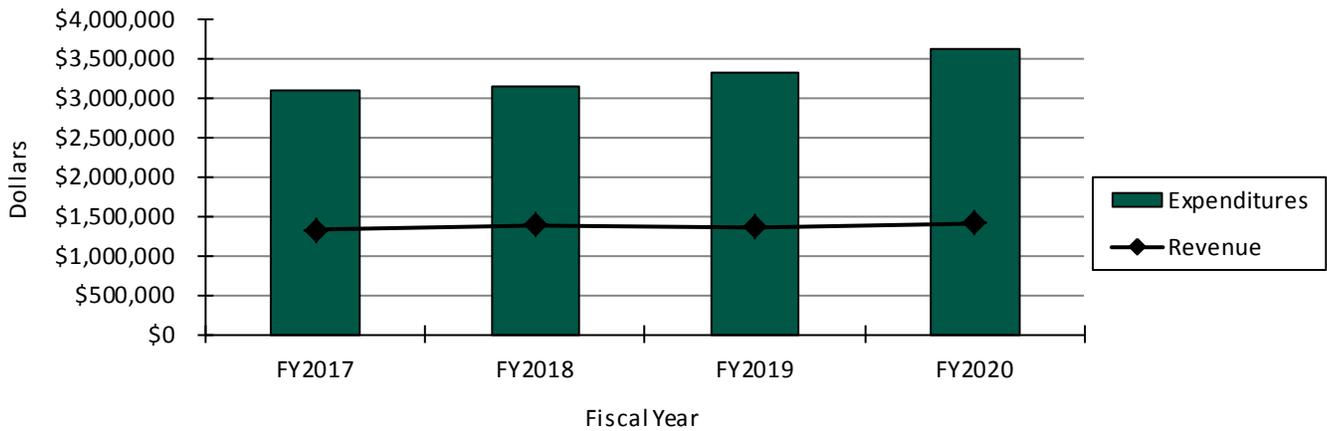
Who Are We?

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$2,944,317	\$3,010,472	\$3,154,115	\$3,443,613	\$289,498	9.2%
Operating	143,885	143,178	153,203	173,517	20,314	13.3%
Total	3,088,202	3,153,650	3,307,318	3,617,130	309,812	9.4%
Revenue	1,327,872	1,387,627	1,356,060	1,405,884	49,824	3.7%
Local Tax Funding	\$1,760,330	\$1,766,023	\$1,951,258	\$2,211,246	\$259,988	13.3%

Funded Positions						
Full-Time Positions	27	27	27	29	2	7.4%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Assistant Commonwealth's Attorney
- 1 Full-Time Legal Secretary

Operating

- Change in cost allocation

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, and 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, and 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.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Circuit Court-Felony and Misdemeanor Indictments, including Direct Indictments, Presented to the Grand Jury	3,017	3,500	3,250
2. Misdemeanor Appeals Processed	272	350	325
3. Probation Violation Petitions Filed	533	450	550
4. Community Prosecution/Outreach (hours)	262	270	290
5. General District Court – Criminal cases, to include misdemeanors, felonies and show cause; does not include serious traffic cases	9,538	10,500	10,000
6. Juvenile & Domestic Relations Court – Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support	3,365	3,300	3,400
7. Sexual and Domestic Violence Victim Fund – Cases prosecuted pursuant to conditions of grant	168	190	190
8. Collections – Net collection of delinquent fines and costs for courts through Stafford County Treasurer	\$1,053,354	\$1,200,000	1,200,000
9. Victims' Services – new cases opened by Victim Witness/ Protective Orders-number of orders generated	1,434/161	1,100/210	1,450/200
10. Restitution Amount – Preparation/submission of victim restitution to court opened by Victim/Witness	\$354,816	\$250,000	\$350,000

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.

Who Are We?

"Dedicated, innovative people, working with the community, to serve and protect Stafford County while using the best tools and technology available."

Court Services

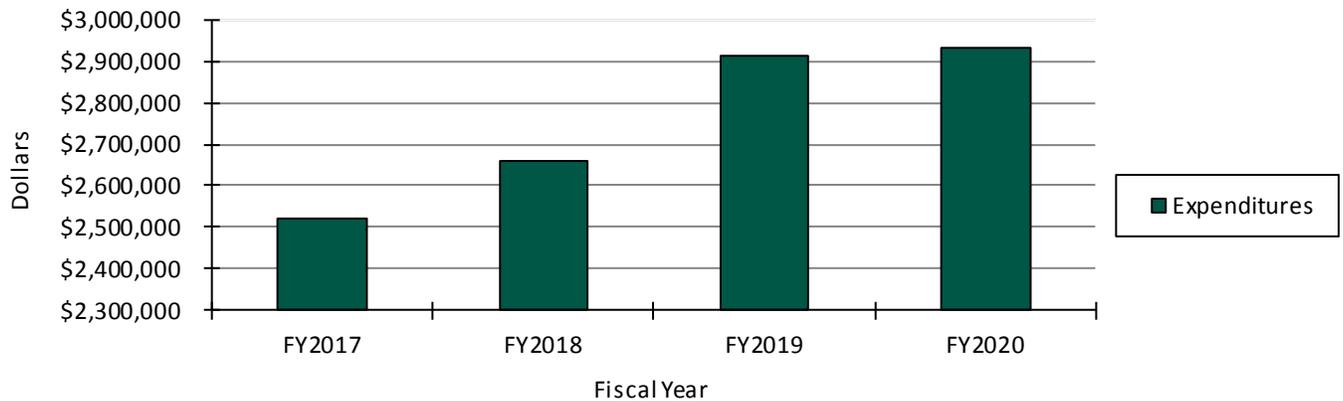
- Is a division of the Sheriff's Office and its services are mandated by Virginia law.
- Providing court security to the Circuit Court, General District Court, and Juvenile and Domestic Relations Court.
- Serving civil and criminal documents on behalf of the Courts.
- Extraditing and transporting suspects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

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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$2,470,111	\$2,631,312	\$2,814,971	\$2,832,675	\$17,704	0.6%
Operating	50,046	30,242	98,532	98,532	0	0.0%
Local Tax Funding	\$2,520,157	\$2,661,554	\$2,913,503	\$2,931,207	\$17,704	0.6%

Funded Positions						
Full-Time Positions	31	31	31	31	0	0.0%
Part-Time Positions	3	3	3	3	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

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 levels 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 levels 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 levels 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.

Service Levels	CY2018 Actual*	CY2019 Projected	CY2020 Planned
1. Circuit Court Days	672	672	672
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	204,514	204,514
5. Extraditions and Transports	7,526	7,526	7,526
6. Civil and Criminal Processes	40,946	40,946	40,946

*CY2018 actuals 10 months; estimates 2 months.

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.

Mission

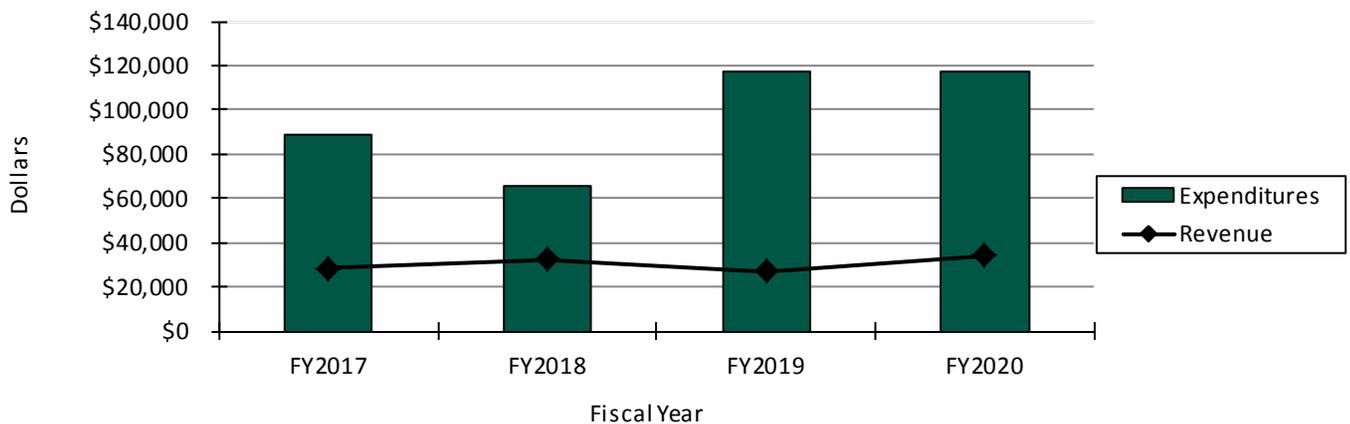
The purpose of the General District Court is to process criminal, traffic, and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.

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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$88,291	\$65,505	\$117,648	\$117,648	\$0	0.0%
Total	88,291	65,505	117,648	117,648	0	0.0%
Revenue	28,481	32,447	27,000	34,280	7,280	27.0%
Local Tax Funding	\$59,810	\$33,058	\$90,648	\$83,368	(\$7,280)	-8.0%



Notable Changes

Operating

- No notable changes

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.

Mission

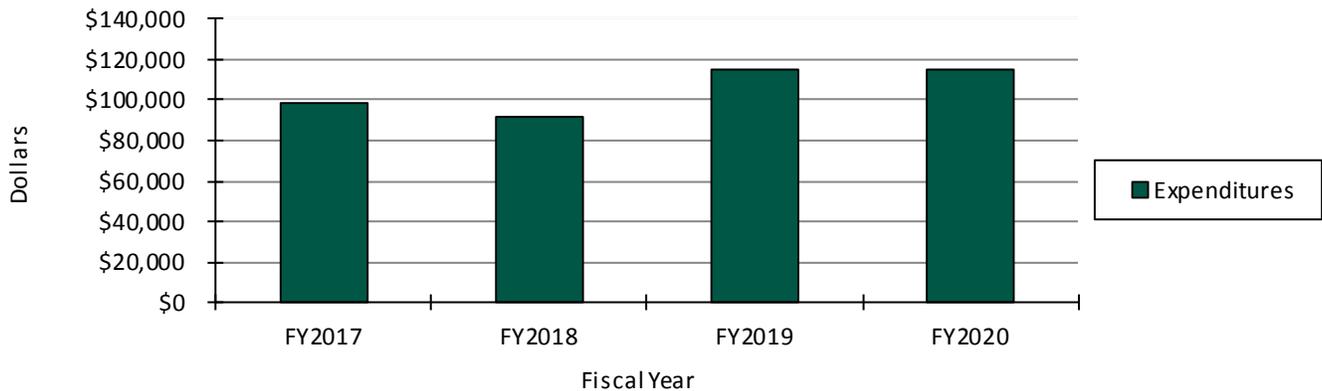
The mission of the Judicial System of Virginia is to provide an independent, accessible, responsive forum for the just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia constitutions.

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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$98,057	\$91,366	\$114,700	\$114,700	\$0	0.0%
Local Tax Funding	\$98,057	\$91,366	\$114,700	\$114,700	\$0	0.0%



Notable Changes

Operating

- o No notable changes

Goals/Objectives

- Communicate and work effectively with agencies to provide solutions to the day to day operations of the juvenile court.
- Provide the best customer service that we can to all the citizens who seek the assistance of the Juvenile Court of the Juvenile Court.
- Continue to look for meaningful ways to reduce the impact on the County budget while not reducing the services that the juvenile court provides to the citizens of Stafford County during these trying economic times.
- Accomplish goals in a timely, efficient, and cost effective manner while mitigating errors.
- Provide continuing education for clerks in the fields of policy, financial management, and public relations.

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.

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.

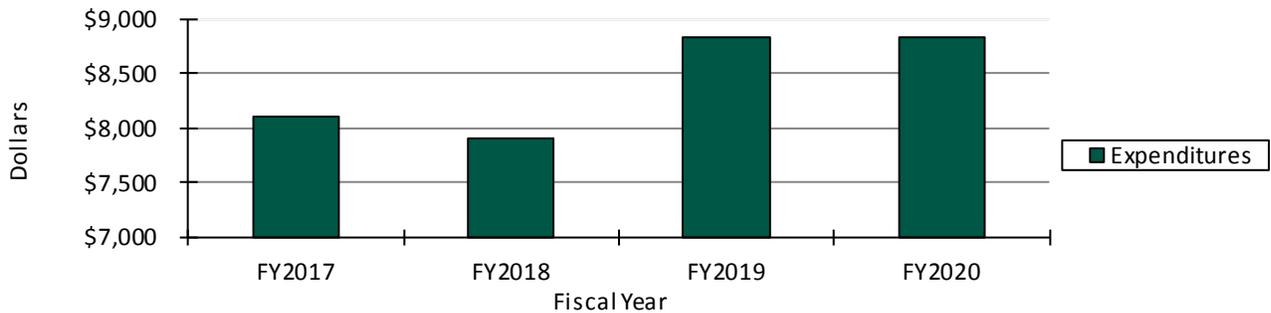
Magistrate duties include:

- 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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$8,103	\$7,899	\$8,830	\$8,830	\$0	0.0%
Local Tax Funding	\$8,103	\$7,899	\$8,830	\$8,830	\$0	0.0%



Notable Changes

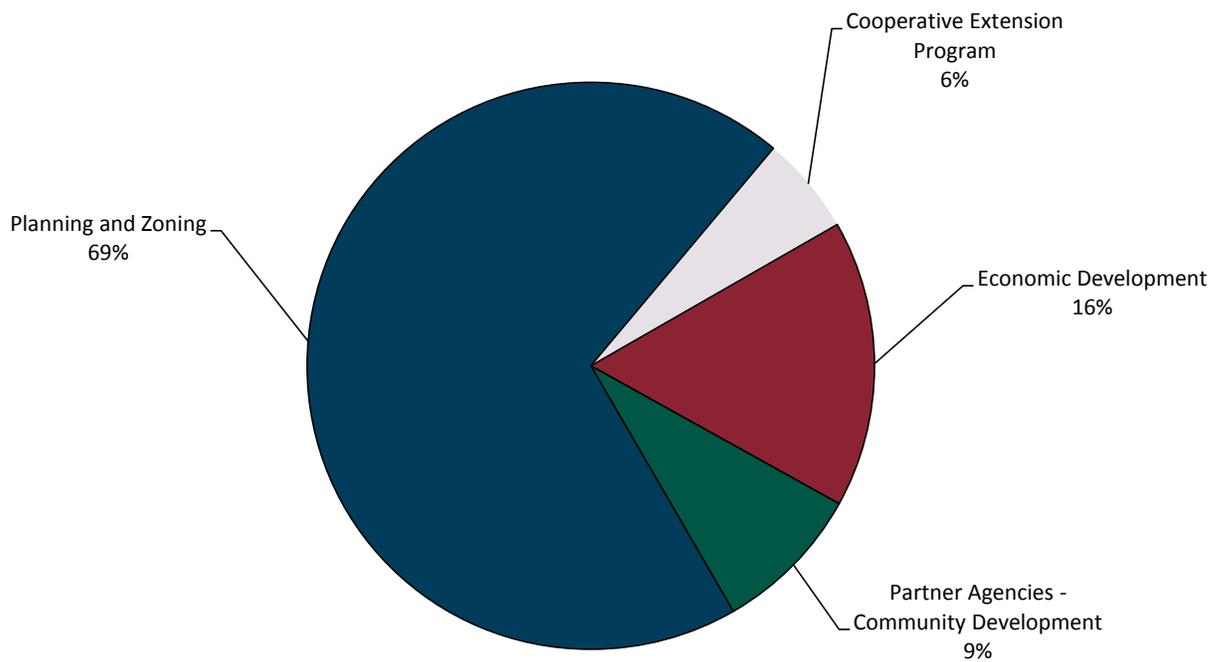
Operating

- No notable changes

COMMUNITY DEVELOPMENT

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Cooperative Extension Program	\$171,493	\$191,345	\$198,694	\$7,349	3.8%
Economic Development	548,592	670,094	582,449	(87,645)	(13.1)%
Partner Agencies - Community Development	268,509	288,069	304,877	16,808	5.8%
Planning and Zoning	2,380,225	2,319,964	2,470,966	151,002	6.5%
Total Expenditures	\$3,368,819	\$3,469,472	\$3,556,986	\$87,514	2.5%



Mission

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

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) SNAP-Ed

- Enhances and supports BOTH the community AND the individual by focusing on the family system.
- Programs focus on how to make healthier food choices and become better managers of available food resources for optimal health and growth
- Implement policy, system, and environmental changes in places like schools, retail stores, and farmers markets that accept SNAP benefits.

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.
- The Smart Green Lawns program provides an individualized report to county homeowners on specific steps needed to improve their lawns in an environmentally responsible way.

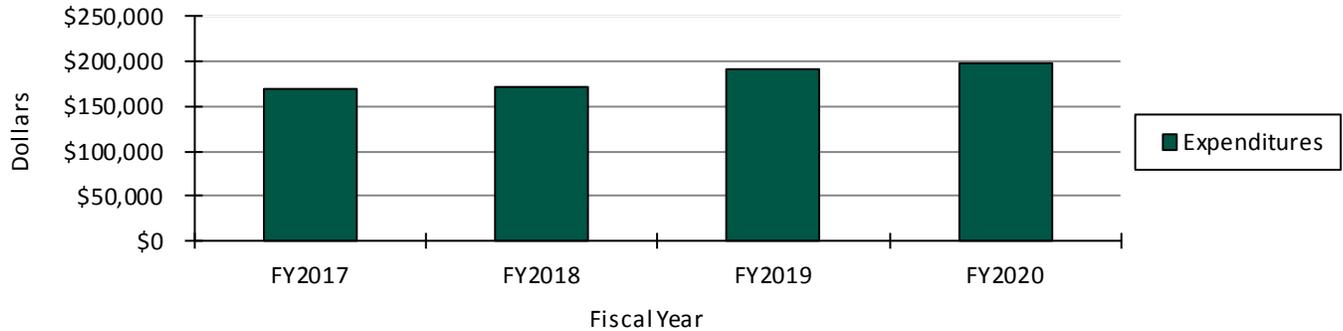
Community Viability (CV)

- 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$64,997	\$68,172	\$73,150	\$77,010	\$3,860	5.3%
Operating	105,072	103,321	118,195	121,684	3,489	3.0%
Local Tax Funding	\$170,069	\$171,493	\$191,345	\$198,694	\$7,349	3.8%

Funded Positions						
Part-Time Positions	4	4	4	4	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Increase in Virginia Cooperative Extension state program

Goals/Objectives

- 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 and 3)
- Provide information and educational programs promoting environmentally sound landscaping and gardening practices. (Service levels 2 and 3)
- Educate families to stretch tight budgets, how to buy nutritious food options and how to prepare healthy food, with the goal of creating a culture of health. (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 and 3)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. ANR/4-H Programs (Contacts/Volunteers/Program Participants)	57,500	60,000	61,000
2. ANR/4-H Volunteer Dollar Value Gained (15,987hrs.)	\$335,000	\$410,000	\$415,000
3. Extension Programs (ANR/4-H/FCS/MG) Volunteers	325	325	350
4. Cost per VCE Program Participant/Contact	\$1.85	\$1.85	\$1.85

Mission

Continually design and implement a comprehensive program to expand business, attract investment, and market Stafford County.

Who Are We?

The Department builds partnerships with our internal team members within the county, businesses, regional partner agencies, the Commonwealth, and beyond. We do so to build relationships that encourage sustainable community economic development. On a daily basis, the Department facilitates and responds to opportunities for business investments while working towards mid and long term strategic objectives. Our focus is characterized by what we do:

Expand Business

- Focusing on existing business, conducting regular business visits (Business Retention and Expansion {BRE}).
- Encourage entrepreneurship and business innovation – connect business leaders with new collaborators, facilitate new business startups, as well as the "acceleration" of business to their "next level."

Attract Investment

- Respond to new business "leads" and generate our own based on our targeted business sectors.
- Strive to attract visitors (tourism) to Stafford to enjoy Stafford's history, sports competitions, and quality of life.

Market Stafford County (the Message)

- Promote and communicate that Stafford is the place for business in the new NOVA.
- Market Stafford as a place to visit, spend time, shop, and move a family or business to.

Enhance Stafford' Tools and Infrastructure

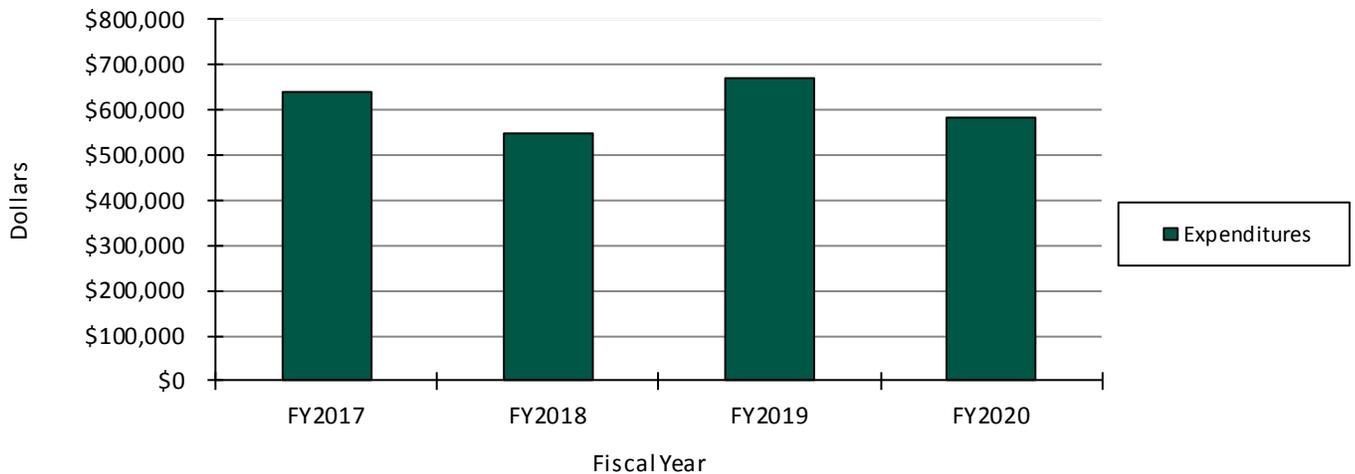
- Identify and seek out funds to build "shovel ready" sites for expanding or creating new businesses.
- Encourage capital investment (private and public) for physical infrastructure to support business and community projects.
- Advise and assist to improve our own human infrastructure in Economic Development and Tourism (ED&T) and across County government to improve customer service, permit processes, and staff development.
- Continue to refine and recommend incentives for business growth and expansion.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel ⁽¹⁾	\$384,444	\$283,434	\$476,064	\$390,419	(\$85,645)	-18.0%
Operating	254,495	265,158	194,030	192,030	(2,000)	-1.0%
Local Tax Funding	\$638,939	\$548,592	\$670,094	\$582,449	(\$87,645)	-13.1%

Funded Positions						
Full-Time Positions	5	5	7	7	0	0.0%

⁽¹⁾ A portion of all the Economic Development positions are funded by the Tourism Fund.



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Reallocated funding of positions to Tourism from Economic Development

Operating

- Decrease in phone costs

Goals/Objectives

The Department has issued an Implementation Plan based upon and updating the 2015 Economic Growth Strategy. Thus, the tracking of goals/objectives and service levels has changed from years past. The following Goals/Objectives are identified as “Measurable Actions” in our Implementation Plan.

- The Department regularly meets with existing Stafford business to assess their needs and opportunities. This is standard BRE practice and helps identify opportunities for assisting to expand businesses. (Service level 1)
- Based on BRE visits, we anticipate taking additional time and resources to help 10 business expansion projects per fiscal year. (Service level 2)
- In addition to BRE the Department will work with other programs and encourage business start-ups (new business). Assist or facilitate 15 business startups per fiscal year. (Service level 3)
- Assist 700 business “walk ins” to the ED&T Office per fiscal year. (Service level 4)
- Working with our economic development partners the Department will submit 40 new business proposals to encourage new business to Stafford County. (Service level 5)
- The Department will expand its own business attraction efforts with a goal to identify 10 new business prospects and “leads.” (Service level 6)
- Based on our partner and our own new business outreach efforts, the Department goal is to facilitate and complete five (5) new business projects per fiscal year. (Service level 7)
- Expand and continue to improve our overall marketing efforts to send a positive message for doing business in Stafford County Publish 12 newsletters per fiscal year. (Service levels 8, 9, and 10)
- Consider, evaluate, and produce (if validated) a marketing campaign to commuters to start a business or expand their business to Stafford. (Service level 11)

Service Levels	CY2018 Actual	CY2019 Budget	CY2020 Plan
1. Business Retention Visits	90	94	95
2. Assist in expansion of existing business	6	8	10
3. Assist or facilitate business startups	12	12	15
4. Assist business “walk ins” at ED&T Office	750	750	700
5. Complete new business RFIs per year through regional partners	24	24	40
6. Identify and follow up on new business “leads” through our own marketing*	12	12	10
7. Facilitate and secure new business to the County	12	12	5
8. Publish Newsletter	12	12	12
9. Click Through and Online Engagements	633,000	664,650	700,000
10. Attend (speaking, 4) events	12	12	16
11. Develop new marketing campaign to commuters to start or expand their business	N/A	N/A	1

* CY2018, 2019 Service Level 5 split into Service levels 6 and 7.

Mission

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

Who Are We?

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 regions nationally-recognized rideshare brokerage that facilitates and promotes vanpooling and transit use.

Tri-County/City Soil and Water Conservation District

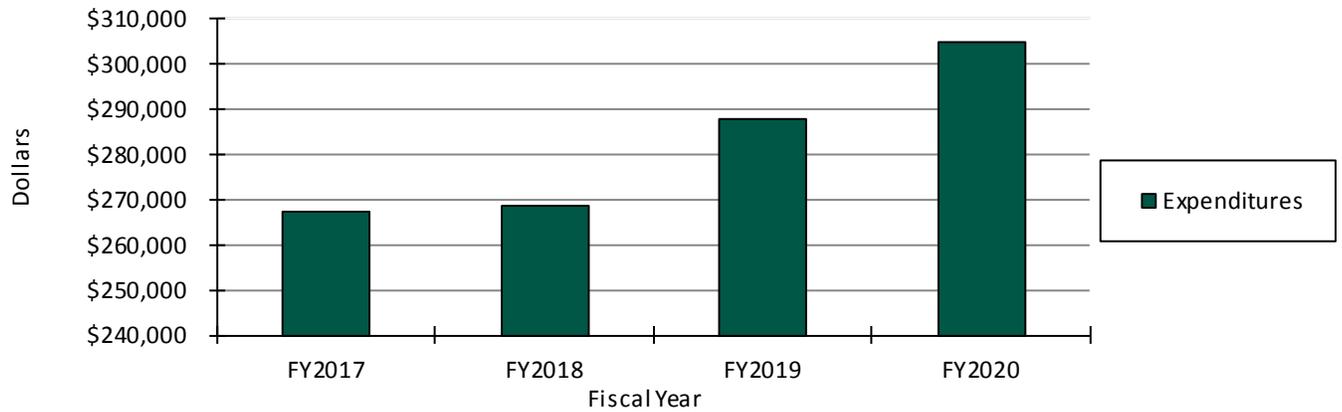
- The agency provides technical assistance, information, educational programs, volunteer opportunities, and newsletters to citizens on many aspects of water quality, nonpoint source pollution, and stream health.

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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$267,257	\$268,509	\$288,069	\$304,877	\$16,808	5.8%
Local Tax Funding	267,257	268,509	288,069	304,877	16,808	5.8%



Notable Changes

Operating

- o Increase to Tri-County/City Soil and Water Conservation District to support their agriculture, community conservation, and environmental education programs. 60% of the increase to be applied to the Chesapeake Bay/agriculture compliance.
- o George Washington Regional Commission is based on per capita increase

Agency Funding Summary

	FY2018 Actual	FY2019 Proposed Budget	Agency Request	FY2020 Adopted Budget	Changes '19 to '20	
Fredericksburg Regional Alliance	\$138,230	\$144,350	\$144,350	\$144,350	\$0	0.0%
George Washington Regional Commission	95,175	104,334	105,520	105,520	1,186	1.1%
Conservation District	21,404	25,685	41,307	41,307	15,622	60.8%
Watershed Property Manager	13,700	13,700	13,700	13,700	0	0.0%
Total Community Development	\$269,509	\$289,069	\$305,877	\$304,877	\$16,808	5.5%

PARTNER AGENCIES: COMMUNITY DEVELOPMENT

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
Fredericksburg Regional Alliance	Regional Economic Development	\$144,350	The Fredericksburg Regional Alliance is a public/private economic development marketing partnership created to provide CEOs, presidents, corporate real estate executives, and site selection consultants with a single source for comprehensive demographic, economic, and commercial real estate information on the Fredericksburg, Virginia Region.
George Washington Regional Commission	George Washington Regional Emergency Planning Committee	\$8,040	The purpose of the George Washington Regional Emergency Planning Committee is to maintain and update a regional Hazardous Materials Emergency Response Plan for the George Washington PDC Region.
	GWRC Regional CoC/HMIS	\$12,290	GWRC serves as lead agency for the Fredericksburg Regional Continuum of Care (CoC), the federally-mandated network of community organizations who provide a coordinated response to those experiencing or at imminent risk of homelessness in Planning District 16.
	GWRC/FAMPO Work Program	\$80,190	The Commission funding is for GWRC's use to provide the required local match for the various federal and state grants the Commission receives to fund its work program, including the FHWA and FTA planning funds for the operation of FAMPO, the rural transportation planning funds provided by VDOT, the DRPT Rideshare grant that funds GWRideConnect and the Coastal Zone Management grants that fund the Commission's environmental programs.
	Regional Legislative Liaison Program	\$5,000	The Regional Legislative Liaison Program will define a regional state legislative agenda for Planning District 16 and it's member localities and promote the established legislative priorities among the members of the general assembly.
Tri-County/City Soil and Water Conservation District	Environmental Education	\$6,196	TCCSWCD provides high-quality environmental education and outreach to citizens of all ages free of charge.
	Cost Share	\$24,784	To provide technical and financial assistance to help farmers afford to install sometimes costly conservation best management practices (BMPs) on their land to help address water quality issues.
	Community Conservation	\$10,327	TCCSWCD provides free technical assistance on conservation issues, including problem-solving regarding erosion and flooding issues and installation of conservation best management practices for stormwater. Through the new Virginia Conservation Assistance Program (VCAP) available through conservation districts, This program is designed to help fill a gap in Virginia's stormwater pollution reduction strategy.
Watershed Property Manager	MOA with City of Fredericksburg for maintenance of	\$13,700	The Watershed Property Management Program provides management and stewardship of the property along the Rappahannock and Rapidan Rivers. The program provides oversight and protection of the watershed property by conducting routine monitoring and inspections.
Total Community Development		\$304,877	

Mission

Provide guidance to the Board of Supervisors and appointed Boards and Commissions in realizing the vision of Stafford County to ensure 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.

Who Are We?

Boards and Commissions

- Provide direct administrative and technical support to seven Boards, Commissions and Committees for the governance of the County, including the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Architectural Review Board, Historical Commission, Cemetery Committee, and Agricultural/Purchase of Development Rights Committee.

Comprehensive Plan

- Administer the Comprehensive Plan (future infrastructure and development) and its detailed elements.
- Implement policies that support balanced growth and development, including recommendations for conservation of natural and cultural resources, and agricultural/forestry and open space lands.

Ordinances

- Lead agency for drafting laws and policies pertaining to land development, community appearance, and land conservation 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, and accumulation of trash and debris.
- 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 requirements such as lot area, setbacks, building height, etc.
- Review Zoning and Building permits for compliance with historic district regulations.
- Conduct site inspections prior to the issuance of certificates of occupancy for new commercial development to ensure compliance with approved site plans, proffers, conditional use permits and overlay district regulations.
- Review development proposals in compliance with the County Code, State Code and the Comprehensive Plan.

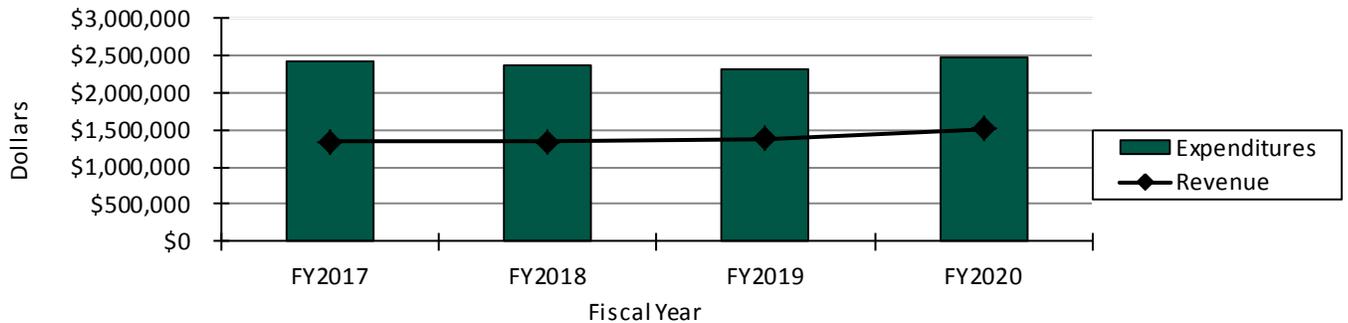
Customer Service

- Assist citizens, internal departments, and the development community with questions and concerns regarding the Comprehensive Plan, processing of development applications and related permits.
- Assist citizens with complaints pertaining to community appearance matters that affect property values and public health such as tall grass, overgrown vegetation, accumulation of trash, abandoned vehicles, unlawful businesses, and illegal structures.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$2,093,944	\$2,139,431	\$2,012,636	\$2,161,444	\$148,808	7.4%
Operating	319,736	240,794	307,328	309,522	2,194	0.7%
Total	2,413,680	2,380,225	2,319,964	2,470,966	151,002	6.5%
Revenue	1,338,982	1,337,721	1,381,211	1,517,888	136,677	9.9%
Local Tax Funding	\$1,074,698	\$1,042,504	\$938,753	\$953,078	\$14,325	1.5%

Funded Positions						
Full-Time Positions	21	21	19	20	1	5.3%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 new Planning and Zoning Planner – Long Range position

Operating

- Increase in contracts – consulting services
- Decrease in fuels
- Decrease in repairs and maintenance
- Decrease in services for small area plans

Other

- Reorganization - In FY2019, the Departments of Planning and Zoning, Public Works, and Utilities reorganized duties and personnel in order to provide better customer service to the community and improve overall efficiencies for the organization. The Department of Planning and Zoning transferred five positions from the Environmental/Engineering division to be combined with the Public Works environmental division. The positions are: one Senior Engineer, one Civil Engineer, one Storm water Engineer, and 2 Environmental Planners. Three positions were transferred from Public Works to Planning and Zoning to focus on planning application and zoning permit reviews and provide direct customer service. They are: one Transportation

Program Coordinator/Engineering Specialist, 2 Community Development Service Center (CDSC) Zoning Reviewers. Also reallocation of plan review fees associated with the environmental reviews and review of plans with public street construction were transferred to Public Works. Zoning review fees for building permits were transferred to Planning and Zoning.

- Electronic Plan Review - The Department of Planning and Zoning began the process of implementing electronic plan review of engineered development plans. Electronic plan review will save development applicants significant costs in paper copy production and save time submitting plans to the County. The department is continuing to refine submittal and review processes toward full implementation. Additional staff training will be required to fully understand and become proficient with the software especially with future updates. Full implementation of all Department of Planning and Zoning applications will be available through Project Dox and will require additional staff training for ePLANS, electronic plan review.

Future Outlook

Zoning Violations

- Based on new VA State Code requirement, notices of Zoning Violations must be sent via registered mail instead of via certified mail. The new requirement more than doubles the costs for public notification. In addition, an agreement with the Virginia Department of Transportation will require zoning staff to increase their workload with additional tasks including billing, tracking and maintaining the database for the violations of signage posted in the public right of way.

Board of Supervisors' 2040 Strategic Plan

The Planning and Zoning Department will be responsible for implementing and assisting with several new initiatives in the Board of Supervisors' 2040 Strategic Plan, adopted in November 2018, including:

- Identify and execute growth management strategies that align our Comprehensive Plan and infrastructure without negatively impacting taxation, to include incentivize growth in the Targeted Growth Areas (TGA), and evaluate zoning outside areas served by public water and sewer to maintain the rural character of the county.
- Develop a sustained education program and communication plan to encourage voluntary land conservation.
- Identify funding source options and stewardship opportunities to assist with the Purchase of Development Rights.
- Evaluate additional opportunities for the protection of open space.
- Identify a location and funding stream for the Stafford County Museum and Cultural Center.
- Promote the County's recreational, historic and cultural programs and facilities and obtain feedback on future improvements.
- Research and identify other transportation alternatives to reduce congestion.
- Begin construction of the first phase of Downtown Stafford through a public private partnership to enhance Stafford's identity and promote economic development.
- Evaluate agribusiness opportunities including the potential for a farm to table program with grant funding.
- Help streamline the permitting process and provide better customer support.

These 3-Year priorities will increase staff workloads, and are anticipated to require outside consulting costs and increased costs for public notification.

I-95/Courthouse Road Interchange

- The new interchange is scheduled to open July 1, 2020. Staff anticipates an increase in applications submitted for rezonings, conditional use permits, and site plans in this area in advance of the opening date. This could increase the application revenues in FY2020.

Goals/Objectives

- Enhance the physical appearance and high quality of development of the County through zoning regulations, site plans and subdivision standards, architectural standards, appropriate growth management policies, and land conservation efforts established in the County’s Comprehensive Plan. (Service levels 1, 2, 4, 5, 8, and 10)
- Enhance our customers’ service experience through such means as fully integrating electronic plan review, improve front counter 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, 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, , 4, 5, 6, 7, 9, and 10)

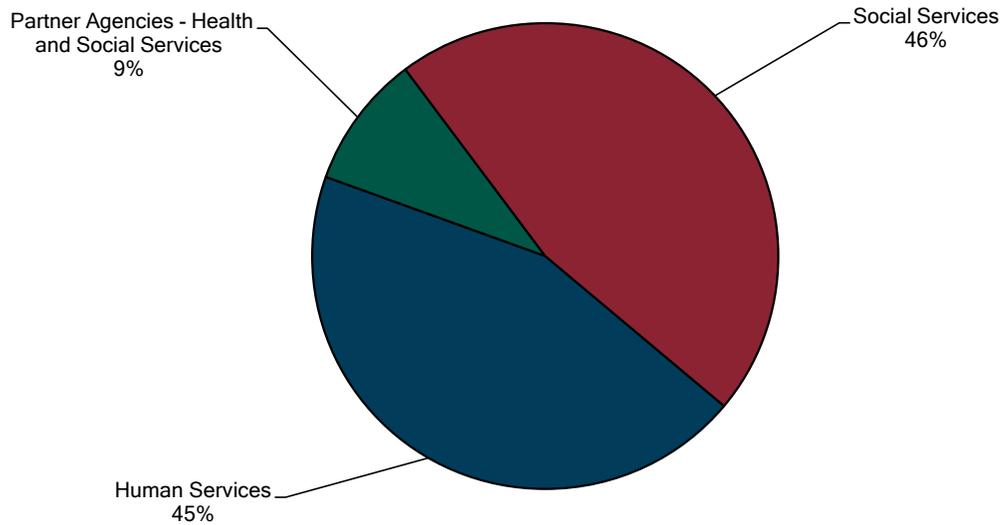
Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Development ordinances processed/adopted	20	20	20
2. Review projects that minimized impacts to historic resources	228	180	200
3. Environmental applications processed	51	55	N/A*
4. Residential development applications processed	165	130	200
5. Non-residential development applications processed	80	55	90
6. Residential lots recorded	700	900	1000
7. Zoning inspections performed	1,000	1,100	1,100
8. Zoning violations cited	324	350	500
9. Zoning applications/permits reviewed	3,981	3,750	5,600
10. Land use applications processed (Zoning Reclassifications, Comprehensive Plan Compliance, Transfer of Development Rights and Conditional Use Permits)	32	32	32

*Note: Environmental application reviews will now be the responsibility of the Department of Public Works

HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Human Services	\$7,627,645	\$8,636,396	\$7,865,547	(\$770,849)	(8.9)%
Partner Agencies - Health and Social Services	1,586,753	1,586,826	1,642,878	56,052	3.5%
Social Services	5,958,323	7,712,390	8,207,399	495,009	6.4%
Total Expenditures	\$15,172,721	\$17,935,612	\$17,715,824	(\$219,788)	(1.2)%



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. These agencies provide services through the Children Services Act program to identified children and families within Stafford that are collaborative, child centered and family focused.

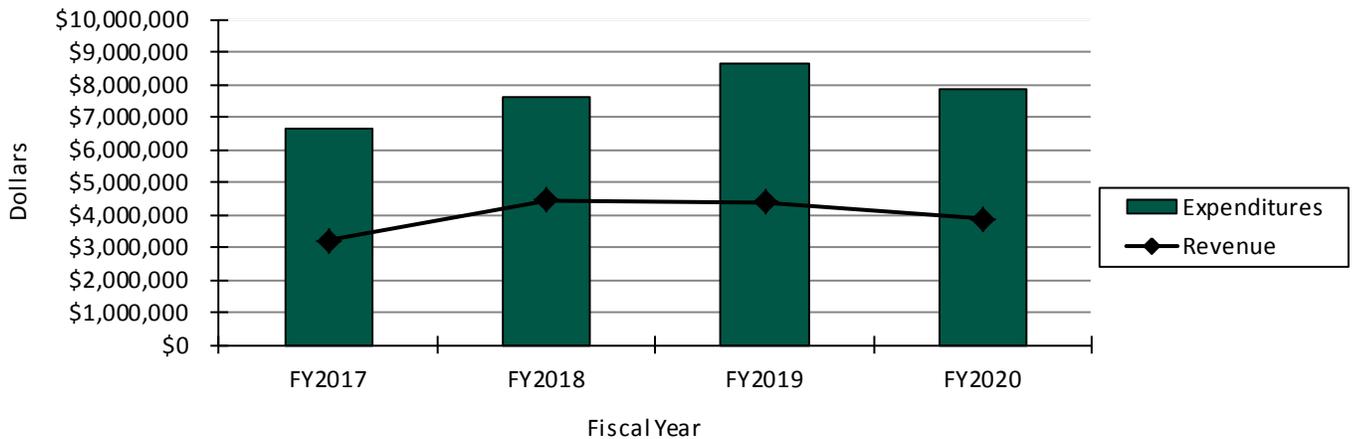
Who Are We?

- 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 is 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$289,490	\$325,084	\$339,308	\$358,817	\$19,509	5.7%
Operating	6,320,073	7,302,561	8,297,088	7,506,730	(790,358)	-9.5%
Total	6,609,563	7,627,645	8,636,396	7,865,547	(770,849)	-8.9%
Revenue	3,186,933	4,431,046	4,371,138	3,864,440	(506,698)	-11.6%
Local Tax Funding	\$3,422,630	\$3,196,599	\$4,265,258	\$4,001,107	(\$264,151)	-6.2%

Funded Positions						
Full-Time Positions	3	3	3	3	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings

Operating

- Projected decrease in residential treatment

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.
- 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)
- Maintain an effective utilization management system in reviewing high cost placements and track outcomes of services rendered for effectiveness in treatment. (Service level 4)
- 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. (Service level 2)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Co-payments collected for services provided through the CSA program	\$18,000	\$20,000	\$20,000
2. Cost per child served by CSA program (CSA Statistical Report)	\$37,400	\$35,000	\$37,000
3. Number of children receiving prevention services	45	45	50
4. Required cases reviewed under utilization management	190	200	200

Mission

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

Who Are We?

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 through the County government. Community partners can help reduce services costs through leveraging scarce resources with other funding sources.

What is the Community Partner Process?

The Board of Supervisors has required all requests for funding be 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 6, the portal is activated for potential applicants; all requests must be submitted by October 31 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 service and finance 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 with 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 avoid 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 measurable.
- Allocations are based on available resources; allocations may be subject to an increase, reduction or discontinuation based on the results of the review process.

Funding Methodology

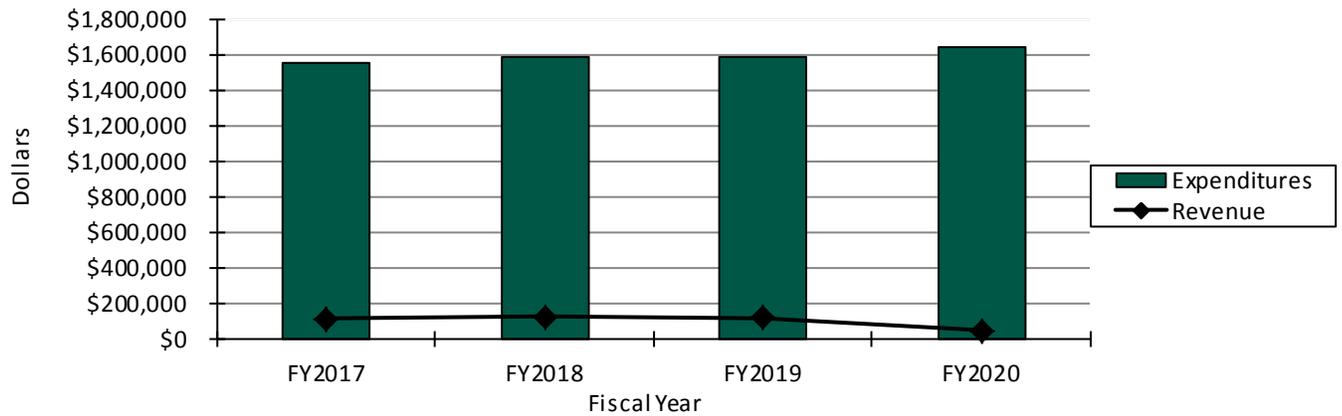
Each program within the health and social services category was rated by outside reviewers from multiple agencies in the human services system and received a score. These scores were then ranked and averaged among the total number of programs. The median score was 80.35.

The methodology for determining funding recommendations was the following:

- Top 20% of programs recommend funding full request
- Middle 50% receive either level funding from FY19 or a reduction of up to 5% based on score
 - Score of 85-86 received 1% reduction
 - Score of 81-84 received 2% reduction
 - Score of 78-80 received 3% reduction
- Mid lower 20% of programs receive reductions between 6%-10%
 - Programs that scored 73-77 received a 10% reduction
- Lowest 10% of programs received no funding
 - Score of 59-72

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$1,549,852	\$1,586,753	\$1,586,826	\$1,642,878	\$56,052	3.5%
Total	1,549,852	1,586,753	1,586,826	1,642,878	56,052	3.5%
Revenue	111,298	123,449	118,273	45,000	(73,273)	-62.0%
Local Tax Funding	\$1,438,554	\$1,463,304	\$1,468,553	\$1,597,878	\$129,325	8.8%



Notable Changes

Operating

- **Rappahannock Area Community Services Board-** Funding for Mental Health services for Outpatient and Emergency Services staffing to meet the increased demand for mental health services from all localities, and to provide services to individuals immediately upon discharge from a psychiatric hospitalization.
- **Rappahannock Area Youth Services and Group Home Commission-** Reduction is due to the funding formula for all localities which is based on historical usage.
- **S.E.R.V.E-** Organization is going through a growth period with an increased demand on emergency services provided to Stafford citizens. With the addition of a new warehouse food distribution occurs in a separate location which creates the need for additional coordination and organization.
- **Thurman Brisben Center (TBC) -** Increase to operating costs due to loss of federal funding related to rapid rehousing. Funds for capital expenses related to replacement of HVAC units; request was for half of the total cost from all localities, the remainder was received via grants and donations.

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

Agency Funding Summary

	FY2018 Actual	FY2019 Adopted Budget	Agency Request	FY2020 Adopted Budget	Changes '19 to '20	
American Red Cross	\$5,000	\$5,000	\$0	\$0	(\$5,000)	-100.0%
disAbility Resource Center	27,870	29,264	29,200	26,280	-2,984	-10.2%
Empower House	49,808	50,000	52,500	52,189	2,189	4.4%
FAILSAFE-ERA	0	0	15,000	0	0	0.0%
Fredericksburg Regional Food Bank	15,221	11,641	22,500	11,975	334	2.9%
Habitat for Humanity	5,000	6,000	6,000	5,400	-600	-10.0%
Healthy Families Rappahannock Area	9,432	9,432	9,432	9,149	-283	-3.0%
Legal Aid Works	32,445	32,445	32,445	31,796	-649	-2.0%
Lloyd F. Moss Free Clinic	18,580	18,576	18,580	18,208	-368	-2.0%
LOK Fashion Institute	0	0	50,000	0	0	0.0%
Mental Health America of Fredericksburg	15,000	15,000	15,584	15,584	584	3.9%
Micah Ecumenical Ministries	20,000	20,000	22,000	22,000	2,000	10.0%
Piedmont Dispute Resolution Center	7,000	7,000	6,650	6,451	-549	-7.8%
Healthy Generations Area Agency on Aging	26,946	26,946	27,946	27,832	886	3.3%
Rappahannock Area Community Service Board	366,424	385,462	411,082	411,082	25,620	6.6%
Rappahannock Area Court Appointed Special Advocates (CASA)	1,900	3,000	4,000	3,920	920	30.7%
Rappahannock Area Health District	535,937	535,937	535,938	535,937	0	0.0%
Rappahannock Area Youth Services and Group Home Commission (Office On Youth)	235,520	213,326	206,484	206,484	-6,842	-3.2%
Big Brothers Big Sisters Greater Fredericksburg	6,000	6,000	6,000	5,880	-120	-2.0%
Rappahannock Boys and Girls Club	8,000	8,000	10,000	9,000	1,000	12.5%
Assault (RCASA)	15,420	7,410	10,559	9,503	2,093	28.2%
Rappahannock Refuge, Inc. (Hope House)	14,000	14,000	15,000	14,850	850	6.1%
Rappahannock United Way Services Volunteer & Information Services	2,600	2,737	2,737	2,737	0	0.0%
Rebuilding Together (Christmas in April)	5,000	5,000	5,500	5,390	390	7.8%
S.E.R.V.E., Inc.	64,000	60,000	75,000	73,500	13,500	22.5%
Safe Harbor	3,000	3,000	3,090	3,090	90	3.0%
Stafford Junction	21,650	21,650	22,950	17,621	-4,029	-18.6%
Thurman Brisben Homeless Shelter	80,000	90,000	118,500	112,170	22,170	24.6%
Virginia Community Food Connections	0	0	5,000	4,850	4,850	100.0%
Total Health and Social Services	\$1,591,753	\$1,586,826	\$1,739,677	\$1,642,878	\$56,052	3.5%

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
Boys and Girls Club	Project Learn	\$9,000	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	\$26,280	The only cross disability, cross life-span agency that provides a wide array of free services in the community.
Empowerhouse	Domestic violence housing support	\$24,810	Residence to provide for the safety and protection of domestic violence victims and their children.
	24 hour domestic violence hotline	\$2,753	Provides local access to a trained worker which provides open communication to those isolated by domestic violence.
	Domestic violence education and support	\$21,356	Free, confidential services including: risk assessment, education on impact, safety planning, legal remedies, and support groups.
	Children exposed to domestic violence	\$3,270	Community based children services that provide educational, teen groups, and individual support.
FAILSAFE-ERA	Changing the Next Generation	\$0	To help children with incarcerated parents to learn social and emotional skills that are an effective deterrent to criminal behavior.
	Right Road Job Training	\$0	To prepare returning citizens that have been incarcerated for employment in the workforce as road workers.
Fredericksburg Regional Food Bank	Mobile Pantry	\$4,500	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	\$2,475	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.
	Pantry Distribution	\$5,000	Distributes millions of pounds of food to the hungry and working poor through 70 partner agency food pantries in our district.
Habitat for Humanity	Affordable Homeownership and Community Development	\$5,400	Provides housing options to those individuals that make between 30% and 60% of local median income.
Healthy Families Rappahannock Area	Healthy Families Rappahannock Area	\$9,149	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	\$31,796	Represents poor people who cannot afford a lawyer in civil legal matters.
Lloyd F. Moss Free Clinic	Medical Care	\$18,208	Provides medical care for those without insurance who are experiencing a chronic illness.
LOK Fashion Institute	Art and Design Program	\$0	Offers art and design programs that equips students with what they need to become top notched designers.
Mental Health America of Fredericksburg	Helpline	\$2,084	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.

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
Micah Ecumenical Ministries	Cold Weather Shelter	\$22,000	Keeps residents of planning district 16 from freezing to death in the winter; provides a full assessment for housing barriers at intake, sets up a plan to re-enter housing and prioritized based on vulnerability.
Piedmont Dispute Resolution Center	Court Referred Mediation	\$6,451	Provides parties involved with child custody cases an opportunity to reach mutually satisfactory agreements on their own with the assistance of a trained neutral.
Healthy Generations Area Agency on Aging	Nutrition	\$10,783	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	\$3,155	Provides support to keep frail older individuals independent and able to remain in their own home and community.
	Transportation	\$8,159	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	\$381,808	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	\$3,920	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.
Rappahannock Area Health District	Environmental Health Services	\$167,946	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	\$367,991	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 Area Youth Services and Group Home Commission (Office on Youth)	Administrative Fees to Manage Programs	\$110,250	
	Anger Management Program	\$16,122	The Program is designed around a research-based curriculum, incorporating topics and discussions from Skillstreaming the Adolescent, this program presents enrolled youth with the awareness of personal triggers and cues for anger, and positive and negative thought process. Skill-building focuses around healthy communication, conflict management and resolution, empathy, relaxation and stress management, along with the thought processes necessary to successfully manage anger without resorting to violence.

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
	Community Service Work Program	\$27,927	The Community Service Program provides a structured and supervised means for youth to complete community service hours, who are court-ordered to do so. Projects are community-based and occur throughout the Region in each locality. CSW sites are rotated among the three main localities. Placement opportunities may be available on a case-by-case basis.
	Restorative Justice Program	\$19,965	Based on restorative principles and practices that help the offender build empathy and understanding for victims of crime, the Restorative Justice Class offers group activities and discussions that were adapted from activities developed by the U.S. Department of Justice’s Office of Victims of Crime and the Richmond Peace Education Center. Students focus on the harmful effects of crime and the process of victimization, while learning about accountability and healthy decision-making.
	Substance Abuse Services	\$32,220	The education program covers the effects of substance use on biopsychosocial health, risk & protective factors related to substance use, cycle of addiction/recovery, building resiliency/coping strategies and motivation for change. The treatment program is based on the Forward Thinking Interactive Journals, a clinical intervention designed to prevent drug use among young people in grades 5-12 by positively changing the attitudes of youth and their parents regarding the use of drugs.
Rappahannock Big Brothers Big Sisters	One to One Mentoring	\$5,880	Provides children facing adversity with volunteer adult mentors.
Rappahannock Council Against Sexual Assault	Prevention, Education, and Outreach	\$1,995	Provides a variety of educational services to the general public and to allied professionals.
	Counseling and Case Management	\$4,752	To provide assessment and intervention on behalf of the survivor's short and long-term needs.
	Crisis Services	\$2,756	Provides a 24 hour hotlines and hospital accompaniment to adult and child victims of sexual violence.
Rappahannock Refuge Inc., (Hope House)	Transitional Housing	\$14,850	Homeless family shelter that focuses on quickly moving children and families off the streets and into housing.
Rebuilding Together (Christmas in April)	Rebuilding Together	\$5,390	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	\$73,500	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	\$3,090	Provides a child friendly, community orientated, facility-based program that strengthens the coordinated response to child abuse and reduces the trauma to child victims.
Stafford Junction	Brain Builders	\$4,590	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	\$4,590	Program that focuses on three important elements of personal health: physical activity, nutritional education, and healthcare assessments and assistance.

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
	Summer Junction	\$4,998	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.
	Life Skills Workshops	\$0	Series of classes offered to adults to enhance their educational, professional, and healthy living skills.
	Helping Us Grow Stronger	\$3,443	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	\$112,170	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
	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.
Virginia Community Food Connections	Food Connections	\$4,850	To connect low-income families with nutritious. Locally grown fruits and vegetables to support a healthy diet and improve food security for all residents.
	Total Health and Social Services	\$1,642,878	

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.

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

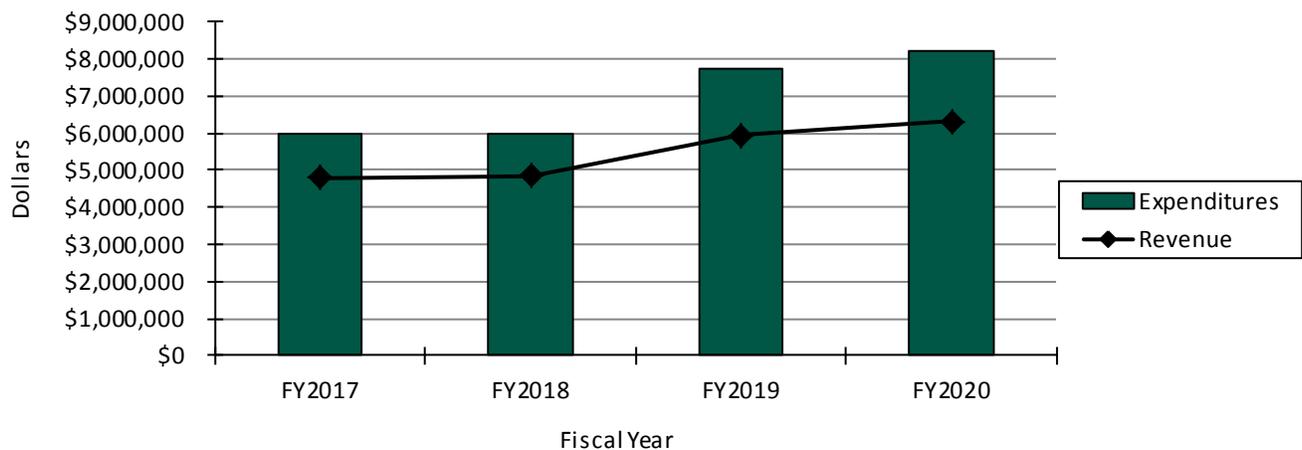
The Benefit Programs Division is comprised of two units that provide the following programs to eligible persons:

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$4,027,383	\$4,104,894	\$5,224,790	\$5,744,799	\$520,009	10.0%
Operating	1,953,952	1,853,429	2,487,600	\$2,462,600	(25,000)	-1.0%
Total	5,981,335	5,958,323	7,712,390	8,207,399	495,009	6.4%
Revenue	4,789,522	4,844,410	5,940,316	6,316,594	376,278	6.3%
Local Tax Funding	\$1,191,813	\$1,113,913	\$1,772,074	\$1,890,805	\$118,731	6.7%

Funded Positions						
Full-Time Positions	60	61	70	73	3	4.3%
Part-Time Positions	6	6	6	5	(1)	-16.7%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Benefit Program Specialist II
- 1 Full-Time Family Services Specialist II
- 1 Part- Time to Full-Time conversion Fraud Investigator II
- Increase vacancy savings

Capital

- Removal of purchase of new vehicle

Goals/Objectives

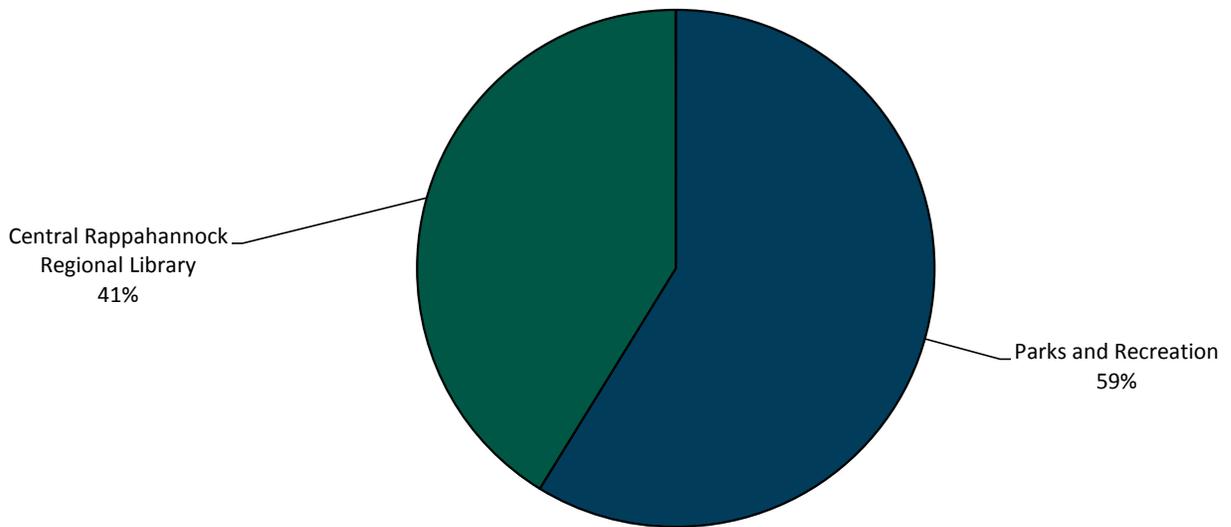
Build trust within the community through ensuring a positive customer experience for all citizens. Key objectives:

- 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 the Virginia Department of Social Services (VDSS) to provide access to technology (iPads) for clients to submit their own documents.
- Develop new Community Work Sites for the Virginia Initiative for Employment not Welfare (VIEW) program 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.
- Recruit and train an increased number of volunteers to assist agency staff.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
Benefit applications received (VaCMS)	7,445	8,000	8,250
SNAP households served (VaCMS)	3,106	3,000	3,000
CPS complaints investigated (OASIS)	780	800	825
Percent of children without a recurrence of maltreatment (SafeMeasures)	100%	100%	100%
Foster care children served (OASIS)	56	70	85
Foster children served in family based placements (SafeMeasures)	91.2%	90%	90%
Foster care discharges to permanency (SafeMeasures)	82%	86%	90%
Reports of alleged adult abuse/neglect received by APS (ASAPS)	206	225	250
Individuals served through holiday programs (Manual Tracking)	1,985	2,000	2,250
Volunteers providing assistance (Manual Tracking)	520	550	575
Per capita cost for county share of agency budget	\$7.60	\$10.00	\$10.75

PARKS, RECREATION, AND CULTURAL
FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Parks and Recreation	\$7,700,641	\$8,061,368	\$8,081,327	\$19,959	0.2%
Central Rappahannock Regional Library	5,238,040	5,301,944	5,663,018	361,074	6.8%
Total Expenditures	\$12,938,681	\$13,363,312	\$13,744,345	\$381,033	2.9%



Mission

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

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

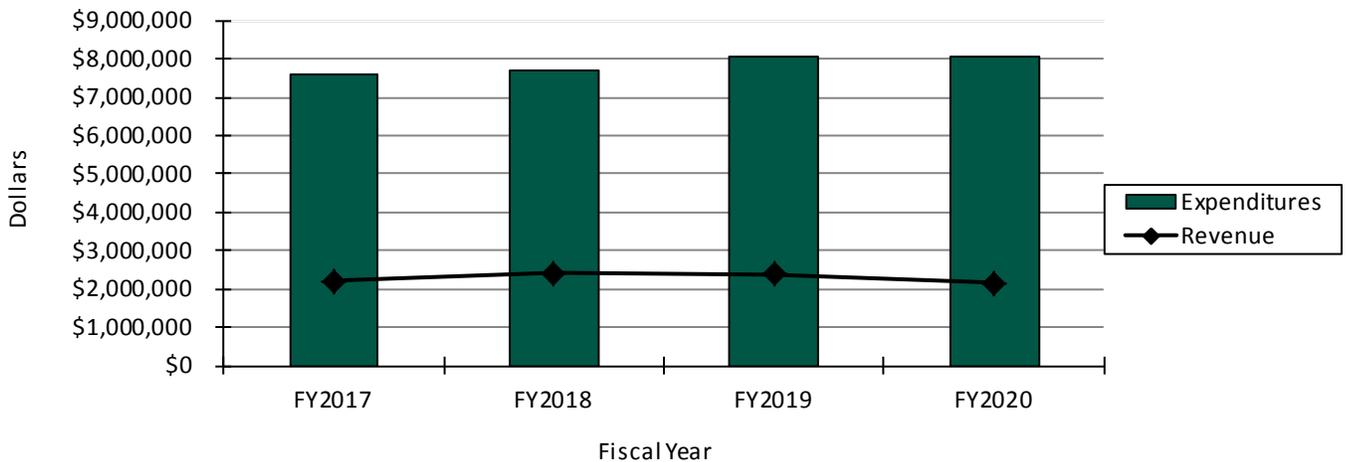
- Provide oversight and support for all the operations of the department. Oversee the annual operating budget, personnel management, organizational development, marketing, grant administration and policy development. Also serves as a liaison to the Parks and Recreation Commission.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$5,071,817	\$5,166,967	\$5,375,146	\$5,386,404	\$11,258	0.2%
Operating	2,461,681	2,393,390	2,686,222	2,694,923	8,701	0.3%
Capital	77,748	140,284	0	0	0	0.0%
Total	7,611,246	7,700,641	8,061,368	8,081,327	19,959	0.2%
Revenue	2,195,593	2,422,355	2,388,737	2,161,515	(227,222)	-9.5%
Local Tax Funding	\$5,415,653	\$5,278,286	\$5,672,631	\$5,919,812	\$247,181	4.4%

Funded Positions						
Full-Time Positions	39	40	40	40	0	0.0%
Part-Time Positions ⁽¹⁾	116	115	115	117	2	1.7%

⁽¹⁾ Does not include certain temporary part-time Parks & Recreation positions.



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 2 Part-Time Parks Maintenance Worker I
- Reduction in aquatics programs will be supported by Jeff Rouse Swim and Sports Center

Operating

- Increase in utility costs for a full year of Civil War Park
- New position operating costs

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 and 6)
- Design and Construct a new Gymnastics Center through a public/private partnership. (Service levels 2 and 7)
- Provide quality programs at a reasonable cost to encourage participation by all citizens. (Service levels 2, 3, 4, 5, 6, and 7)
- Continue to build relationships and partnerships with community organizations for the delivery of recreational services. (Service levels 1, 2, 3, 4, 5, 6, and 7)
- 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, 3, 4, 5, 6, and 7)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Athletic field bookings	7,776	7,800	8,000
2. Youth program participants served (ages <19)	25,945	25,000	26,000
3. Adult program participants served (ages >19)	12,643	13,000	14,000
4. Swimming Pool users	30,630	31,000	32,000
5. Number of facility, pavilion, and amphitheater rentals	3,331	3,400	3,500
6. Recreation programs/special events/trips/camps offered (Class)	5,721	5,800	5,800
7. Cost Recovery (Rev/Exp)	31.1%	29.0%	31.0%

Mission

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

Who Are We?

The Central Rappahannock Regional Library (CRRL) 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

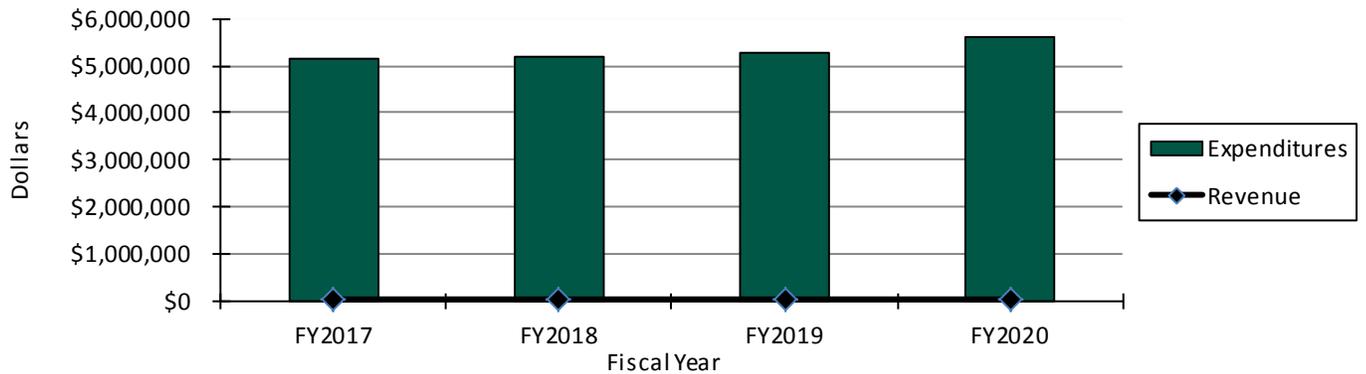
- Professionalism – We are qualified, skilled, and committed.
- Collaboration – We are committed to collaborate and partner with other regional leaders and organizations to provide holistic, integrated solutions.
- Teamwork – We build and maintain vital connections to the region so that classes, events, 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$5,179,040	\$5,238,040	\$5,301,944	\$5,663,018	\$361,074	6.8%
Total	5,179,040	5,238,040	5,301,944	5,663,018	361,074	6.8%
Revenue	34,260	42,041	34,000	42,000	8,000	23.5%
Local Tax Funding	\$5,144,780	\$5,195,999	\$5,267,944	\$5,621,018	\$361,074	6.7%



Notable Changes

Operating

- Increase in circulation
- Correction in regional funding formula

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>

Regional Demographics

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
Book Stock Growth	685,013	695,288	705,718
Library Visits	1,413,409	1,434,610	1,456,129
Number of Classes	3,462	3,514	3,567
Attendance	103,633	105,187	106,765
Lobby Stops/Grow a Reader Outreach	73	74	75
Circulation	4,056,516	4,117,364	4,179,124

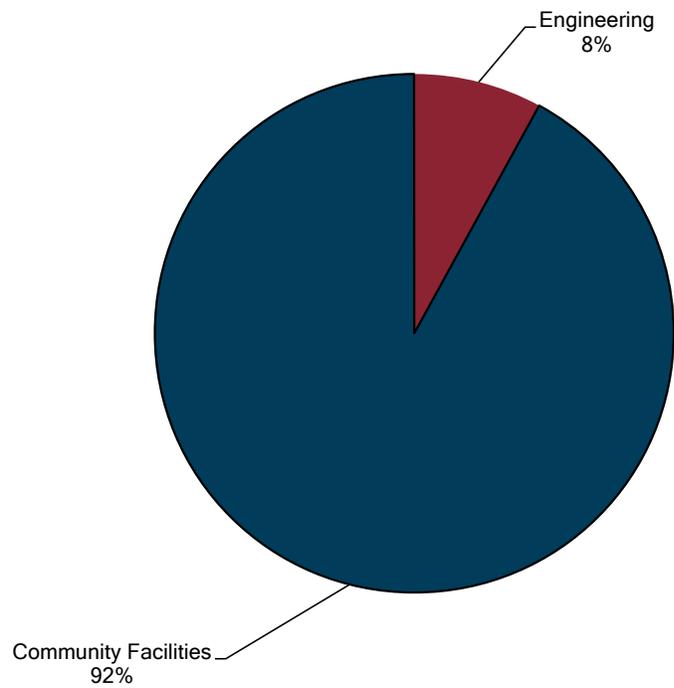
Stafford Demographics

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
Book Stock Growth*	685,013	695,288	705,718
Library Visits	525,185	533,063	541,059
Number of Classes (Porter & Howell)**	1,594	1,618	1,642
Attendance	43,979	44,639	45,308
Lobby Stops/Grow a Reader Outreach	31	31	32
Circulation	1,768,069	1,794,590	1,821,509

*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.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Engineering	\$615,682	\$516,249	\$417,049	(\$99,200)	(19.2)%
Community Facilities	4,454,160	4,800,996	4,809,181	8,185	0.2%
Total Expenditures	\$5,069,842	\$5,317,245	\$5,226,230	(\$91,015)	(1.7)%



Mission

To ensure the Department of Public Works delivers safe, practical, and efficient goods and services to the customers and citizens of Stafford County.

Who Are We?

The Department of Public Works, primarily through the Division of Capital Design & Construction, provides planning, engineering and construction services associated with the County's public construction and transportation programs.

Public Construction

- Administration of the FY2019-2028 Capital Improvements Program (CIP) through design, renovation, and construction of both existing and new County-maintained public facilities.
- Inter-departmental coordination with the Departments of Parks, Recreation, and Community Facilities, Sheriff's Office, Fire and Rescue, Schools, and Courts regarding capital construction projects associated with the FY2019-2028 CIP.

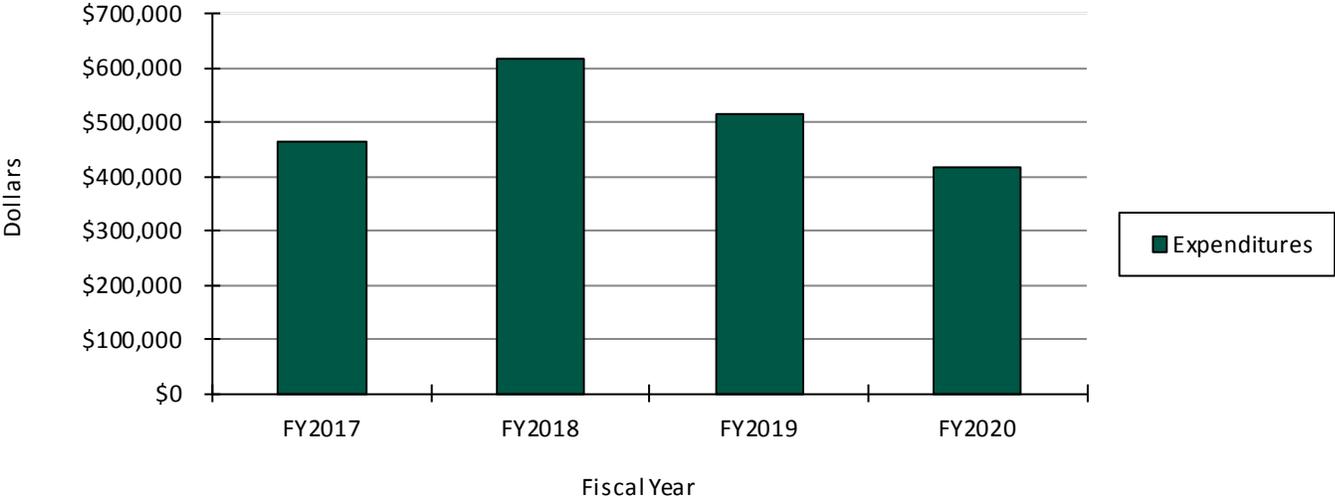
Transportation Engineering

- Administration of the County's Transportation Fund through studies, design, and construction of County road projects.
- Facilitating and monitoring sources of contributions to the County's Transportation Fund, including Service Districts, bonds, impact fees, proffers, etc.
- Assists with the Virginia Department of Transportation (VDOT) road acceptance process.
- Resolution of citizen concerns relating to transportation matters including street signs, traffic management, and safety.
- Review of residential development plans for compliance with County and VDOT requirements.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$441,674	\$589,404	\$471,884	\$372,684	(\$99,200)	-21.0%
Operating	21,129	26,278	44,365	44,365	0	0.0%
Local Tax Funding	\$462,803	\$615,682	\$516,249	\$417,049	(\$99,200)	-19.2%

Funded Positions						
Full-Time Positions	5	5	4	4	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Funding of positions redistributed to the Utilities Fund

Goals/Objectives

- Construct safe, reliable, and necessary infrastructure to improve upon the quality of life for citizens of Stafford County. (Service level 1)
- Continue providing assistance regarding the VDOT road acceptance process. (Service Level 1)
- Provide technical assistance to County citizens, as well as manage street sign replacement and installation. (Service level 2)
- Perform detailed transportation plan reviews of residential projects for compliance with County and VDOT standards. (Service level 3)
- Track different sources of funds related to the County’s Transportation Fund. (Service level 4)
- Improve overall traffic conditions and monitor flows of traffic within the County. (Service level 5)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Miles of County roads accepted into the state system	8.13	12.0	10.0
2. Work orders for street sign replacements	57	100	75
3. Residential development plans reviewed for transportation	62	69	69
4. Proffers received for transportation projects	\$745,021	\$3,004,355	\$1,590,119
5. Traffic studies conducted	25	30	15

Mission

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

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 668,630 square feet of County building space.

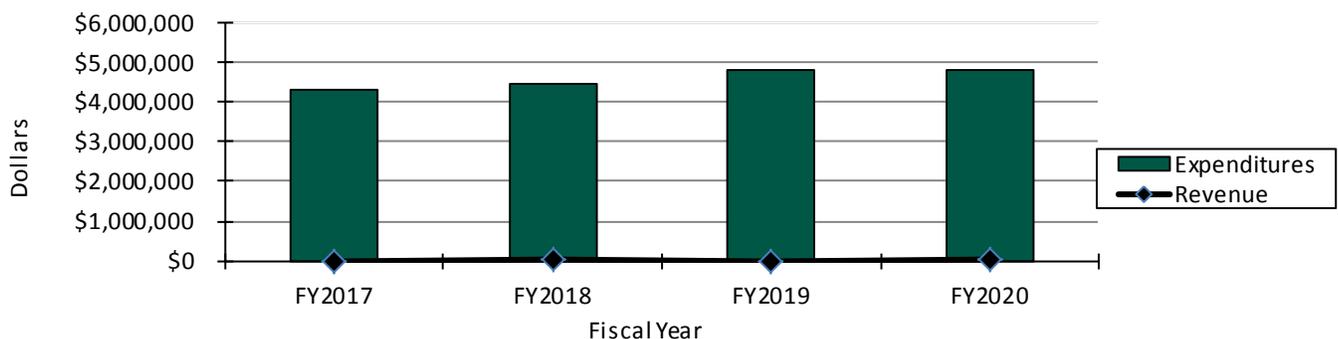
Mail Room

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

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,493,786	\$1,386,070	\$1,534,883	\$1,563,155	\$28,272	1.8%
Operating	2,771,673	2,965,755	3,266,113	3,196,026	(70,087)	-2.1%
Capital	48,839	102,335	0	50,000	50,000	100.0%
Total	4,314,298	4,454,160	4,800,996	4,809,181	8,185	0.2%
Revenue	0	52,500	0	52,999	52,999	100.0%
Local Tax Funding	\$4,314,298	\$4,401,660	\$4,800,996	\$4,756,182	(\$44,814)	-0.9%

Funded Positions						
Full-Time Positions	19	20	20	20	0	0.0%
Part-Time Positions	5	5	5	5	0	0.0%



Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- Attrition adjustments

Operating

- Change in cost allocation
- Increase in utilities for inflation

Capital

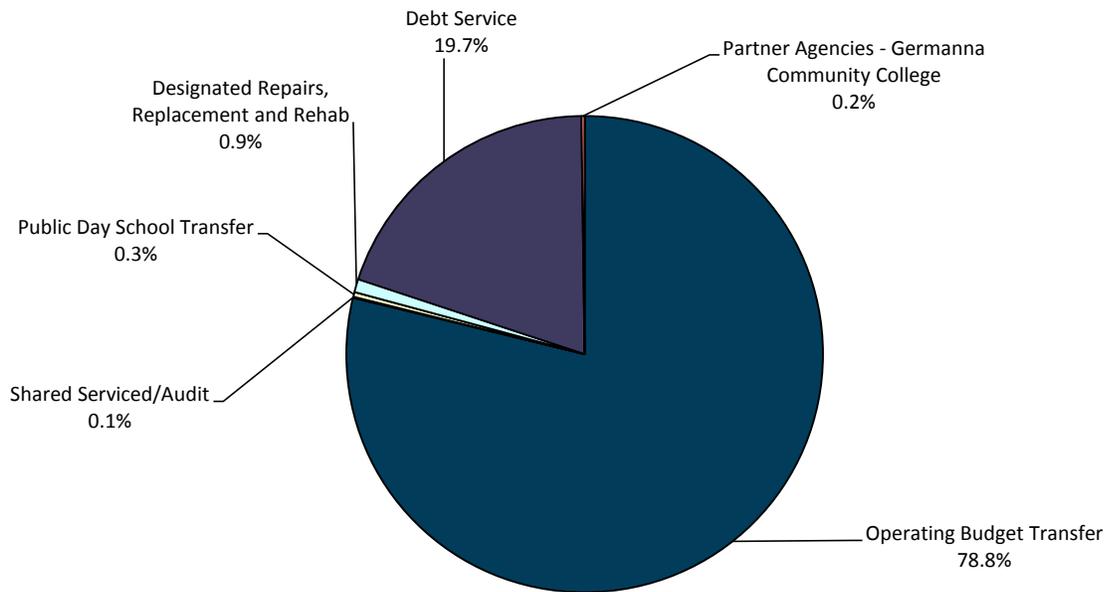
- Increase for reoccurring costs for repairs due to aging systems

Goals/Objectives

- Continue to be proactive in implementing cost effective measures in maintenance and energy consumption. (Service levels 3 and 4)
- Emphasize staff development and training in technical areas of expertise, the latest industry trends, best practices, new technologies, and leadership development. (Service levels 1 and 5)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Work Orders processed	10,187	10,000	10,500
2. Square Ft – facilities maintained	631,976	649,354	668,630
3. Maintenance Cost - per square foot	\$7.98	\$8.14	\$8.28
4. Energy Consumption Cost – per square foot	\$1.89	\$1.89	\$1.87
5. Maintenance Mechanics – per square foot	1/52,618	1/54,112	1/55,719

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Operating Budget Transfer	\$116,440,953	\$120,756,402	\$126,868,957	\$6,112,555	5.1%
Shared Serviced/Audit	0	115,307	115,307	0	0.0%
Public Day School Transfer	518,000	518,000	518,000	0	0.0%
Public Day School Additional Classroom	0	285,000	0	(285,000)	(100.0)%
Debt Service	31,158,878	31,466,416	31,696,129	229,713	0.7%
Designated Repairs, Replacement and Rehab	0	1,445,865	1,445,865	0	0.0%
Transfer to School Construction	849,298	0	0	0	0.0%
Partner Agencies - Germanna Community College	226,070	226,070	348,858	122,788	54.3%
Total Expenditures	\$149,193,199	\$154,813,060	\$160,993,116	\$6,180,056	4.0%



Mission

Inspire and empower all learners to thrive.

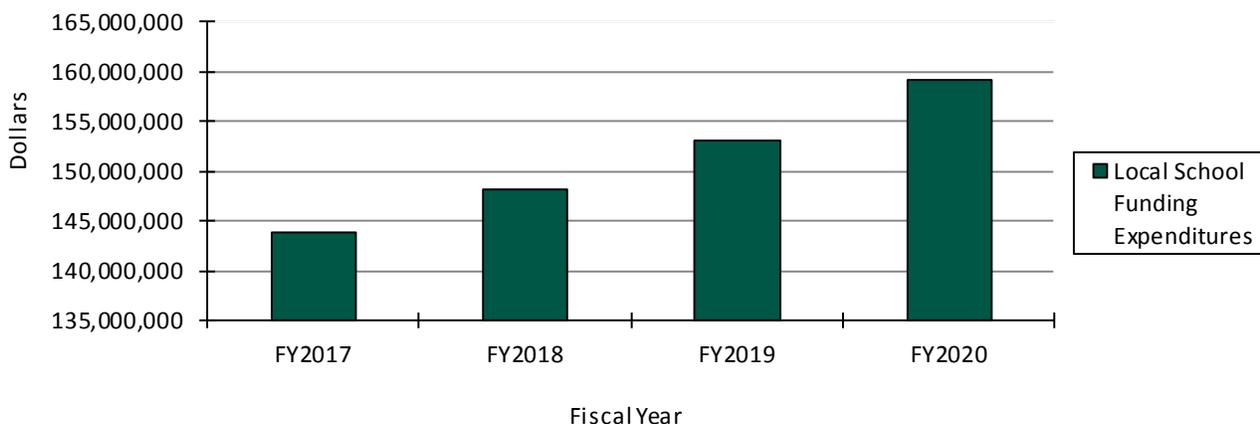
Who Are We?

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

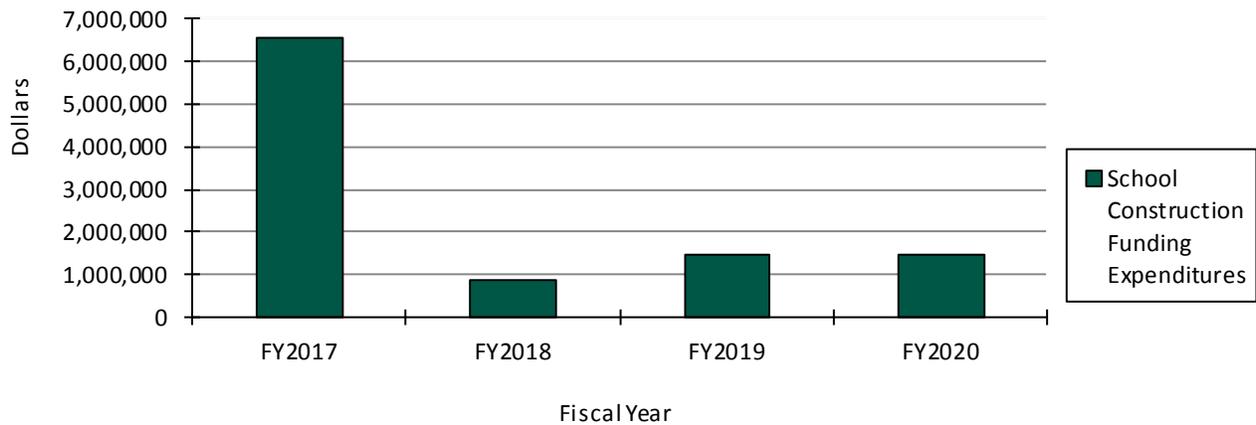
	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating Budget Transfer	\$112,072,288	\$116,440,953	\$120,756,402	\$126,868,957	\$6,112,555	5.1%
Shared Services/Audit	0	0	115,307	115,307	0	0.0%
Public Day School Transfer	518,000	518,000	518,000	518,000	0	0.0%
Public Day School Additional Classroom	0	0	285,000	0	(285,000)	-100.0%
Subtotal School Operating Transfer	112,590,288	116,958,953	121,674,709	127,502,264	5,827,555	4.8%
Debt Service	31,245,546	31,158,878	31,466,416	31,696,129	229,713	0.7%
Local School Funding Support	\$143,835,834	\$148,117,831	\$153,141,125	\$159,198,393	\$6,057,268	4.0%



SCHOOL OPERATIONS: LOCAL FUNDING

FY2020 Adopted Budget

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Transfer to School Construction Fund	\$6,547,000	\$849,298	\$0	\$0	\$0	0.0%
Designated Repairs, Replacement and Rehab	0	0	1,445,865	1,445,865	0	0.0%
School Construction Funding	\$6,547,000	\$849,298	\$1,445,865	\$1,445,865	\$0	0.0%



Notable Changes

Operating

- Increase to per pupil spending and providing additional funding for Board's shared services.

Debt

- Increase for FY2019 Virginia Public School Authority borrows that funded the purchase and renovation of Fredericksburg Christian School (North Star), Ferry Farm renovation design, and repair, replacement and renovation projects.

Mission

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

Who Are We?

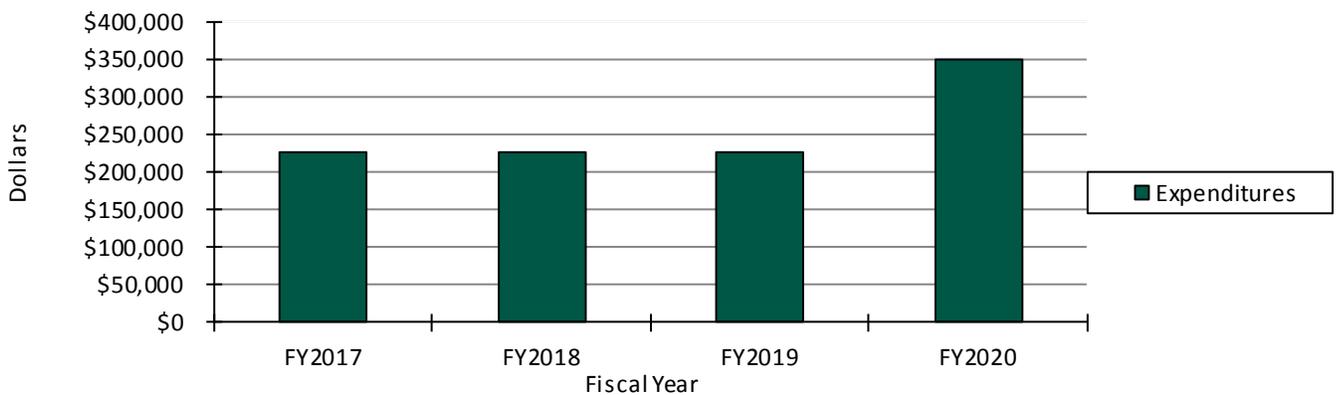
Agencies Include:

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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$26,070	\$26,070	\$26,070	\$48,858	\$22,788	87.4%
Capital	200,000	200,000	200,000	300,000	100,000	50.0%
Total	226,070	226,070	226,070	348,858	122,788	54.3%
Local Tax Funding	\$226,070	\$226,070	\$226,070	\$348,858	\$122,788	54.3%



Notable Changes

- 5-year capital commitment for the development of the Allied Health Building to be constructed on the Locust Grove Campus.
- Increase in operating for the Quality Enhancement Plan (QEP) required by the accrediting body of Germanna.

Agency Funding Summary

	FY2018 Actual	FY2019 Proposed Budget	Agency Request	FY2020 Adopted Budget	Changes '19 to '20	
Germanna Community College - Maintenance Reserve + Capital	\$200,000	\$200,000	\$300,000	\$300,000	\$100,000	50.0%
Germanna Community College - Operating	26,070	26,070	72,531	48,858	22,788	87.4%
Total	\$226,070	\$226,070	\$372,531	\$348,858	\$122,788	54.3%

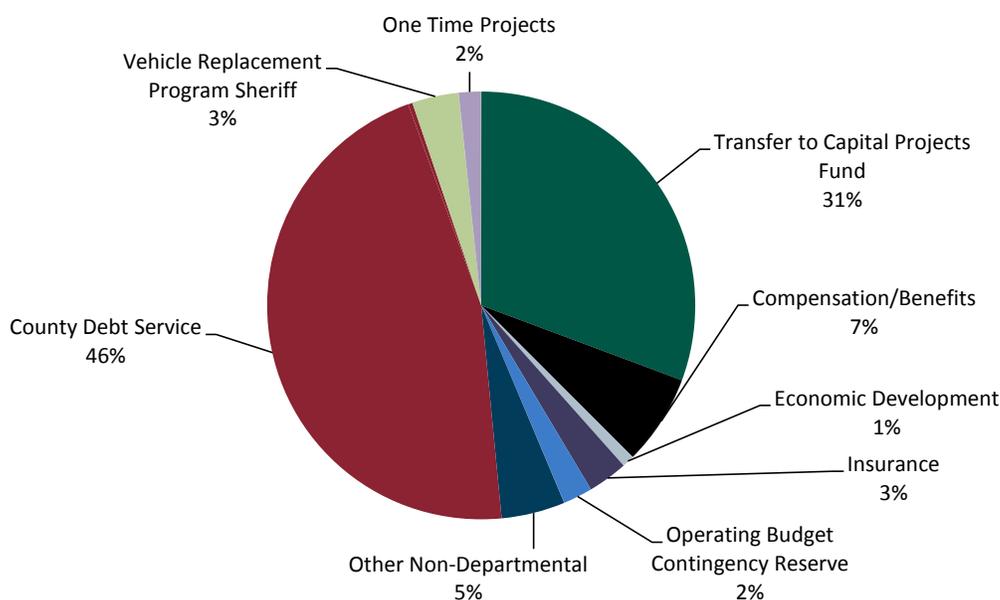
PARTNER AGENCIES: EDUCATION

FY2020 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
Germanna Community College	Germanna Community College	\$348,858	To increase educational offerings and student services in the local community.
Total		\$348,858	

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Transfers Between Funds					
Transfer to Capital Projects Fund	\$1,196,287	\$4,528,316	\$9,196,705	\$4,668,389	103.1%
Transfer to Transportation Fund	225,726	523,098	0	(523,098)	(100.0)%
Transfer to Armed Services Memorial	62,500	0	0	0	0.0%
Transfer to Lake Arrowhead	548,000	0	0	0	0.0%
Transfer to Lake Carroll Service District	550,000	0	0	0	0.0%
Compensation/Benefits	990,180	277,449	2,047,000	1,769,551	637.8%
Economic Development	51,624	276,813	276,813	0	0.0%
Insurance	858,105	920,890	902,776	(18,114)	(2.0)%
Operating Budget Contingency Reserve	0	640,002	664,889	24,887	3.9%
Other Non-Departmental	750,496	1,619,032	1,443,369	(175,663)	(10.8)%
County Debt Service	13,740,398	14,140,997	13,782,968	(358,029)	(2.5)%
Courthouse Ramp-up ⁽¹⁾	0	543,000	0	(543,000)	(100.0)%
Vehicle Replacement Program County	0	434,313	100,000	(334,313)	(77.0)%
Vehicle Replacement Program Sheriff	781,864	1,051,861	1,051,861	0	0.0%
One Time Projects	4,254,701	1,760,750	508,431	(1,252,319)	(71.1)%
Total Expenditures	\$24,009,881	\$26,716,521	\$29,974,812	\$3,258,291	12.2%

⁽¹⁾ Courthouse Funds are held in Fund Balance in FY19. The FY20 Transfer to Capital Projects includes these funds.



Who Are We?

The Non-Departmental accounts provide funds for:

Transfer between Funds:

- Includes funding for the Courthouse design and the Parking Lot for Down Town Stafford
- Eliminated the transfer to Transportation Fund for debt service since the Gas Tax Floor is projecting sufficient revenue

Compensation and Benefits:

- Includes funding for Market Pay

Economic Development:

- Maintained level funding for Economic Development Initiatives, such as Down Town Stafford

Insurance:

- General Liability Insurance

Operating Budget Contingency Reserve:

- Based on the Principles of High Performance Financial Management, ½% of General Fund expenditures

Other Non-Departmental:

- Accounts for County wide expenditures that are not related specifically to a department

County Debt Service:

- Decrease projected for FY2020

Courthouse Ramp-Up:

- Current funding directed to the Courthouse design project. FY2020 Proposed Budget accounts for this level funding as part of the Transfer to Capital Projects Fund

Vehicle Replacement Program County:

- Continue to provide and maintain a safe fleet of non-public safety vehicles

Vehicle Replacement Program Sheriff:

- Funding dedicated to the replacement of Sheriff vehicles

One Time Projects:

- Non-reoccurring funding for one-time projects.

Summary of One-Time Projects

One Time Requests	Item	Funding
Information Tech	SCCM Centralized Management System for all Workstations	48,800
County Wide	Innovation Funding	90,000
Fire Rescue	Upgrade to Windows 10	5,600
Sheriff	Upgrade to Windows 10	19,419
Sheriff	Boat team equipment	7,000
Sheriff	SWAT equipment	73,000
Sheriff	AFIS - Crime Scene Equipment	46,000
Sheriff	L3 in car camera server	13,612
Sheriff	ECC Center cleaning	18,000
Parks and Rec	One time purchase for goals, nets, for new fields	20,000
HR	Employee Survey	12,000
ED	UMW Cyber Grant Match	5,000
PRCF	Requested funding for cyclical replacement removed from FY2020 Budget Request	150,000
Total One-time		\$508,431

Goals/Objectives

- An amount equivalent to ½% of general government expenses will be set aside for operating budget contingency reserve
- 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.

CAPITAL PROJECTS: REPAIR, REPLACEMENT, AND REHABILITATION

FY2020 Adopted Budget

Mission

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

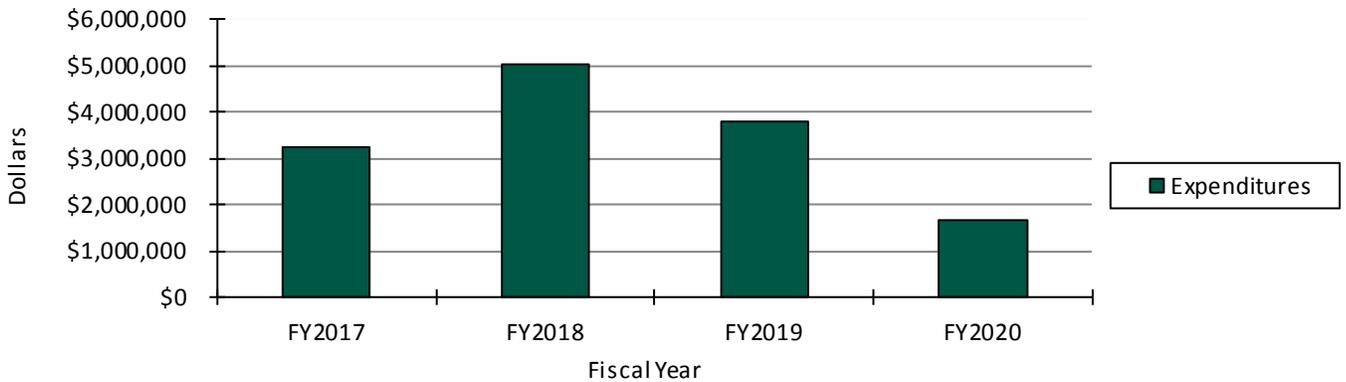
Who Are We?

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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$57,516	\$0	\$0	\$0	\$0	0.0%
Operating	778,615	422,736	0	0	0	0.0%
Capital ⁽¹⁾	2,394,091	4,613,829	3,789,924	1,660,292	(2,129,632)	-56.2%
Local Tax Funding	\$3,230,222	\$5,036,565	\$3,789,924	\$1,660,292	(\$2,129,632)	-56.2%

⁽¹⁾ Courthouse Funds are held in Fund Balance in FY19. The FY20 Transfer to Capital Projects includes these funds.



Notable Changes

- Change in process for replacement, repair and rehab projects

Mission

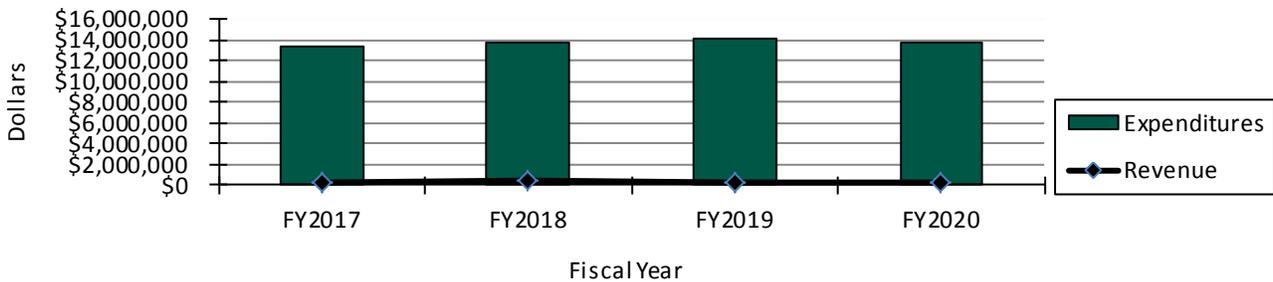
The County's General Government debt budget includes principal and interest payments on outstanding debt repaid from the general fund. Debt service payments of the School system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

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

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Capital	\$13,420,233	\$13,740,398	\$14,140,997	\$13,782,968	(\$358,029)	-2.5%
Local Tax Funding	\$13,420,233	\$13,740,398	\$14,140,997	\$13,782,968	(\$358,029)	-2.5%
Revenue	238,984	501,450	280,859	279,584	(1,275)	-0.5%
Net Tax Support	\$13,181,249	\$13,238,948	\$13,860,138	\$13,503,384	(\$356,754)	-2.6%



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.

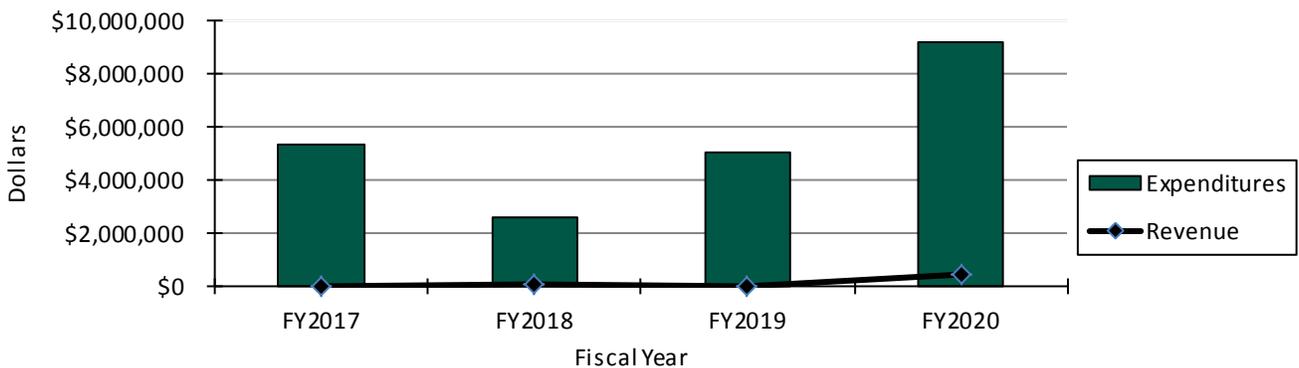
The above goals support the Principles of High Performance Financial Management.

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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Transfer to Capital Projects Fund	\$1,006,866	\$1,196,287	\$4,528,316	\$9,196,705	\$4,668,389	103.1%
Transfer to Transportation Fund	3,055,000	225,726	523,098	0	(523,098)	-100.0%
Transfer to Armed Services Memorial Fund	134,687	62,500	0	0	0	0.0%
Transfer to Lake Arrowhead	0	548,000	0	0	0	0.0%
Transfer to Lake Carroll Service District	0	550,000	0	0	0	0.0%
Transfer of Lease or Bond proceeds Capital Projects Fund	1,175,535	0	0	0	0	0.0%
Local Tax Funding	\$5,372,088	\$2,582,513	\$5,051,414	\$9,196,705	\$4,145,291	82.1%
Revenue	46,212	53,603	46,200	425,208	379,008	0.0%
Net Tax Support	\$5,325,876	\$2,528,910	\$5,005,214	\$8,771,497	\$3,766,283	75.2%



Notable Changes

Transfer to Capital Projects fund includes:

- o \$4.4M for the Courthouse design and parking lot for the initial start of Down Town Stafford
- o Roll Back taxes dedicated to the Purchase of Development Rights Program
- o Funding for the Repair, Replacement and Rehabilitation projects

Transfer to Transportation Fund:

- o Removes the annual General Fund allocation for the payment of debt service related to the Courthouse Road project

Mission

Inspire and empower all learners to thrive.

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 BOARD MEMBERS

Patricia Healy, Chair
ROCK HILL DISTRICT

Dr. Sarah Chase, Vice-Chair
FALMOUTH DISTRICT

Irene Egan
AQUIA DISTRICT

Pamela Yeung
GARRISONVILLE DISTRICT

Dewayne McOsker, Jr.
GEORGE WASHINGTON DISTRICT

Jamie Decatur
GRIFFIS-WIDEWATER DISTRICT

Holly Hazard
HARTWOOD DISTRICT

VISION, BELIEFS, AND MISSION STATEMENT

FY2020 Adopted Budget

VISION

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

MISSION

Inspire and empower all learners to thrive.

An increase in State and local funding coupled with reinvested expenditure savings resulted in the School Board achieving many of the adopted budget goals and priorities. The projected ADM for FY2020 is 29,351, an increase of 417 students. Total new spending in the budget is \$15.6 million. It includes funding for:

- New starting teacher salary of \$45,766
- Across the board increase of 5% for all staff
- Pay enhancements for selected service job classifications based on the Evergreen Solutions Classification and Compensation Study
- 76.5 new positions, including:
 - 26.0 Teacher – Growth
 - 9.5 Teacher – Special Education
 - 1.0 Teacher – ESOL
 - 2.0 Teacher – Pre-School
 - 5.0 Diagnosticians
 - 11.0 Paraprofessional – Special Education
 - 2.0 Paraprofessional – Pre-School
 - 11.0 Counselors
 - 1.0 Nurse – Pre-School
 - 2.0 OT/PT/Speech
 - 1.0 CTE Facilitator
 - 2.0 Administrative Support – Pre-School
 - 2.0 Administrative Support – High School
 - 2.0 Purchasing Assistants
 - 1.0 Coordinator of Bus Routes
 - 1.0 Systems Analyst
 - (3.0) Custodians
- Funding for four (4.0) mainstream buses and five (5.0) Special Education buses bringing the total budgeted to nine (9.0).

The budget continues to support students in the public day school program, which provides educational services in the least restrictive, most cost-effective environment, and within the community, through shared responsibility between the County and Schools for day school students.

More information can be found in the School Board’s adopted budget and CIP at www.StaffordSchools.net.

SCHOOL BUDGET HIGHLIGHTS

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Amended ⁽¹⁾ Budget	FY2020 Adopted Budget	Changes '19 to '20	
School Operating Fund	\$280,047,646	\$289,691,163	\$305,381,821	\$15,690,658	5.42%
Nutrition Services Fund	12,257,302	14,046,930	14,468,338	421,408	3.00%
Construction Fund ⁽¹⁾	15,387,446	11,629,599	5,122,855	(6,506,744)	-55.95%
Grant Fund	11,251,471	12,923,242	13,237,009	313,767	2.43%
Total School Funds	\$318,943,865	\$328,290,934	\$338,210,023	9,919,089	3.02%

Internal Service Funds	FY2019 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Health Benefits Fund	29,597,173	30,753,877	31,722,329	968,452	3.15%
Workers' Compensation Fund	838,716	622,565	617,430	(5,135)	-0.82%
Total	\$30,435,889	\$31,376,442	\$32,339,759	\$963,317	3.07%

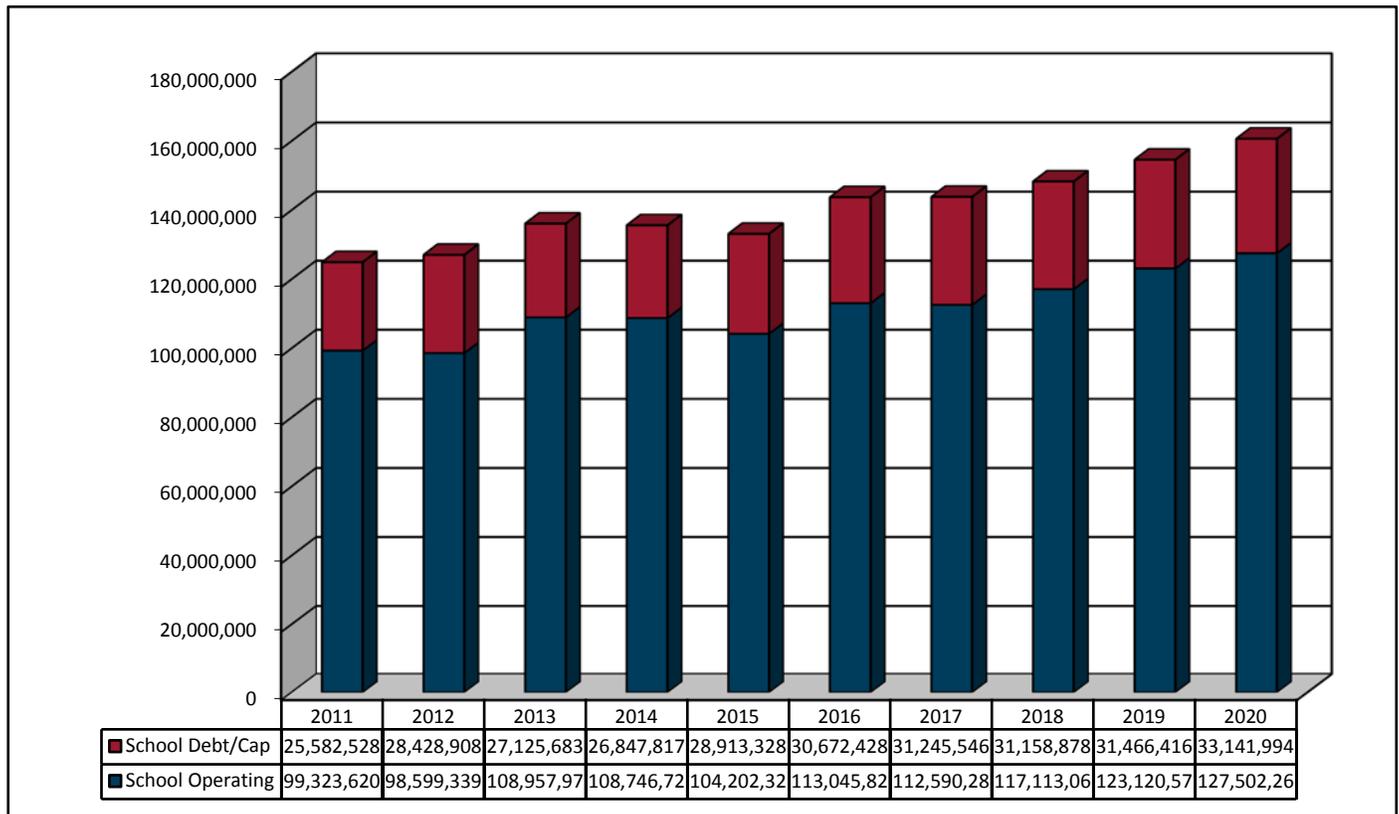
⁽¹⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

SCHOOL TRANSFER AND DEBT SERVICE

FY2020 Adopted Budget

The schedule and graph below show an historical analysis of the School transfer separated by operating costs and debt service. Years FY2011 through FY2018 are actual expenditures; years FY2019 is Adopted and FY2020 reflect the Adopted Budget.

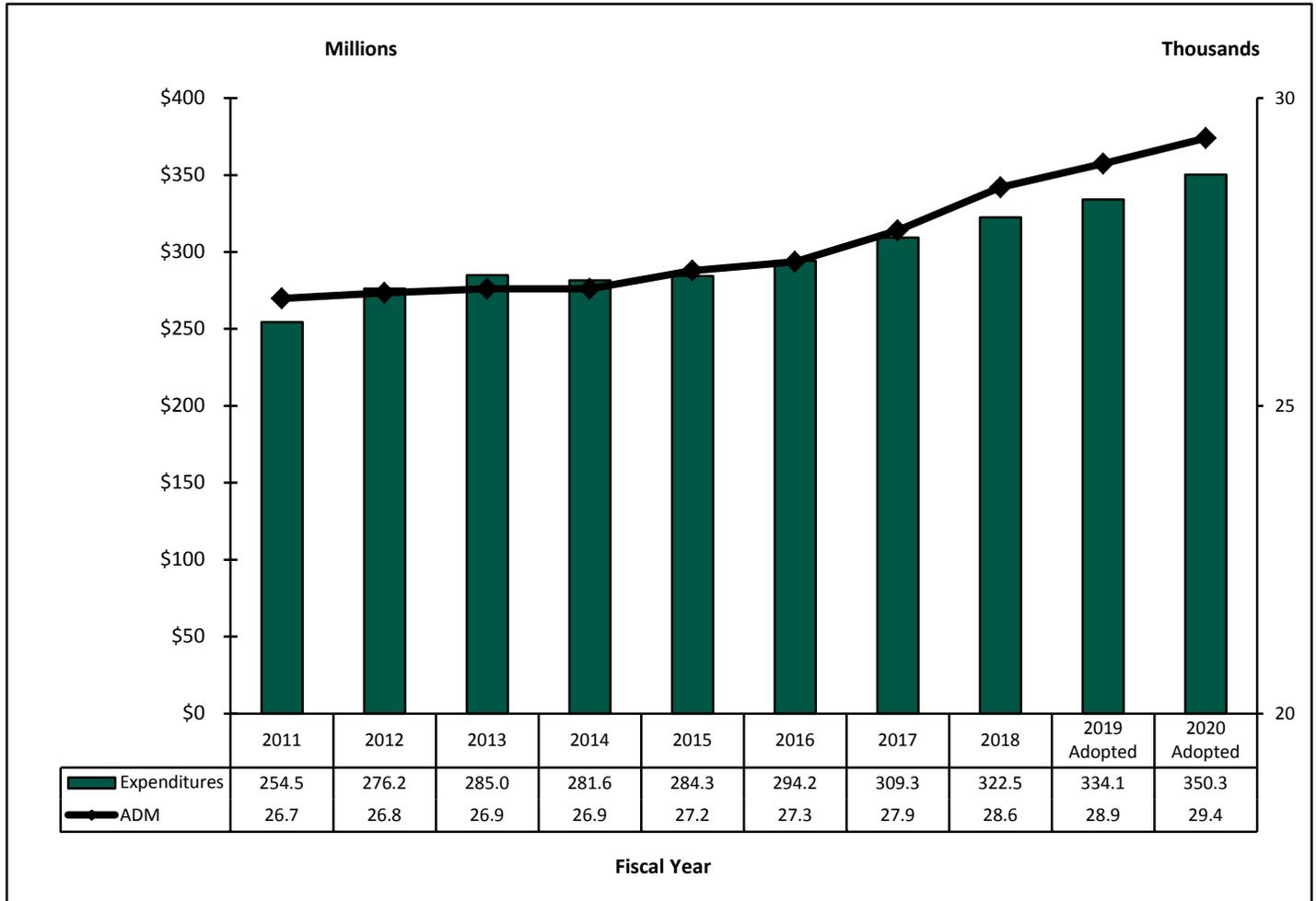
Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	Debt Service/ Capital Projects	Prior Year % Change Debt
2011	124,906,148	99,323,620	-3.75%	25,582,528	-12.52%
2012	127,028,247	98,599,339	-0.73%	28,428,908	11.13%
2013	136,083,658	108,957,975	10.51%	27,125,683	-4.58%
2014	135,594,545	108,746,728	-0.19%	26,847,817	-1.02%
2015	133,115,651	104,202,323	-4.18%	28,913,328	7.69%
2016	143,718,256	113,045,828	8.49%	30,672,428	6.08%
2017	143,835,834	112,590,288	-0.40%	31,245,546	1.87%
2018	148,271,946	117,113,068	4.02%	31,158,878	-0.28%
2019	154,586,990	123,120,574	5.13%	31,466,416	0.99%
2020	160,644,258	127,502,264	3.56%	33,141,994	5.32%
Average 2011 to 2020			2.24%		1.47%



SCHOOL OPERATING VS. ENROLLMENT

FY2020 Adopted Budget

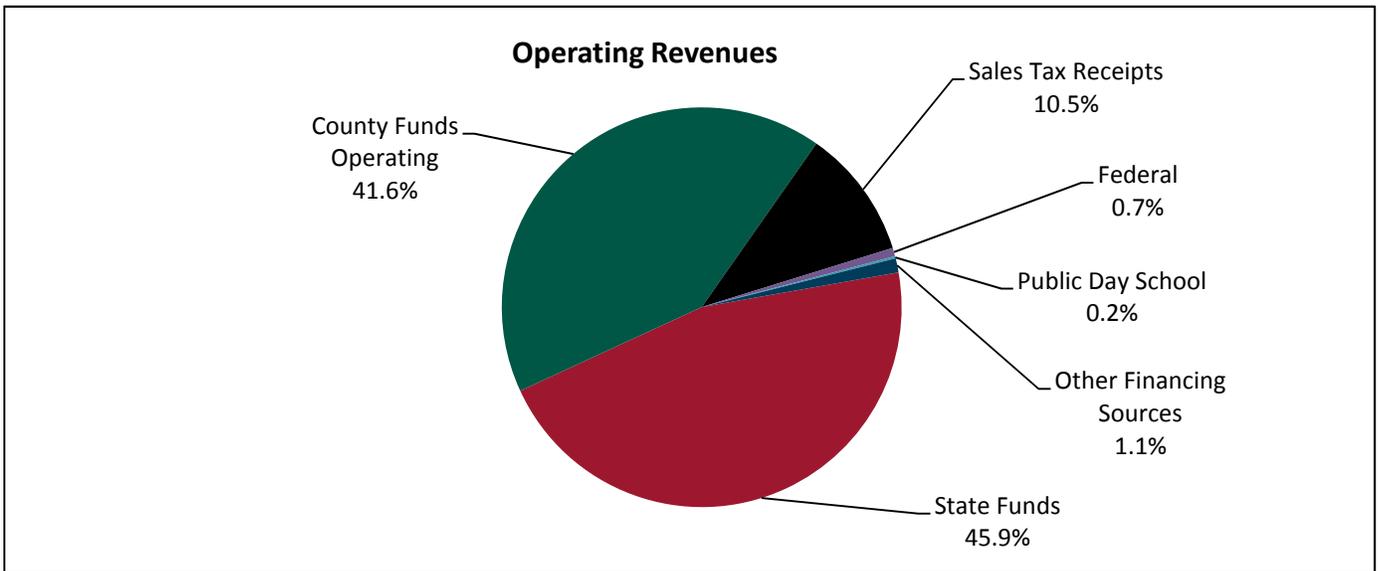
Estimated school average daily membership (ADM) for Fiscal Year 2020 is 29,351 and a school operating budget of \$350.3 million (includes total operating budget, debt service, and grants fund).



SCHOOL OPERATING FUND

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
State Funds	\$128,198,839	\$131,809,564	\$140,187,043	\$8,377,479	6.4%
County Funds Operating	116,440,953	122,317,574	126,984,264	4,666,690	3.8%
Sales Tax Receipts	27,609,115	29,712,114	32,028,361	2,316,247	7.8%
Federal	2,190,829	2,038,000	2,153,000	115,000	5.6%
Public Day School	518,000	518,000	518,000	0	0.0%
Other Financing Sources	4,133,728	3,295,911	3,511,153	215,242	6.5%
Total	\$279,091,464	\$289,691,163	\$305,381,821	\$15,690,658	5.4%

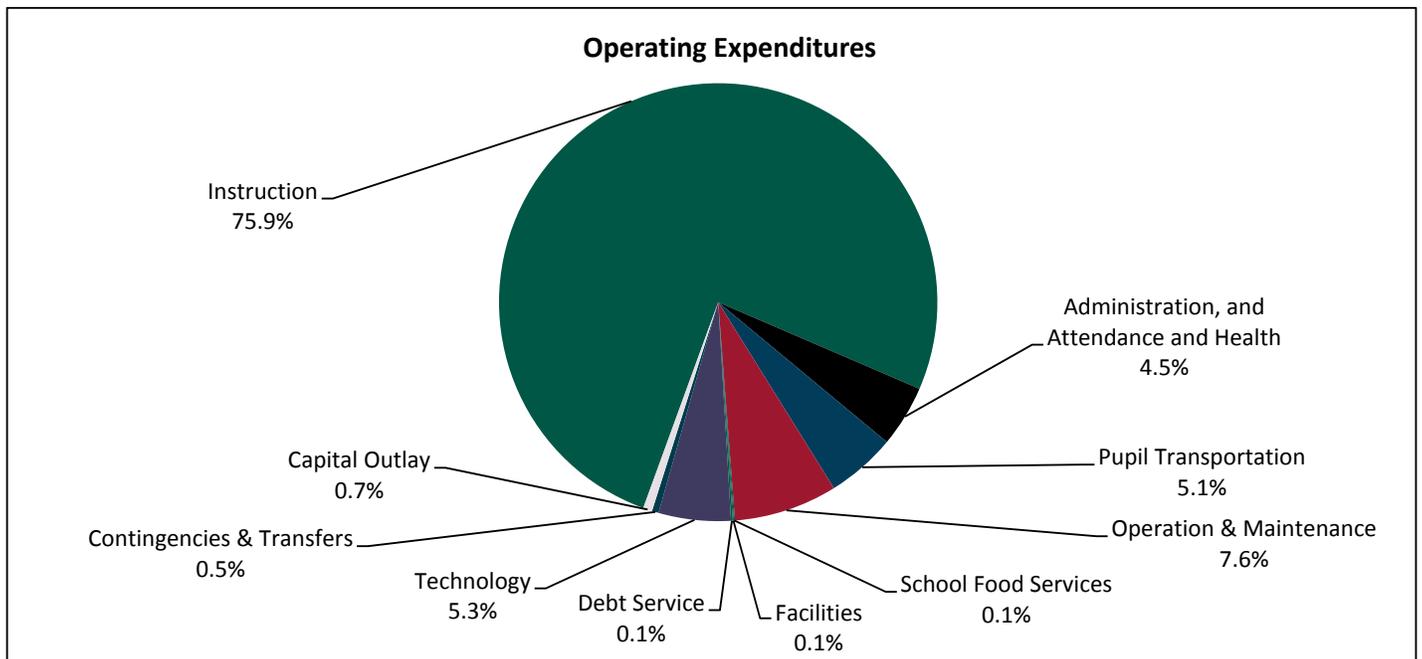


Fund Balance, Beginning of Year	\$11,506,332	\$10,550,148	\$10,550,148	\$0	0.00%
Fund Balance, End of Year	\$10,550,148	\$10,550,148	\$10,550,148	\$0	0.00%

SCHOOL OPERATING FUND

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Expenditures					
Instruction	\$207,224,599	\$219,250,855	\$231,842,132	\$12,591,277	5.7%
Administration, and Attendance and Health	11,698,247	12,908,926	13,891,958	983,032	7.6%
Pupil Transportation	13,874,003	14,568,339	15,648,850	1,080,511	7.4%
Operation & Maintenance	21,944,518	22,226,430	23,300,356	1,073,926	4.8%
School Food Services	221,018	231,565	240,823	9,258	4.0%
Facilities	600,213	180,000	235,774	55,774	31.0%
Debt Service	405,527	406,949	406,949	0	0.0%
Technology	14,821,003	15,724,973	16,254,390	529,417	3.4%
Contingencies & Transfers	0	1,500,000	1,500,000	0	0.0%
Capital Outlay	9,258,520	2,693,126	2,060,589	(632,537)	-23.5%
Total	\$280,047,648	\$289,691,163	\$305,381,821	\$15,690,658	5.4%



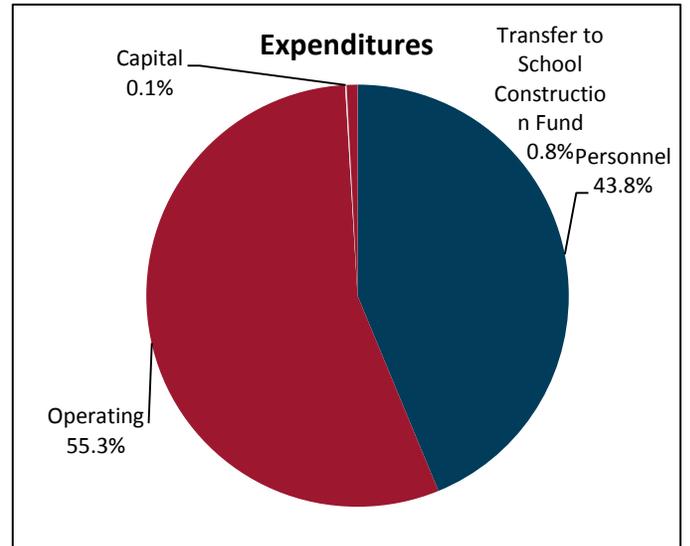
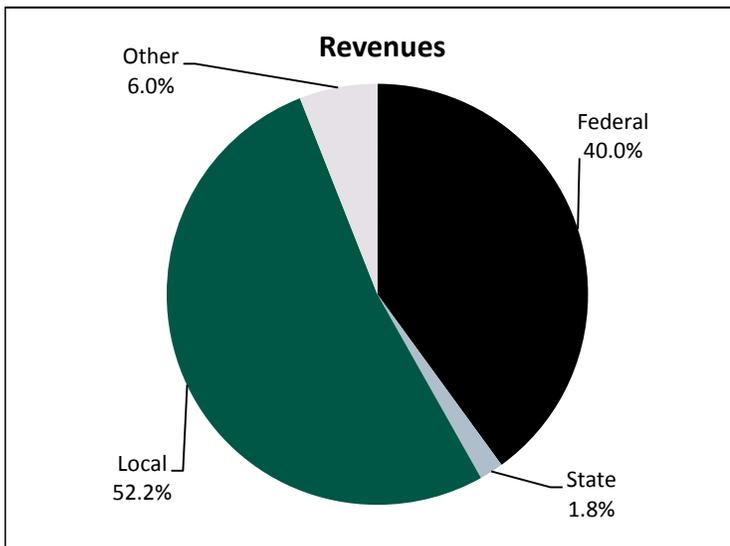
SCHOOL NUTRITION SERVICES FUND

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Federal	\$5,739,959	\$5,618,025	\$5,786,566	\$168,541	3.00%
State	244,440	258,285	266,034	7,749	3.00%
Local					
Lunch Sales	3,499,957	5,005,000	5,155,150	150,150	3.00%
A-la-carte	2,494,640	1,740,000	1,792,200	52,200	3.00%
Breakfast Sales	456,603	526,100	541,883	15,783	3.00%
Expenditure Refunds	20,173	58,500	60,255	1,755	3.00%
Total	\$6,471,373	\$7,329,600	\$7,549,488	\$219,888	3.00%
From School Operating Fund	\$0	\$10,715	\$11,036	\$0	3.00%
Other	927,390	830,305	855,214	24,909	3.00%
Total	\$13,383,162	\$14,046,930	\$14,468,338	\$421,408	3.00%
Expenditures					
Personnel	\$5,832,275	\$5,991,213	\$6,329,351	\$338,138	5.64%
Operating	6,281,229	7,922,217	8,001,482	79,265	1.00%
Capital	143,798	133,500	17,505	(115,995)	-86.89%
Transfer to School Construction Fund	21,481	0	120,000	0	100.00%
Total	\$12,278,783	\$14,046,930	\$14,468,338	\$421,408	3.00%

Fund Balance, Beginning of Year \$5,132,403 \$6,236,782 \$6,236,782 \$0 0.00%

Fund Balance, End of Year \$6,236,782 \$6,236,782 \$6,236,782 \$0 0.00%



SCHOOL CONSTRUCTION FUND

FY2020 Adopted Budget

Funds are budgeted and appropriated when projects and the funding sources are approved. These funds may be carried over to the next fiscal year until the project is complete.

	FY2018 Actual	FY2019 Amended ⁽¹⁾ Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
VPSA Interest	\$268,578	\$0	\$0	\$0	0.00%
Transfer from General Fund ⁽¹⁾	849,298	0	0	0	0.00%
Transfer from Capital Projects Fund ⁽²⁾	17,652,031	9,958,185	4,565,000	(5,393,185)	-54.16%
Transfer from School Operating Fund ⁽²⁾	0	1,181,015	0	(1,181,015)	-100.00%
Transfer from Nutrition Fund	21,481	0	120,000	120,000	100.00%
Other	78,972	490,399	437,855	(52,544)	-10.71%
Total	\$18,870,360	\$11,629,599	\$5,122,855	(\$6,506,744)	-55.95%
Expenditures					
Personnel	\$337,264	\$347,274	\$347,855	\$581	0.17%
Operating	775,749	143,125	210,000	66,875	46.72%
Capital ^{(1) (2)}	14,274,433	11,139,200	4,565,000	(6,574,200)	-59.02%
Total	\$15,387,446	\$11,629,599	\$5,122,855	(\$6,506,744)	-55.95%

Fund Balance, Beginning of Year \$20,065,206 \$23,548,120 \$23,548,120 \$0 0.00%

Fund Balance, End of Year \$23,548,120 \$23,548,120 \$23,548,120 \$0 0.00%

⁽¹⁾ FY20 Funding for designated repairs, replacement and rehab. (VPSA Borrow transferred from the County Capital Projects Fund)

⁽²⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

SCHOOLS GRANTS FUND

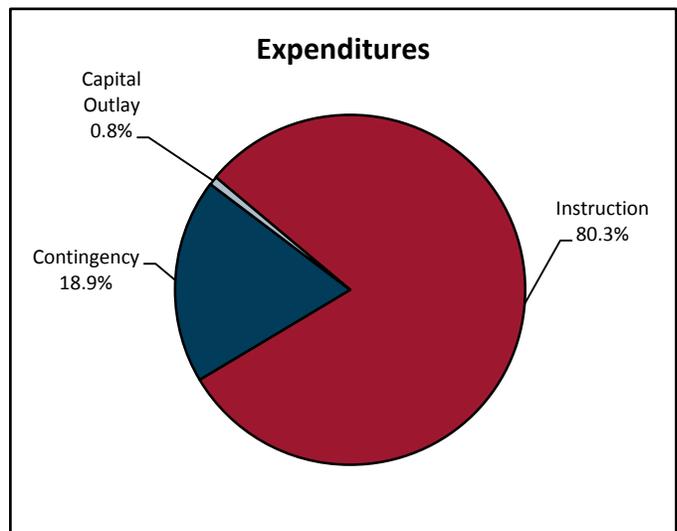
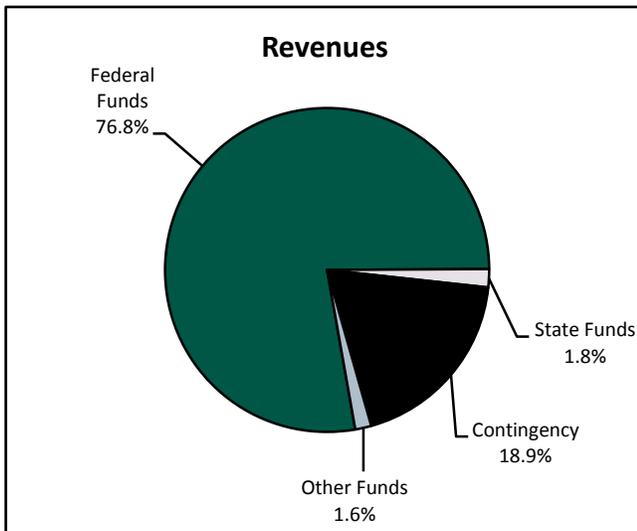
FY2020 Adopted Budget

Grant funds are budgeted and appropriated when a grant is authorized. These funds may be carried over to the next fiscal year until the grant is complete.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Federal Funds	\$10,719,393	\$9,917,244	\$10,284,056	366,812	3.70%
State Funds	237,481	271,757	239,953	(31,804)	-11.70%
Contingency	0	2,500,000	2,500,000	0	0.00%
Other Funds	268,903	234,241	213,000	(21,241)	-9.07%
Total	\$11,225,777	\$12,923,242	\$13,237,009	\$313,767	2.43%
Expenditures					
Instruction	\$10,762,300	\$10,320,430	\$10,631,134	\$310,704	3.01%
Contingency	0	2,500,000	2,500,000	0	0.00%
Capital Outlay	489,171	102,812	105,875	0	2.98%
Transfer to Other Fund	0	0	0	0	0.00%
Total	\$11,251,471	\$12,923,242	\$13,237,009	\$313,767	2.43%

Fund Balance, Beginning of Year \$171,006 \$145,312 \$145,312 \$0 0.00%

Fund Balance, End of Year \$145,312 \$145,312 \$145,312 \$0 0.00%



SCHOOLS WORKERS COMPENSATION FUND

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Transfer from Other Funds	\$573,679	\$622,565	\$617,430	(\$5,135)	-1%
Total	\$573,679	\$622,565	\$617,430	(\$5,135)	-1%
Expenditures					
Workers Compensation	\$747,995	\$532,043	\$522,711	(\$9,332)	-2%
Personnel	90,721	90,522	94,719	4,197	5%
Total	\$838,716	\$622,565	\$617,430	(\$5,135)	-1%

Net Assets, Beginning of Year \$891,929 \$626,892 \$626,892 \$0 0%

Net Assets, End of Year \$626,892 \$626,892 \$626,892 \$0 0%

SCHOOLS HEALTH BENEFITS FUND

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Charges for Services	\$31,530,239	\$30,718,877	\$31,647,329	\$928,452	3.0%
Interest	71,164	35,000	75,000	40,000	114.3%
Total	\$31,601,403	\$30,753,877	\$31,722,329	\$968,452	3.1%
Expenditures					
Personnel	\$145,198	\$154,137	\$172,703	\$18,566	12.0%
Operating	29,451,975	30,599,740	31,549,626	949,886	3.1%
Total	\$29,597,173	\$30,753,877	\$31,722,329	\$968,452	3.1%

Net Assets, Beginning of Year \$21,146,622 \$23,150,852 \$23,150,852 \$0 0.0%

Net Assets, End of Year \$23,150,852 \$23,150,852 \$23,150,852 \$0 0.0%

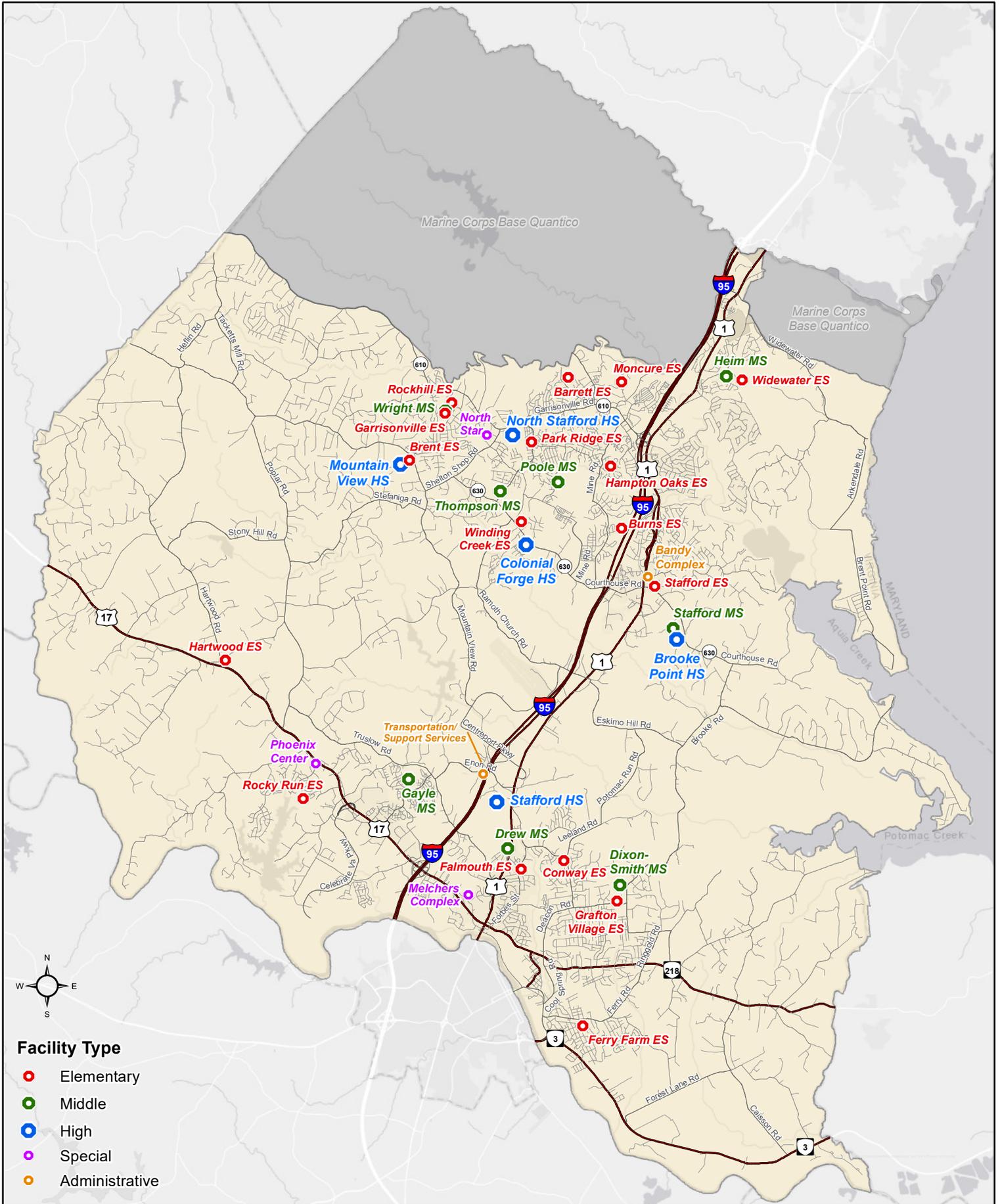
School	Year Opened	Design	Program	Projected ADM ¹
Elementary Schools				
Ferry Farm	1957	732 ²	782	631
Hartwood	1963	649 ²	670	532
Moncure	2019	964	989	846
Falmouth	1967	794 ²	778	645
Grafton Village	1967	754 ²	868	661
Stafford	1968	794 ²	814	764
Garrisonville	1981	768 ²	848	568
Widewater	1988	843 ²	841	794
Rockhill	1989	843 ²	862	605
Park Ridge	1990	843 ²	900	704
Hampton Oaks	1992	950	952	746
Winding Creek	1997	925 ²	978	963
Rocky Run	2000	950	941	898
Kate Waller Barrett	2002	950	966	791
Margaret Brent	2004	950	986	894
Conway	2005	950	966	793
Anthony Burns	2006	950	966	828
Middle Schools				
Edward E. Drew	1951	650 ³	650	615
A. G. Wright	1981	920 ⁴	920	919
Stafford	1991	1,100	1,100	934
H. H. Poole	1995	1,100	1,100	804
Rodney E. Thompson	2000	1,100	1,100	1,040
T. Benton Gayle	2002	1,100	1,100	939
Dixon-Smith	2006	1,100	1,100	788
Shirley Heim	2008	1,100	1,100	1,000
High Schools				
Stafford	2015	2,150	2,150	2,012
North Stafford	1981	2,050	2,050	1,723
Brooke Point	1993	2,125	2,125	1,906
Colonial Forge	1999	2,175 ⁴	2,175	2,124
Mountain View	2005	2,150	2,150	1,884

¹ ADM - Projected Average Daily Membership (FY19 (2019-2020 School Year))

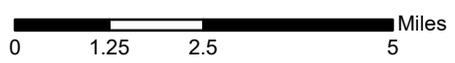
² March 2010 -- Capacity was reviewed and recalculated

³ Reduced due to the addition of the Empfield Day School

⁴ Includes Modular Classrooms (CFHS - 1 and AGW - 1)



- Facility Type**
- Elementary
 - Middle
 - High
 - Special
 - Administrative



Mission

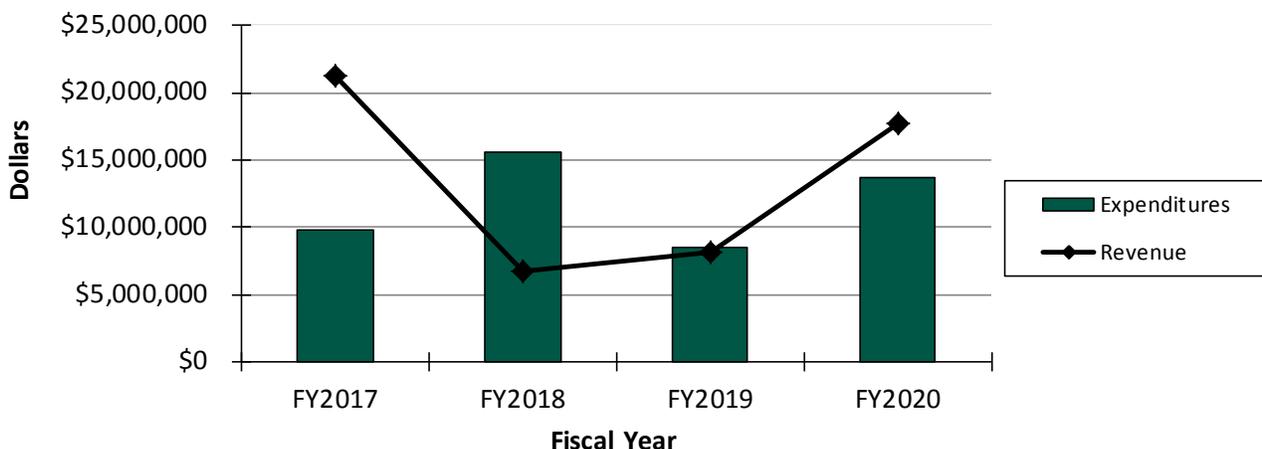
Enhance the efficiency and quality of Stafford County’s transportation network by increasing the mobility of citizens, improving the safety of existing roadways, reducing congestion and delay, and fostering economic development.

Who Are We?

The Transportation Section comprises of engineers, planners, and project managers who interact with the Board of Supervisors (BOS), citizens, Virginia Department of Transportation (VDOT) staff, consultant engineers and others to develop and implement improvements to the County’s transportation network. These improvements are funded through the County’s Transportation Fund. The Transportation Fund, established in June 1986, is a governmental special revenue fund used to account for the receipt and disbursement of the motor fuels tax, state recordation tax, and transportation bond proceeds. It is also the repository for monies received from the VDOT and Federal Highway Administration (FHWA) for specific roadway improvement projects. Transportation Fund revenue pays the County subsidy for Fredericksburg Regional Transit (FRED), Virginia Railway Express (VRE), Potomac Rappahannock Regional Transit (PRTC), and the Stafford Regional Airport Authority.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	0	\$77,847	\$100,000	\$108,098	\$8,098	8.1%
Operating	3,578,343	3,590,411	3,448,601	4,100,921	652,320	18.9%
Debt Service	731,068	847,835	1,446,785	1,403,833	(42,952)	-3.0%
Capital	5,555,790	11,104,864	3,574,125	8,075,585	4,501,460	125.9%
Total	\$9,865,201	\$15,620,957	\$8,569,511	\$13,688,437	\$5,118,926	59.7%
Revenue	21,286,852	6,747,929	8,137,931	16,938,437	8,800,506	108.1%
Prior Year Funding	0	8,873,028	431,580	750,000	318,420	73.8%
Difference	\$11,421,651	\$0	\$0	\$4,000,000	\$4,000,000	100.0%



Notable Changes

Operating

- Funding for Road Wedge Widening Projects in the Comprehensive Road Study
- Decrease in Funding for FRED Bus Service and VRE Subsidy

Capital

- Funding for Courthouse and Route 1 improvements, Woodstock Ln and Telegraph Rd Safety Improvements

Goals/Objectives

- Coordinate mass transit projects and service with Fredericksburg Regional Transit (FRED) and Virginia Railway Express (VRE). (Service Levels 1 and 2)
- Utilize Transportation Alternatives (TA) federal grant funding to design and/or construct the Belmont-Ferry Farm Trail – Phases 4 & 6, and the Onville Road and Flatford Road sidewalk projects. (Service Level 4)
- Utilize VDOT Secondary Six Year Plan (SSYP) Funds to complete the construction of safety improvements at the Poplar Road and Cedar Hill Lane intersection.
- Utilize VDOT Revenue Sharing Funds to complete the construction of the Brooke Road Project and Juggins Road Project.
- Utilize VDOT Smart Scale Funds to continue the acquisition of necessary right-of-way and the relocation of impacted utilities associated with the Route 1 and Courthouse Road Intersection Project and the Route 1 and Telegraph Road/Woodstock Lane Intersection Project.
- Continue the acquisition of right-of-way and begin construction of the Berea Church Road Improvement Project. (Service Level 3)

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. VRE system average daily ridership	18,700	19,000	18,700
2. Miles of Fred Bus Stops	83	110	110
3. Amount of State Revenue Sharing Money Awarded/Allocated	\$0	\$1,776,070	\$549,212
4. Amount of Transportation Alternatives (TA) Set-Aside Grant Money Awarded/Allocated	\$440,000	\$100,000	\$420,000

Budget Summary

	FY2018 Actuals	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Operating Revenue					
Gasoline Sales Tax	\$3,806,666	\$3,548,400	\$4,638,900	\$1,090,500	30.7%
State Recordation Tax	865,889	840,000	865,000	25,000	3.0%
Use of Money & Property	147,094	9,888	108,952	99,064	1001.9%
Transfer from General Fund	225,726	497,098	0	(497,098)	-100.0%
Total Operating Revenue	\$5,045,375	\$4,895,386	\$5,612,852	\$717,466	14.7%
Operating Expenditures					
VRE Subsidy	2,344,514	2,475,127	2,352,820	(122,307)	-4.9%
PRTC Subsidy	98,100	107,500	104,200	(3,300)	-3.1%
Financial Management	14,904	16,000	16,000	0	0.0%
FRED Bus Service	455,573	494,816	469,631	(25,185)	-5.1%
Airport Subsidy	85,714	85,714	85,714	0	0.0%
Gateway	93,241	100,000	100,000	0	0.0%
Street Signs	21,610	25,000	25,000	0	0.0%
Social Services	26,000	32,000	35,000	3,000	9.4%
Debt Service	847,835	1,559,229	1,403,833	(155,396)	-10.0%
Project Management	77,847	0	108,098	108,098	100.0%
Transfer to General Fund	15,000	0	0	0	0.0%
Transfer to Capital Fund	0	0	912,556	912,556	100.0%
Total Operating Expenditures	\$4,080,338	\$4,895,386	\$5,612,852	\$717,466	14.7%
Capital Revenues					
Federal Revenue	309,933	216,086	0	(216,086)	-100.0%
State Revenue	1,067,621	1,788,959	3,950,000	2,161,041	120.8%
Transfer from Operating	0	0	912,556	912,556	100.0%
Transfer from General Fund ⁽¹⁾	0	0	4,000,000	4,000,000	100.0%
Transfer from Impact Fees ⁽²⁾	325,000	600,000	2,463,029	1,863,029	310.5%
Transfer from School Funds	0	637,500	0	(637,500)	-100.0%
Use of Prior Year Fund Balance	0	431,580	750,000	318,420	73.8%
Total Capital Revenue	\$1,702,554	\$3,674,125	\$12,075,585	\$8,401,460	228.7%
Capital Expenditures					
Wedge Widening/Safety Improvements ⁽³⁾	0	0	912,556	912,556	100.0%
Current Project Support	0	0	2,463,029	2,463,029	100.0%
Road Improvements ⁽⁴⁾	11,540,619	3,674,125	4,700,000	1,025,875	27.9%
Total Capital Expenditures	\$11,540,619	\$3,674,125	\$8,075,585	\$4,401,460	119.8%
Fund Balance, Beginning of Year	\$18,828,106	\$9,955,078	\$9,523,498	(\$431,580)	-4.3%
Revenues	6,747,929	8,137,931	16,938,437	8,800,506	108.1%
Expenditures	(15,620,957)	(8,569,511)	(13,688,437)	5,118,926	59.7%
Fund Balance, End of Year	9,955,078	9,523,498	12,773,498	3,250,000	34.1%

(1) Sufficient savings of \$4,000,000 in the FY2018 General Fund was identified for future Transportation Capital Projects.

(2) Transportation Impact Fee funding was identified to repay the Brooke Road and Garrisonville Turn Lane projects. This funding is available for future Transportation Capital Projects.

(3) Road Maintenance Projects are meant to designate funding to road wedge programs from the Comprehensive Road Study.

(4) Transportation Capital Projects being proposed for funding are Courthouse and Route 1 Improvement project \$1,500,000 and Woodstock Ln and Telegraph Rd safety improvements at Route 1 project \$3,200,000.

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

- We create Transportation opportunities by providing and promoting aviation services for current and aspiring aviators, travelers and the community.

Virginia Railway Express

- The Virginia Railway Express (VRE), 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.

Who Are We?

Fredericksburg Regional Transit

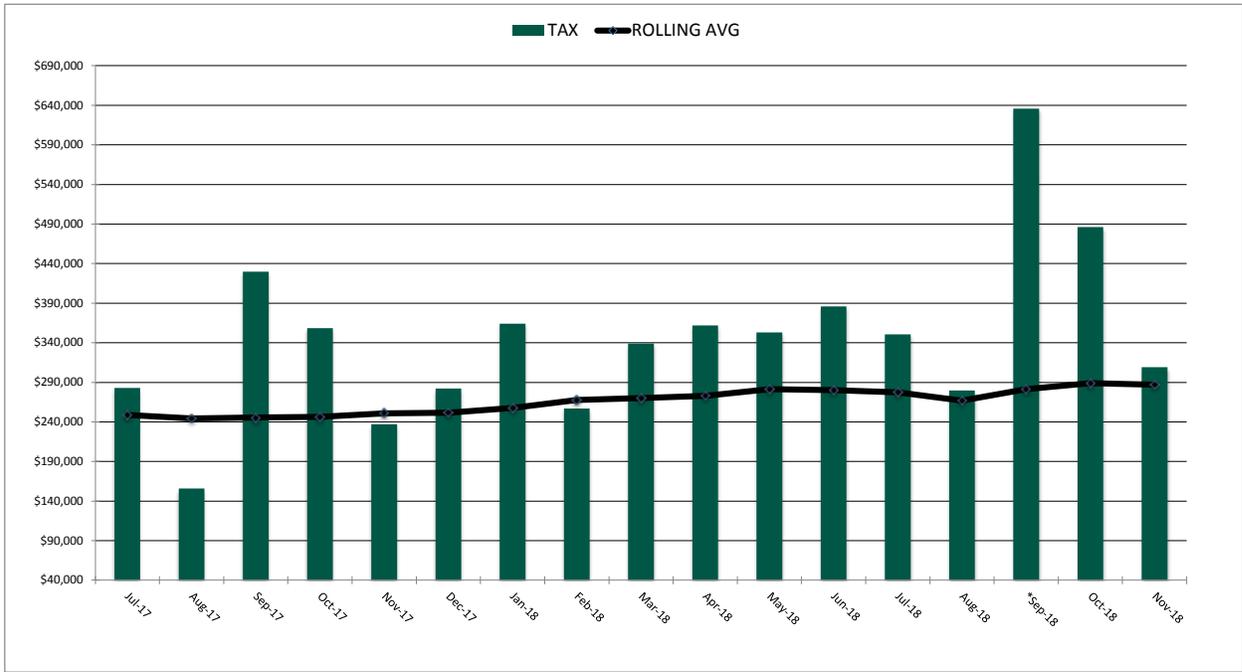
- Fredericksburg Regional Transit (FRED) operates year-round Monday through Friday and offers special, limited late night service Thursday and Friday and all day Saturday and Sunday during the University of Mary Washington school year.

Stafford Regional Airport

- Located on 552 acres of land.
- The airport has one 5,000 ft. paved runway with a full parallel taxi way 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.

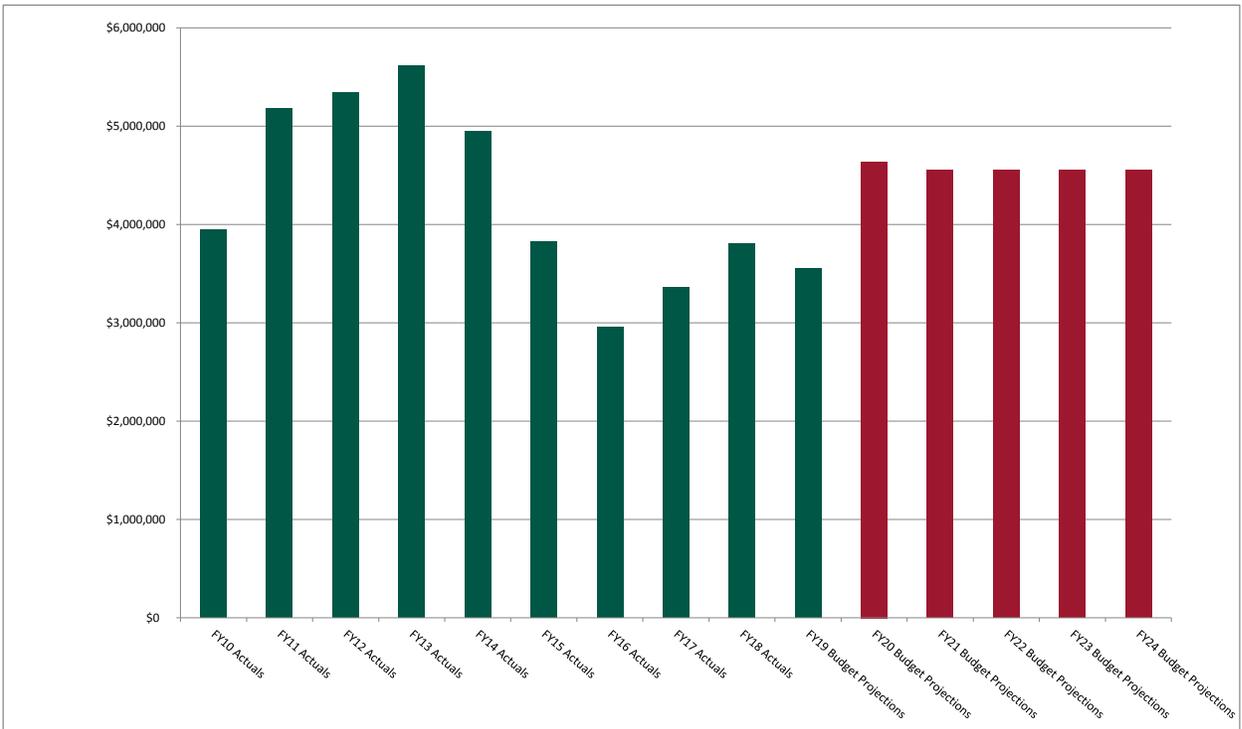
Virginia Railway Express

- Virginia Railway Express 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 support VRE, and meets the third Friday of every month.



* Includes collections from distributors that paid October, 2018 early due to pending changes to the Department of Motor Vehicle portal.

The above graph shows the monthly fuel tax collection, for FY2018 and FY2019 (through November) and the twelve Month Rolling average. Fuel tax revenue fluctuation is dependent on the price and consumption level of fuel, as well the timeliness of dealer payments.



The above graph illustrates historical and projected future tax collections.

FY20 - 24 projections account for the gas tax floor.

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.

FY2018 Revenues:	\$	1
FY2018 Expenditures (Poplar Road):		0
Fund Balance 6/30/18:	\$	296

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.

FY2018 Revenues:	\$1,218,368
FY2018 Expenditures:	0
Fund Balance 6/30/18:	\$1,863,029

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.

FY2018 Revenues:	\$ 20,631
FY2018 Expenditures:	0
Fund Balance 6/30/18:	\$1,398,229

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 valorem tax receipts from property owners in the district.

FY2018 Revenues:	\$4,745,053
FY2018 Expenditures:	8,314,061
Fund Balance 6/30/18:	\$ 78,884
2019 tax rate:	.082

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 valorem tax receipts from property owners in the District.

FY2018 Revenues and transfers in:	\$ 283,258
FY2018 Expenditures:	439,765
Fund Balance 6/30/18:	\$3,370,702

The FY2020 Proposed Budget includes expenditures in the Garrisonville Road Service District Fund and Warrenton Road Service District Fund.

TRANSPORTATION IMPACT FEE: COUNTY-WIDE FUND

FY2020 Adopted Budget

Adopted ordinance O13-15 on May 21, 2013 authorizes an 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.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Road Impact Fees	\$1,194,430	\$600,000	\$600,000	\$0	0.0%
Interest	23,938	0	0	0	0.0%
Use of Prior Year Fund Balance	0	0	1,863,029	1,863,029	100.0%
Total	\$1,218,368	\$600,000	\$2,463,029	\$1,863,029	310.5%
Expenditures					
Transfer to Transportation Fund ⁽¹⁾	\$325,000	\$600,000	\$2,463,029	\$1,863,029	310.5%
Total	\$325,000	\$600,000	\$2,463,029	\$1,863,029	310.5%

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance, Beginning of Year	\$969,661	\$1,863,029	\$1,863,029	\$0	0.0%
Revenues	1,218,368	600,000	600,000	0	0.0%
Expenditures	(325,000)	(600,000)	(2,463,029)	(1,863,029)	310.5%
Fund Balance, End of Year	\$1,863,029	\$1,863,029	\$0	(\$1,863,029)	-100.0%

⁽¹⁾Transfer to Transportation Fund includes a projection for repayment for Garrisonville Turn Lane and Brooke Road.

GARRISONVILLE ROAD SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Garrisonville Road Service District Fund. The tax rate for the service district is 8.2 cents.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Property Taxes	\$570,237	\$565,813	\$579,958	\$14,145	2.5%
Miscellaneous	679,099	0	0	0	0.0%
Interest	8,753	0	1,000	1,000	100.0%
State/Federal Revenue	3,486,964	0	123,304	123,304	100.0%
Use of Prior Year Fund Balance			30,826	30,826	100.0%
Total	\$4,745,053	\$565,813	\$735,088	\$169,275	29.9%
Expenditures					
Project Management ⁽¹⁾	32,738	0	18,309	18,309	100.0%
Debt Service	467,725	454,475	441,225	(13,250)	-2.9%
Rt. 610, Garrisonville Rd ⁽²⁾	7,813,598	111,338	154,130	42,792	38.4%
Contingency	0	0	121,424	121,424	100.0%
Total	\$8,314,061	\$565,813	\$735,088	\$169,275	29.9%

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: \$580K; Average debt service: \$367k; Maximum debt service: \$481k.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance, Beginning of Year	\$3,647,892	\$78,884	\$78,884	\$0	0.0%
Revenues	4,745,053	565,813	704,262	169,275	24.5%
Expenditures	(8,314,061)	(565,813)	(735,088)	(169,275)	0.0%
Fund Balance, End of Year	\$78,884	\$78,884	\$48,058	(\$30,826)	-39.1%

⁽¹⁾ Project Management fees associated with the projects are projected in the FY2020 Budget as a new policy.

⁽²⁾ The FY2020 Rt. 610, Garrisonville Road projects for FY2020 include Flatford Road and Onville Road sidewalk projects.

WARRENTON ROAD SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Warrenton Road Service District Fund to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. The fund accounts for ad valorem tax receipts from property owners in the District.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Property Taxes	\$0	\$0	\$0	\$0	0.0%
Miscellaneous	0	0	0	0	0.0%
Interest	50,690	0	0	0	0.0%
State/Federal Revenue	232,568	0	1,117,391	1,117,391	100.0%
Total	\$283,258	\$0	\$1,117,391	\$1,117,391	100.0%
Expenditures					
Project Management ⁽¹⁾	8,857	0	21,920	21,920	100.0%
Warrenton Road Service District ^{(2) (3)}	430,910	0	2,234,781	2,234,781	100.0%
Total	\$439,767	\$0	\$2,256,701	\$2,256,701	100.0%

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance, Beginning of Year	\$3,527,211	\$3,370,702	\$3,370,702	\$0	0.0%
Revenues	283,258	0	1,117,391	1,117,391	100.0%
Expenditures	(439,767)	0	(2,256,701)	(2,256,701)	100.0%
Fund Balance, End of Year	\$3,370,702	\$3,370,702	\$2,231,392	(\$1,139,310)	-33.8%

⁽¹⁾ Project Management fees associated with the projects are projected in the FY2020 Budget as a new policy.

⁽²⁾ The FY2020 Warrenton Road Service District project will be Berea Church Road improvements.

⁽³⁾ The FY2020 Warrenton Road Service District project is funded with service district and use of prior year fund balance.



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.

Mission

To ensure the Department of Public Works provides safe, efficient, and reliable water and wastewater services to satisfy the current and future needs of County water and sewer customers.

Who Are We?

The Department of Public Works, primarily through the Division of Utility Operations, operates, maintains, improves, and expands Stafford County's water and wastewater system in conjunction with properly financing and managing the Utilities Fund.

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.
- The water distribution system consists of 703 miles of water lines, 15 water tanks, 5,812 hydrants and 14 booster pump stations.

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 537 miles of sewer lines and 93 sewer pump stations.

Utilities Department Personnel:

- Personnel provide administration, customer service, planning, engineering, inspections, operations, and maintenance of the systems.
- On-call Field Operations crew and on-call Mechanics handle after-hours emergencies.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Operating Revenues						
Water & Sewer Fees	\$34,387,788	\$37,536,141	\$42,447,189	\$45,240,830	\$2,793,641	6.6%
Other Charges & Fees	1,637,611	1,628,420	1,515,937	1,832,881	316,944	20.9%
Use of Money & Property	371,330	723,657	94,889	1,235,203	1,140,314	1201.7%
Total Operating Revenue	\$36,396,729	\$39,888,218	\$44,058,015	\$48,308,914	\$4,250,899	9.6%
Operating Expenditures						
Personnel	\$11,589,718	\$11,615,557	\$12,167,185	\$12,722,830	\$555,645	4.6%
Operating Expenditures	11,804,852	14,291,874	22,034,520	27,263,314	5,228,794	23.7%
Other Capital	1,169,886	1,840,464	1,060,563	335,000	(725,563)	-68.4%
Debt Service	3,752,059	3,180,444	8,795,746	7,987,770	(807,976)	-9.2%
Total Operating Expenditures	\$28,316,515	\$30,928,339	\$44,058,014	\$48,308,914	\$4,250,900	9.6%
Capital Revenues (CIP)						
ProRata Fees	\$1,814,639	\$2,313,489	\$1,694,161	\$1,797,250	\$103,089	6.1%
Availability Fees	11,751,832	11,289,697	8,470,800	8,470,800	0	0.0%
Transfer from Operating	0	0	7,079,439	10,928,650	3,849,211	54.4%
Revenue Bonds	0	0	10,800,000	0	(10,800,000)	-100.0%
State and Federal Revenue	2,160	0	0	0	0	0.0%
Total Capital Revenues	\$13,568,631	\$13,603,186	\$28,044,400	\$21,196,700	(\$6,847,700)	-24.4%
Capital Expenditures (CIP)						
Operating - Capital Projects	\$3,020,706	\$2,629,606	\$15,204,200	\$14,529,950	(\$674,250)	-4.4%
Expansion - Capital Projects	6,773,870	5,417,556	15,413,000	6,666,750	(8,746,250)	-56.7%
Total Capital Expenditures	\$9,794,576	\$8,047,162	\$30,617,200	\$21,196,700	(\$9,420,500)	-30.8%
Increase/(Decrease to Fund Balance)	\$11,854,269	\$14,515,903	(\$2,572,799)	\$0	\$2,572,799	0.0%

Funded Positions						
Full-Time Positions	140	140	149	152	3	2.01%
Part-Time Positions	1	1	0	0	0	0.00%

Notable Changes

Personnel

- 5% Salary increase
- Projected health insurance savings
- 1 Full-Time Public Information Officer
- 2 Full-Time Utilities Line Worker I

Operating

- Increase in chemical cost
- Increase in fuel cost associated with hauling sludge to the Landfill
- Increase cost for backup generators, pumps and general materials

Capital Expansion/Operating

- The CIP focuses on water system optimization, 3R projects, and system expansions

Expenditures

	FY2018	FY2019	FY2020	Changes	
	Actual	Adopted Budget	Adopted Budget	'19 to '20	
Expenditures					
Admin	\$1,006,769	\$1,095,983	\$1,113,119	\$17,136	1.6%
Customer Service/ Inspector/Engineering	4,915,399	5,350,976	5,434,639	83,663	1.6%
Smith Lake	2,151,143	2,353,876	2,409,559	55,683	2.4%
Debt Service	3,180,444	8,795,746	7,987,770	(807,976)	-9.2%
Field Operations	6,044,254	5,129,437	5,945,099	815,662	15.9%
Maintenance	3,663,633	5,076,312	5,295,216	218,904	4.3%
Lake Mooney	3,060,629	3,430,522	3,678,455	247,933	7.2%
Aquia	2,983,698	3,445,629	3,168,721	(276,908)	-8.0%
Little Falls Run	1,997,059	2,300,094	2,347,686	47,592	2.1%
Capital	9,272,473	30,617,200	21,196,700	(9,420,500)	-30.8%
Transfer to Capital	700,000	7,079,439	10,928,650	3,849,211	54.4%
Total Expenditures	\$38,975,501	\$74,675,214	\$69,505,614	(\$5,169,600)	-6.9%

Revenues

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Operating Revenues					
Water & Sewer Fees	\$37,536,141	\$42,447,188	\$45,240,830	\$2,793,642	6.6%
Other Charges & Fees	1,628,420	1,515,937	1,832,881	316,944	20.9%
Use of Money & Property	723,657	94,889	1,235,203	1,140,314	1201.7%
Total Operating Revenue	\$39,888,218	\$44,058,014	\$48,308,914	\$4,250,900	9.6%
Capital Revenues					
ProRata Fees	\$2,313,489	\$1,694,161	\$1,797,250	\$103,089	6.1%
Availability Fees	11,289,697	8,470,800	8,470,800	0	0.0%
Transfer from Operating	0	7,079,439	10,928,650	3,849,211	54.4%
Revenue Bonds	0	10,800,000	0	(10,800,000)	-100.0%
Prior Year Fund Balance	0	2,572,800	0	2,572,800	-100.0%
Total Capital Sources	13,603,186	30,617,200	21,196,700	(4,274,900)	-30.8%
Total Revenue	\$53,491,404	\$74,675,214	\$69,505,614	(\$24,000)	-6.9%

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. The Department of Public Works projects 39,150 billed customer accounts by June 2020, assuming 2% growth. 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 Stafford County's water and/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.

Pro-Rata Fees

Developers pay a pro-rata share of the cost of constructing Stafford County's water and/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.

Grants

No grant revenues are projected for FY2020.

Service Levels	FY2018 Actual	FY2019 Budget	FY2020 Plan
1. Billion gallons of water treated (Manual Tracking)	3.359	3.603	3.850
2. Billion gallons of wastewater treated (Manual Tracking)	3.204	3.304	3.400
3. Number of water and sewer billed accounts (Billing System)	37,035	38,600	39,150
4. Number of Miss Utility locate requests processed (Manual Tracking)	26,270	23,960	25,110
5. Number of water meters read (Billing System)	429,158	430,746	435,000
6. Number of delinquency notices (Billing System)	18,914	17,342	19,000
7. Number of delinquent water turn-offs (Billing System)	3,042	3,158	3,300
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)	\$1.40	\$1.46	\$1.49
11. Operating cost to treat wastewater (per thousand gallons) (Manual Tracking)	\$1.39	\$1.51	\$1.54
12. Inspect, Clean and Evaluate Sewer Pipe for Inflow, Infiltration and FOG (Miles)	73	82	86
13. Flush and Inspect Water System (Unidirectional Flush, Miles)	50	60	60

Goals/Objectives

- Provide quality, uninterrupted services 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 Levels 1, 2, 8, and 9)
- Effective and convenient services for all water and sewer customers by providing accurate and efficient meter readings and billing invoices, while continuously managing phone call and email requests associated with Public Works - Utilities Customer Service activities. (Service Levels 3, 4, 5, 6, and 7)
- Prioritize and implement a Capital Improvement Program (CIP) to meet expansion needs, improve the distribution and collection systems, and comply with regulatory and other performance goals while managing within the constraints of the Utilities Enterprise Fund. (Service Levels 10, 11, and 13)
- Continue the standards of quality maintenance and repair of the water and wastewater infrastructure for continued sustainability of the system infrastructure. (Service Levels 10 and 11)
- Continue the unidirectional water system flush, along with further inspection and cleaning of the wastewater system through the Inflow and Infiltration (I&I) and Fats/Oils/Grease (FOG) programs. (Service Levels 12 and 13)

UTILITIES FUND BUDGET

FY2020 Adopted Budget

	FY2020		
	User Fees	Expansion Fees	Total
Operating Revenues			
Water/Sewer Fees	\$45,240,830	\$0	\$45,240,830
Other Charges and Fees	1,832,881	0	1,832,881
Use of Money/Property	1,235,203	0	1,235,203
Total Operating Revenues	\$48,308,914	\$0	\$48,308,914
Operating Expenditures			
Admin	1,113,119	0	1,113,119
Customer Service/ Inspector/Engineering	5,434,639	0	5,434,639
Smith Lake	2,409,559	0	2,409,559
Lake Mooney	3,678,455	0	3,678,455
Field Operations	5,945,099	0	5,945,099
Aquia	3,168,721	0	3,168,721
Little Falls Run	2,347,686	0	2,347,686
Transfer to Capital	10,928,650	0	10,928,650
Maintenance	5,295,216	0	5,295,216
Total Operating Expenditures	\$40,321,144	\$0	\$40,321,144
Debt Service			
Existing Debt Service	7,083,770	0	7,083,770
New Debt Service	904,000	0	904,000
Total Debt Service	\$7,987,770	\$0	\$7,987,770
Total Personnel & Operating	\$48,308,914	\$0	\$48,308,914
Capital Revenues			
Transfer from Operating Revenue	10,928,650	0	10,928,650
Availabilities/ProRata Fees	0	10,268,050	10,268,050
Grants	0	0	0
Bond Proceeds	0	0	0
Use of Fund Balance	0	0	0
Total Capital Revenues	\$10,928,650	\$10,268,050	\$21,196,700
Capital Expenditures			
Redundant Gate Replacement for Abel Lake and Smith Lake	80,000	0	80,000
410-300 Construct PRV between 480/410 Zone along Warrenton Road near Sanford Drive	81,000	0	81,000
410-301: Construct PRV between 480/410 Zone along CVA Parkway near Sanford Drive	81,000	0	81,000
Hydrant Valves Replacement Program	100,000	0	100,000
SLWTP-003 Smith Lake WTP - Water Treatment optimization Studies	100,000	0	100,000
Water Distribution Rehab - Small Water Projects	150,000	0	150,000
Water Extension Projects	0	250,000	250,000
342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank	150,000	150,000	300,000
LMWTP-005 - Lake Mooney WTP Water Treatment Optimization Studies	500,000	0	500,000
Water Distribution Rehab - Neighborhood Systems	500,000	0	500,000
Water Distribution Rehab - Transmission Lines Replacement	500,000	0	500,000
LMWTP-001 Lake Mooney WTP - Install Second Centrifuge	700,000	0	700,000
Smith Lake Pump Station Replacement	1,200,000	0	1,200,000
342-15 24" Main from Enon Road Tank to Centerport Parkway	0	4,000,000	4,000,000
Water Sub-Total	\$4,142,000	\$4,400,000	\$8,542,000
LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road	103,150	103,150	206,300
Infiltration & Inflow Maintenance	250,000	0	250,000
Little Falls Run Wastewater Treatment Facility - Filter Replacement	250,000	0	250,000
LWWTF-002 - Little Falls Run WWTF General Upgrades - Concrete Repair, Headworks, UV	260,000	0	260,000
Sewer Extension Projects	262,000	0	262,000
A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive	300,000	0	300,000
A-51 - Coal Landing 15" Main, Greenridge Drive to US1	410,000	0	410,000
A-40 - Aquia Drive 8" Gravity Line, Delaware Dr. to Vessel Dr.	470,000	0	470,000
Gravity Lines & Interceptor Maintenance	500,000	0	500,000
Pump Stations	500,000	0	500,000
LFR-209 - Replace Falls Run Pump Station	342,100	342,100	684,200
A-115 - Aquia @ Bridge Force Main	1,050,000	0	1,050,000
AWWTF-002 - Aquia WWTF General Upgrades - Concrete repair, Headworks, Power Distribution	1,520,000	0	1,520,000
LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM	1,821,500	1,821,500	3,643,000
Sewer Sub-Total	\$8,038,750	\$2,266,750	\$10,305,500
Vehicle and Equipment Replacement	972,200	0	972,200
Contingency Allowance	1,377,000	0	1,377,000
Other Sub-Total	\$2,349,200	\$0	\$2,349,200
Total Capital Projects	\$14,529,950	\$6,666,750	\$21,196,700

Expansion includes Availability and Pro Rata Fees, Bond Revenues and interest on investment allocated to this category

PROJECTED AVAILABLE CASH BALANCE

FY2020 Adopted Budget

6/30/2019 Projected Equity in Cash and Investments

\$66,415,740

FY20 Projections:	
Revenues	
Water & Sewer Fees	\$45,240,830
Availability & Pro Rata Fees	10,268,050
Other Charges & Fees	1,832,881
Use of Money & Property	1,235,203
Transfer from Operating	10,928,650
Revenue Bonds	0
Total Revenues	\$69,505,614
Expenses	
Personnel	\$12,722,830
Operating	16,127,561
Capital Operating Budget	335,000
Transfer to General Fund	207,103
Transfer to Capital Projects	10,928,650
Capital Projects	21,196,700
Debt Service	7,987,770
Total Expenses	\$69,505,614
Change in fund balance	\$0
6/30/2020 Projected Equity in Cash and Investments	\$66,415,740
Less:	
Debt Set Asides	(\$7,981,196)
Construction and Maintenance	(49,236,393)
Total Restricted Funds	(\$57,217,589)
Unrestricted	\$9,198,151

Mission

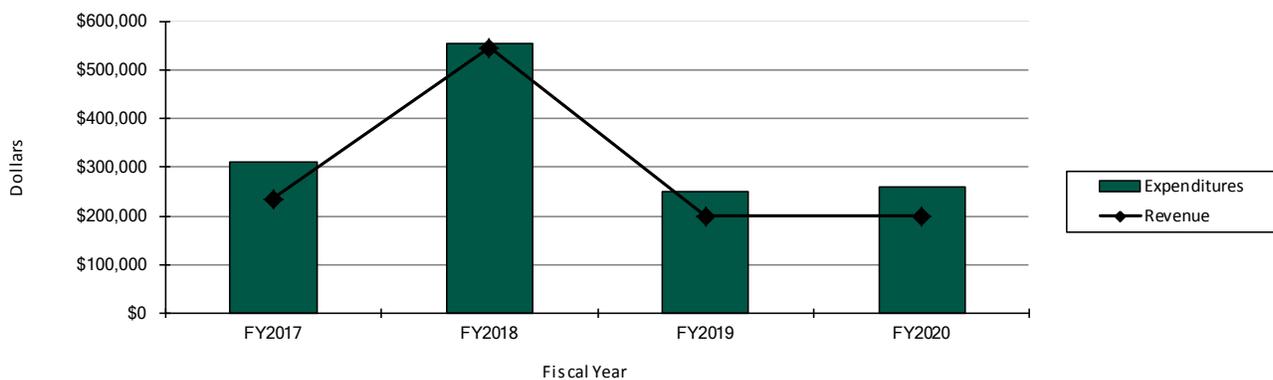
Pursuant to state and federal laws, the Stafford Sheriff’s Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services (DCJS). Federal and state law authorizes the civil seizure and forfeiture of assets 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.

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 (DCJS) 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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Operating	\$191,740	\$67,959	\$250,000	\$260,000	\$10,000	4.0%
Capital	118,146	485,948	0	0	0	0.0%
Total	309,886	553,907	250,000	260,000	10,000	4.0%
Revenue	235,065	545,676	200,000	200,000	0	0.0%
Inc/(Dec) to Fund Balance	(\$74,821)	(\$8,231)	(\$50,000)	(\$60,000)	(\$10,000)	0.0%



Goals/Objectives

- To aggressively pursue and enforce violations of local, state and federal drug laws.
- To actively participate in all available equitable sharing programs.

Revenue/Expenditure/Fund Balance Summary

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Sheriff	\$0	\$50,000	\$50,000	\$0	0.0%
Commonwealth's Attorney	0	0	10,000	10,000	100.0%
Sub-total use of Prior Year Fund Balance	0	50,000	60,000	10,000	20.0%
Sheriff	534,543	200,000	200,000	0	0.0%
Commonwealth's Attorney	11,133	0	0	0	0.0%
Sub-total Revenue	545,676	200,000	200,000	0	0.0%
Total	\$545,676	\$250,000	\$260,000	\$10,000	4.0%
Expenditures					
Judicial Administration	23,615	0	10,000	10,000	100.0%
Public Safety	44,344	250,000	250,000	0	0.0%
Capital Outlay	485,948	0	0	0	0.0%
Total	\$553,907	\$250,000	\$260,000	\$10,000	4.0%

Fund Balance, Beginning of Year	\$175,418	\$167,187	\$117,187	(\$50,000)	-29.9%
Revenues	545,676	200,000	200,000	0	0.0%
Expenditures	(553,907)	(250,000)	(260,000)	10,000	4.0%
Fund Balance, End of Year	\$167,187	\$117,187	\$57,187	(\$60,000)	-51.2%

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%.

Mission

The General Capital Projects Fund shall provide funding for the acquisition, design and construction of major County office buildings and facilities, funding of replacement, repair and rehabilitation projects, and fleet replacement for Fire and Rescue ambulances.

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 (VPSA) 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.

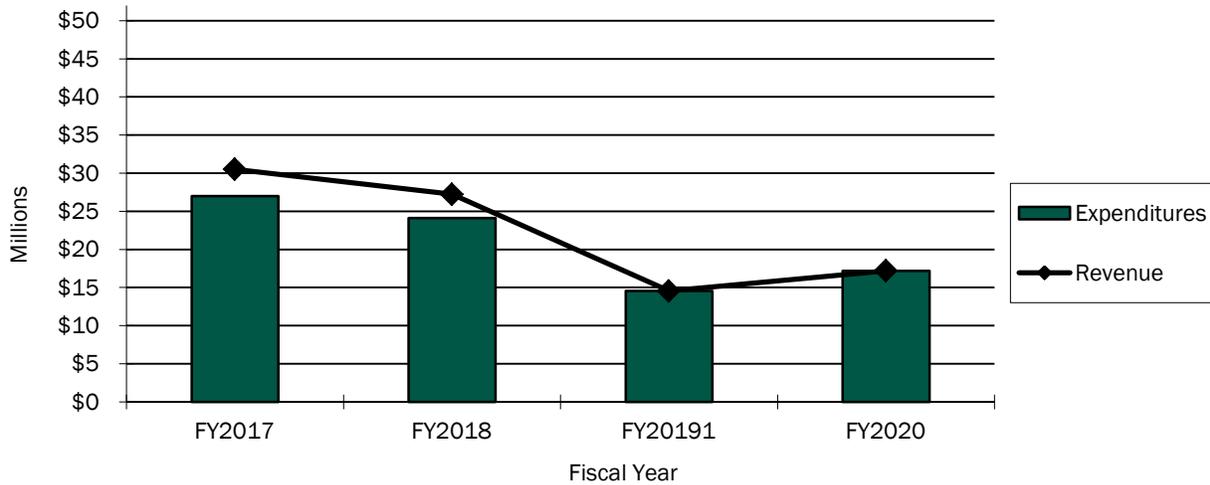
Other cash or debt-funded expenditures for major capital construction or equipment acquisition are accounted for here as well.

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.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 ¹ Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$281,114	\$196,562	\$248,500	\$198,267	(\$50,233)	-20.2%
Operating	659,415	0	0	0	0	0.0%
Capital	26,074,344	23,906,220	14,303,185	16,998,403	2,695,218	18.8%
Total	27,014,873	24,102,782	14,551,685	17,196,670	2,644,985	18.2%
Revenue	30,506,483	27,231,212	14,551,685	17,196,670	2,644,985	18.2%
Inc/(Dec) to Fund Balance	\$3,491,610	\$3,128,430	\$0	\$0	\$0	0.0%

Funded Positions						
Full-Time Positions	2	2	2	2	0	0.0%



⁽¹⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

Notable Changes

Personnel

- Partial funding of positions redistributed to the Utilities Fund

Capital

- Change in process for replacement, repair and rehabilitation projects
- Funding of anticipated VPSA bonds

Goals/Objectives

- Comply with the debt limitations outlined in Principles of High Performance Financial Management, as adopted by the Board.
- An amount equivalent to 3.0% of general fund expenditures will be set aside for pay-as-you-go capital projects each fiscal year.

Summary of Projects Funded from the Transfer from the General Fund

Department	Item	Funding
Community Facilities	Building water purification - Government Center	24,451
Community Facilities	Add Heaters - Rowser	43,000
Community Facilities	Courthouse Air Conditioners	26,000
Community Facilities	Renovate Elevator - Health Department	192,000
Fire & Rescue Services	Equipment for Engines	60,000
Fire & Rescue Services	Station Repairs - Repair, Replacement and Rehabilitation	440,022
Fire & Rescue Services	Equipment for Tankers	60,000
Fire & Rescue Services	Ambulance Replacement	867,000
Information Technology	Replace Servers 5 year replacement cycle	31,000
Information Technology	Replace Cisco Switches Remote Locations (38)	675,000
Information Technology	Add storage capacity for SAN	121,000
Information Technology	Netscaler and UCS Chassis to replace end of life equip	64,930
Information Technology	Security Event and Incident MGMT System	131,000
Information Technology	One-time funding for Microsoft Windows Upgrade	375,000
Judicial	Courthouse	2,600,000
Judicial	Parking and Initial Start of Downtown Stafford	1,800,000
Parks & Recreation	Smith Lake Park turf replacement - Field 1	416,000
Parks & Recreation	Smith Lake Park turf replacement - Field 2	416,000
Planning and Zoning	Purchase of Development Rights	250,000
Sheriff	Tower site batteries to eliminate loss of radio connectivity and damage	314,000
Sheriff	Allow the Radio Manager to remotely program radios & locate vehicles	42,000
Sheriff	Facility study to determine operational needs and location for substation	47,000
Sheriff	Generator for tower maintenance & emergency use	73,000
Sheriff	Study of all microwave radio link paths to determine obstructions are between	105,000
Unallocated	Additional Funding to meet Policy based on Tax Rate	23,302
Total Transfer from the General Fund		9,196,705

Revenue/Expenditure/Fund Balance Summary

	FY2018 Actual	FY2019 Amended ⁽¹⁾ Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
VPSA Bonds ⁽¹⁾	\$17,652,031	\$9,958,185	\$4,565,000	(\$5,393,185)	-54.2%
State Funds	433,000	0	0	0	0.0%
Lease Revenue Proceeds	0	0	3,260,000	3,260,000	100.0%
Revenue VRA Loan Proceeds	6,667,321	0	0	0	0.0%
Purchase Development Rights (Grant)	391,262	0	0	0	0.0%
Use of Money and Property	191,311	20,000	174,965	154,965	774.8%
Prior Use of Fund Balance	0	45,184	0	(45,184)	-100.0%
Transfer from the Utility Fund	700,000	0	0	0	0.0%
Transfer from the General Fund	1,196,287	4,528,316	9,196,705	4,668,389	0.0%
Total	\$27,231,212	\$14,551,685	\$17,196,670	\$2,644,985	18.2%
Expenditures					
Capital Improvement Program General Fund					
Courthouse	\$0	\$0	\$2,600,000	\$2,600,000	100.0%
Parking and Initial Start of Downtown Stafford	0	0	1,800,000	1,800,000	100.0%
Fire Rescue Vehicles	0	824,000	867,000	43,000	5.2%
Fire Rescue Apparatus	0	0	1,544,000	1,544,000	100.0%
Fire Rescue Life Pac	0	0	1,716,000	1,716,000	100.0%
Repair, Replacement, & Rehabilitation Projects	0	3,271,000	3,281,403	10,403	0.3%
Transfer to School Construction ⁽¹⁾	17,652,031	9,958,185	4,565,000	(5,393,185)	-54.2%
Animal Shelter	3,413,277	0	0	0	0.0%
Renovations	230,342	0	0	0	0.0%
Chichester Park	2,500	0	0	0	0.0%
Communication Equipment	521	0	0	0	0.0%
Embrey Mill	689,090	0	0	0	0.0%
Fire Rescue Improvement to Buildings	32,000	0	0	0	0.0%
Fire and Rescue Station 14	881,870	0	0	0	0.0%
Issuance Cost	157,664	0	0	0	0.0%
Rectangular Field Complex	163	0	0	0	0.0%
Sub-Total	\$23,059,458	\$14,053,185	\$16,373,403	\$2,320,218	16.5%
Other Capital Costs					
Personnel	\$196,562	\$248,500	\$198,267	(\$50,233)	-20.2%
Computer Software	0	0	375,000	375,000	100.0%
Purchase of Development Rights	846,762	250,000	250,000	0	0.0%
Sub-Total	\$1,043,324	\$498,500	\$823,267	\$324,767	65.1%
Total	\$24,102,782	\$14,551,685	\$17,196,670	\$2,644,985	18.2%
Fund Balance, Beginning of Year	\$9,692,399	\$12,820,829	\$12,820,829	\$0	0.0%
Revenues	27,231,212	14,551,685	17,196,670	2,644,985	18.2%
Expenditures	(24,102,782)	(14,551,685)	(17,196,670)	(2,644,985)	18.2%
Fund Balance, End of Year	\$12,820,829	\$12,820,829	\$12,820,829	\$0	0.0%

⁽¹⁾ Renovate Ferry Farm Elementary School Budgeted in FY19 R19-58

Mission

Provide quality Fleet Management Services effectively and efficiently while assuring superior customer service.

Who Are We?

The Fleet Services Fund, a proprietary Internal Service Fund, accounts for the financing of transportation services, provided by the Fleet Services, to other departments of the County on a cost recovery basis.

- Provide repair, maintenance and inspection for all County and School vehicles.
- Order, track, and receive all new and used vehicles for all departments.
- Monitor fuel cost, usage and efficiency.
- Provide disposal of all surplus equipment and vehicles.
- Work with our customers developing reports to assist them in their decision making.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$1,852,669	\$1,749,957	\$1,873,180	\$1,904,210	\$31,030	1.66%
Operating	1,643,037	1,801,081	2,254,799	2,364,731	109,932	4.88%
Capital	0	0	983,250	20,000	(963,250)	-97.97%
Total	3,495,706	3,551,038	5,111,229	4,288,941	(822,288)	-16.09%
Revenue	3,517,297	3,618,604	5,111,229	4,288,941	(822,288)	-16.09%
Inc/(Dec) to Net Assets	\$21,591	\$67,566	\$0	\$0	\$0	0.00%

Notable Changes

Personnel

- Director position is split 50/50 between School operating and Fleet.

Goals/Objectives

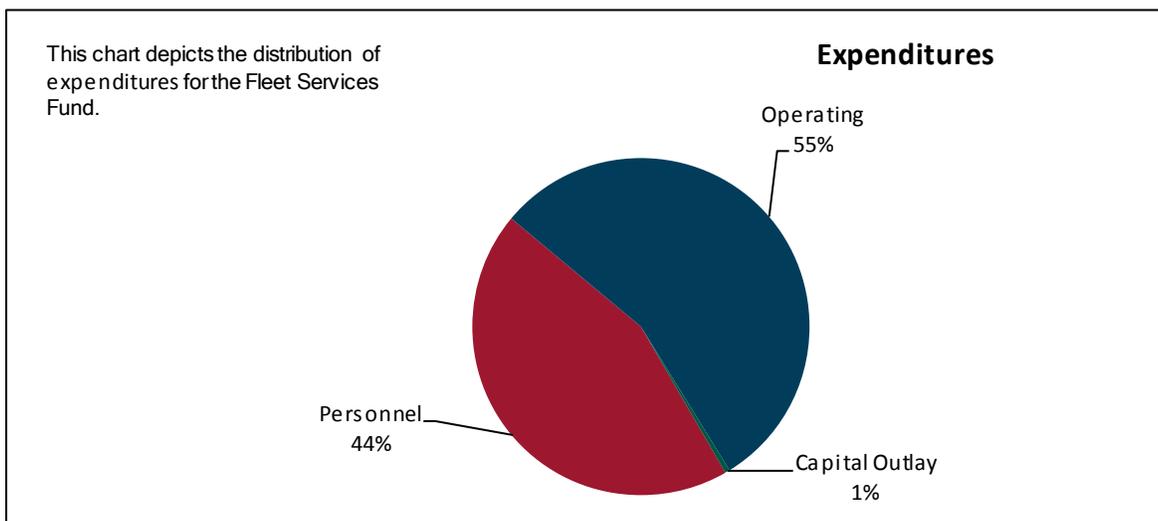
- Review outsourced work for opportunities to increase control over the quality of work.
- Identify any possible opportunities to bring outsources repairs and maintenance in house and reduce costs.
- Determine operational changes necessary to achieve a one-day improvement in the average turnaround time for monthly vehicle inspections.
- Continue to negotiate with vendors to provide additional training for all technicians.
- Upgrade Team Leaders from PB05 to PB06.
- Add additional cameras and lighting at the fuel island for added security after hours.

Revenue/Expenditure/Fund Balance Summary

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
School Fund	\$3,085,900	\$2,676,403	\$2,961,830	\$285,427	10.66%
Stafford County	508,033	1,374,826	1,227,111	(147,715)	(10.74)%
Fund Balance	0	960,000	0	(960,000)	(100.00)%
Utilities Fund	0	0	0	0	0%
Vehicle Sales/Other	24,671	100,000	100,000	0	0%
Total	3,618,604	5,111,229	4,288,941	(822,288)	(16.09)%
Expenditures					
Personnel	\$1,749,957	\$1,873,180	\$1,904,210	\$31,030	1.66%
Operating	1,801,081	2,254,799	2,364,731	109,932	4.88%
Capital Outlay	0	983,250	20,000	(963,250)	(97.97)%
Total	\$3,551,038	\$5,111,229	\$4,288,941	(\$822,288)	(16.09)%

Fund Balance

Beginning of Year	\$1,154,124	\$1,221,690	\$1,221,690	\$0	0%
Revenues	3,618,604	5,111,229	4,288,941	(822,288)	-16%
Expenditures	(3,551,038)	(5,111,229)	(4,288,941)	822,288	-16%
End of Year	\$1,221,690	\$1,221,690	\$1,221,690	\$0	0%



Mission

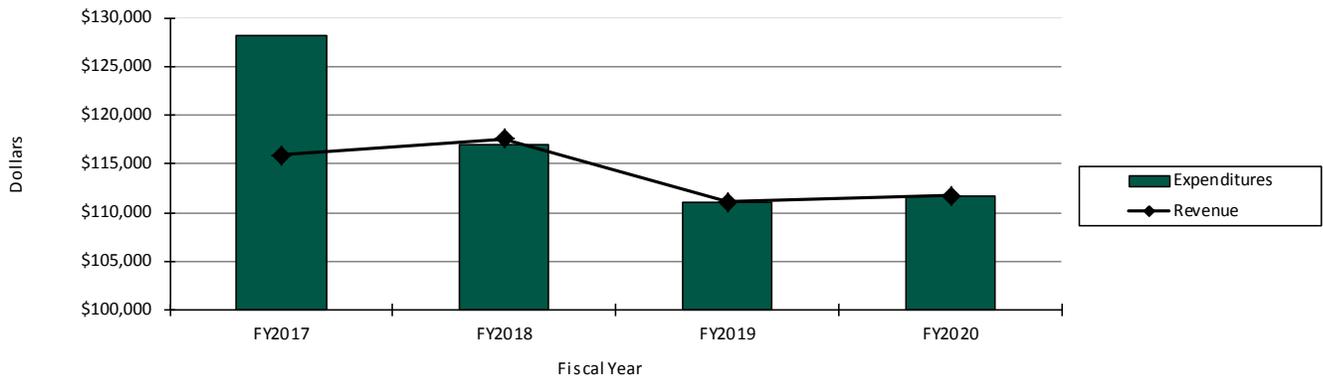
The purpose of the Hidden Lake Subdivision Service District is to provide for dam construction, reconstruction and maintenance; beach and shoreline management and restoration at Hidden Lake; construction, maintenance and general upkeep of the private streets and roads within Hidden Lake Subdivision that 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.

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 valorem tax receipts from property owners in the Hidden Lake Subdivision to pay debt service and costs for maintenance of the dam and subdivision roads. The 2019 effective tax rate is \$0.365.

Budget Summary

	FY2017 Actual	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel	\$3,218	\$2,913	\$2,180	\$2,080	(\$100)	-4.6%
Maintenance Services	63,276	53,283	44,869	47,445	2,576	5.7%
Debt Service	61,712	60,801	64,051	62,175	(1,876)	-2.9%
Total	128,206	116,997	111,100	111,700	600	0.5%
Revenue	115,913	117,575	111,100	111,700	600	0.5%
Inc/(Dec) to Fund Balance	(\$12,293)	\$578	\$0	\$0	\$0	0.0%

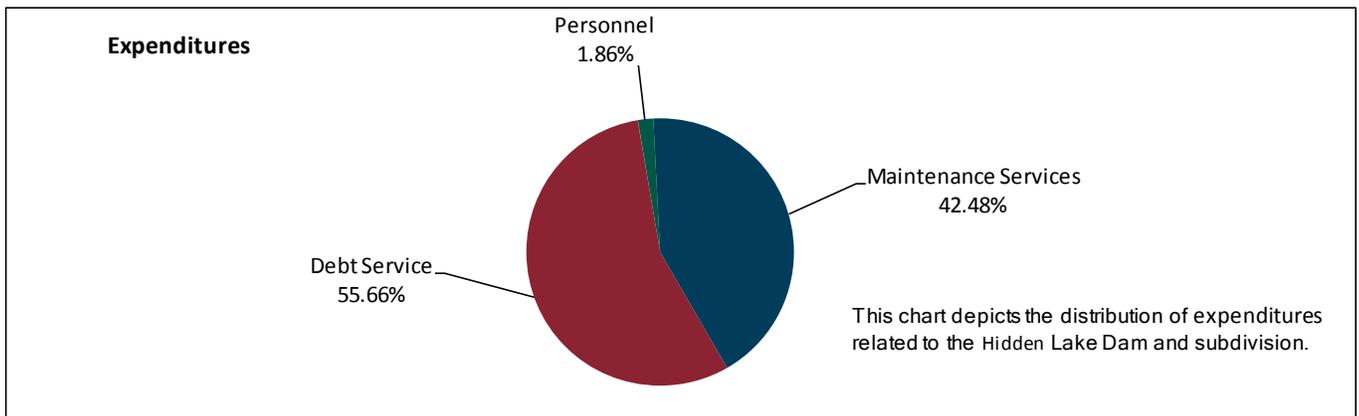


Goals/Objectives

- 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.

Revenue/Expenditure/Fund Balance Summary

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Real Property Tax Special Assessment	\$116,859	\$110,700	\$111,000	\$300	0.3%
Interest	716	400	700	300	75.0%
Total	\$117,575	\$111,100	\$111,700	\$600	0.5%
Expenditures					
Debt Service	\$60,801	\$64,051	\$62,175	(\$1,876)	-2.9%
Personnel	2,913	2,180	2,080	(100)	-4.6%
Maintenance Services	53,283	44,869	47,445	2,576	5.7%
Total	\$116,997	\$111,100	\$111,700	\$600	0.5%
Fund Balance, Beginning of Year	\$94,389	\$94,967	\$94,967	\$0	0.0%
Revenues	117,575	111,100	111,700	600	0.5%
Expenditures	(116,997)	(111,100)	(111,700)	(600)	0.5%
Fund Balance, End of Year	\$94,967	\$94,967	\$94,967	\$0	0.0%



LAKE CARROLL SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Lake Carroll Service District Fund. The January 1, 2019 tax rate for the service district is .27 cents.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Property Taxes	\$6,032	\$13,875	\$13,875	\$0	0.0%
Use of Money & Property	3,420	0	0	0	0.0%
Transfer in from General Fund	550,000	0	0	0	0.0%
Total	\$559,452	\$13,875	\$13,875	\$0	0.0%
Expenditures					
Capital	30,958	13,875	13,875	0	0.0%
Transfer to General Fund	5,853	0	0	0	0.0%
Total	\$36,811	\$13,875	\$13,875	\$0	0.0%

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	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance, Beginning of Year	\$0	\$522,641	\$522,641	\$0	0.0%
Revenues	559,452	13,875	13,875	0	0.0%
Expenditures	(36,811)	(13,875)	(13,875)	0	0.0%
Fund Balance, End of Year	\$522,641	\$522,641	\$522,641	\$0	0.0%

LAKE ARROWHEAD SERVICE DISTRICT FUND

FY2020 Adopted Budget

The following schedule shows activity in the Lake Arrowhead Service District Fund. The January 1, 2019 tax rate for the service district is .10 cents.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Property Taxes	\$53,791	\$112,000	\$112,000	\$0	0.0%
Use of Money & Property	2,813	0	7,511	7,511	100.0%
Transfer from the General Fund	548,000	0	0	0	0.0%
Use of Prior Year Fund Balance	0	0	0	0	0.0%
Total	\$604,604	\$112,000	\$119,511	\$7,511	6.7%
Expenditures					
Operating/Capital	127,694	112,000	119,511	7,511	6.7%
Transfer to General Fund	27,400	0	0	0	0.0%
Total	\$155,094	\$112,000	\$119,511	\$7,511	6.7%

The Lake Arrowhead Service District was established by Ordinance O17-01 in February 2017. 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.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance					
Fund Balance, Beginning of Year	\$0	\$449,510	\$449,510	\$0	0.0%
Revenues	604,604	112,000	119,511	7,511	6.7%
Expenditures	(155,094)	(112,000)	(119,511)	(7,511)	-6.7%
Fund Balance, End of Year	\$449,510	\$449,510	\$449,510	\$0	0.0%

LYNHAVEN LANE SERVICE DISTRICT

FY2020 Adopted Budget

The following schedule shows activity in the Lynhaven Lane Service District Fund. The January 1, 2019 tax rate for the service district is 0.20 cents.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
Property Taxes	\$0	\$0	\$14,000	\$14,000	100.0%
Total	\$0	\$0	\$14,000	\$14,000	100.0%
Expenditures					
Operating/Capital	0	0	14,000	14,000	100.0%
Total	\$0	\$0	\$14,000	\$14,000	100.0%

The Lynhaven Lane Service District was established by Ordinance O18-33 in August 2018. The purpose of the Service District is to improve Lynhaven Lane to be accepted into the Virginia Department of Transportation's Secondary Stem of State Highways.

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Fund Balance					
Fund Balance, Beginning of Year	\$0	\$0	\$0	\$0	0.0%
Revenues	0	0	14,000	14,000	100.0%
Expenditures	0	0	(14,000)	(14,000)	100.0%
Fund Balance, End of Year	\$0	\$0	\$0	\$0	0.0%

Mission

Administered within the Department of Economic Development & Tourism, the Tourism Program mission is to attract visitors from outside Stafford County. Visits include trips to see historical sites, businesses, events, or other activities. The Stafford Tourism Program focuses on five primary marketing activities and the development of tourism Initiatives.

Who Are We?

The Tourism Program was established in July 2001. The Tourism Program is funded from the Tourism Fund, a government 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 “designated and spent solely for tourism, marketing of tourism or initiatives that, as determined in consultation with the local tourism industry organizations, attract travelers to the locality and generate tourism revenues in the locality.” 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.

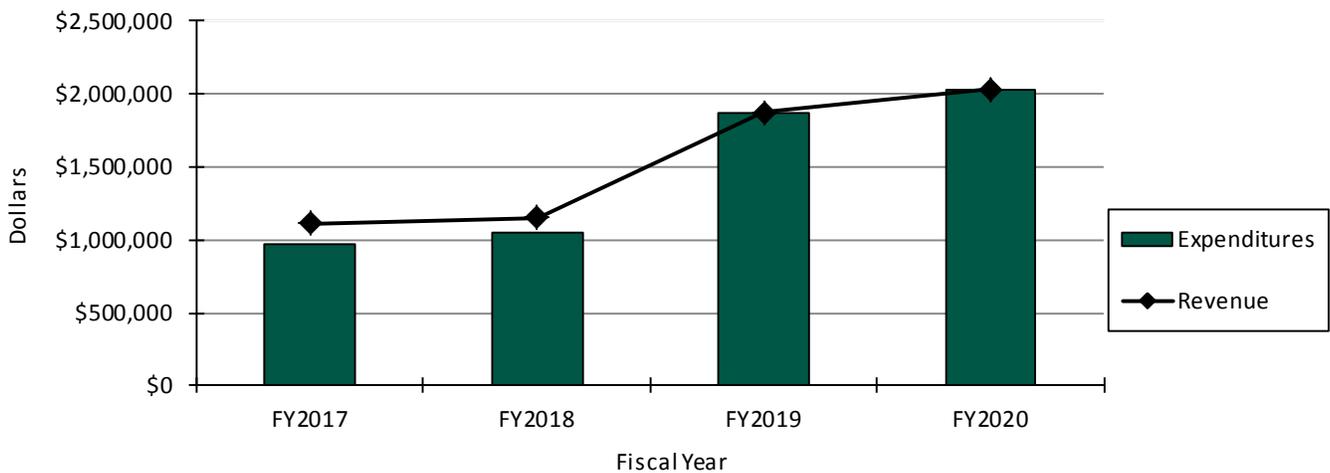
On December 13, 2005, the Board of Supervisors passed Resolution R05-472, which dedicates the entire transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by the Stafford Museum Board of Directors to develop a charter, raise funds, implement a 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.

In 2015, the Board approved an *Economic Development Strategy* that stated the need for a “coordinated Tourism Plan.” In May 2018, a new Director of Economic Development & Tourism was hired and intends to fully integrate tourism marketing and tourism development into the work of the Department. On December 11, 2018, the Tourism Program Policy was clarified, updated, and approved by the Board of Supervisors. That Policy set forth the primary activities for tourism marketing and development.

Budget Summary

	FY2017 Actual	FY2018 Actuals	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Costs						
Personnel ⁽¹⁾	\$108,684	\$95,651	\$173,260	\$272,510	\$99,250	57.3%
Operating	863,231	947,586	941,740	938,702	(3,038)	-0.3%
Transfer to General Fund	0	0	760,000	820,808	60,808	8.0%
Total	971,915	1,043,237	1,875,000	2,032,020	157,020	8.4%
Revenue	1,111,897	1,150,799	1,875,000	2,032,020	157,020	8.4%
Inc/(Dec) to Fund Balance	\$139,982	\$107,562	\$0	\$0	\$0	0.0%

⁽¹⁾ A portion of the Economic Development positions are funded by the Tourism Fund.



Notable Changes

Personnel

- 5% Salary increase
- Funding of positions redistributed from Economic Development to Tourism

Operating

- Increase for Regional Partnerships and Tourism Initiatives
- Transfer to General Fund

Goals/Objectives

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

Service Levels	CY2018 Actual	CY2019 Budget	CY2020 Plan
1. Electronic media – (Facebook, Newsletter, Twitter, Instagram, YouTube)	13,585	14,000	14,500
2. Tourism Visitation Annually *	520,293	525,495	530,749
3. Promotional Events Supported	8 Supported 1 Created	10 Supported 1 New event	12 Supported 1 New event
4. Transient Occupancy Tax	\$1,102,500	\$1,125,000	\$1,158,750

* 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

	FY2018 Actuals	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Revenues					
3% Occupancy Tax	\$1,146,299	\$1,125,000	\$1,216,212	\$91,212	8.1%
2% Occupancy Tax ⁽¹⁾	0	750,000	810,808	60,808	8.1%
Other Revenue	4,500	0	5,000	5,000	100.0%
Total	\$1,150,799	\$1,875,000	\$2,032,020	\$157,020	8.4%
Expenditures					
Operating	716,086	730,240	672,702	(57,538)	-7.9%
Personnel	95,651	173,260	272,510	99,250	57.3%
Tourism Programs	231,500	211,500	266,000	54,500	25.8%
Transfer to General Fund ^{(1), (2)}	0	760,000	820,808	60,808	8.0%
Total	\$1,043,237	\$1,875,000	\$2,032,020	\$157,020	8.4%
Fund Balance, Beginning of Year	\$948,427	\$1,055,989	\$1,055,989	\$0	0.0%
Revenues	1,150,799	1,875,000	2,032,020	157,020	8.4%
Expenditures	(1,043,237)	(1,875,000)	(2,032,020)	(157,020)	-8.4%
Fund Balance, End of Year	\$1,055,989	\$1,055,989	\$1,055,989	\$0	0.0%
Fund Balance Allocation	\$1,055,989	\$1,055,989	\$1,055,989	\$0	0.0%
Committed	669,232	669,232	669,232	0	0.0%
Assigned	386,757	386,757	386,757	0	0.0%
Fund balance, End of Year	\$1,055,989	\$1,055,989	\$1,055,989	\$0	0.0%

⁽¹⁾ Includes 2% Occupancy tax that will be transferred to the General Fund.

⁽²⁾ Includes \$10,000 for Parks and Recreation to support events and activities and will be transferred to the General Fund.

Stafford County continues to engage in a robust five year financial planning process. This plan 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	During the adoption of the FY2020 Budget, the Board approved a two cent increase to the Real Estate Tax Rate. The rate of \$1.01 is held constant.
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.
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 plan work sessions. The first work session, held on November 7, 2018 focused on the General Fund revenues and expenditures. Staff presented five-year plan assumptions and

reviewed the major drivers with the Board of Supervisors. The plan indicated that service levels that address impacts of growth, capital needs and the maintaining quality services continue to pressure the available revenues.

On November 27, 2018, the Board engaged in the second work session that finalized the General Fund section and focused on Transportation, and the Capital Improvement Program. In the 2018 session, the General Assembly passed legislation setting a gas tax floor. The Plan recognizes the potential for increased revenue.

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.

FIVE YEAR PLAN: FIVE YEAR FINANCIAL OUTLOOK

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted	FY2020 Adopted	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Revenues							
Real Estate Property Tax	\$161,271,548	\$168,773,272	\$176,261,752	\$183,096,000	\$186,630,000	\$193,839,000	\$197,583,000
Property Tax	45,285,489	45,716,005	47,508,248	47,813,000	49,550,000	51,233,000	52,988,000
Other Taxes	39,493,199	38,974,420	41,091,994	42,065,000	43,345,000	44,489,000	45,725,000
Other Local Revenue	13,321,346	13,000,315	12,148,950	10,992,000	13,247,000	13,468,000	13,753,000
State and Federal Funding	29,292,452	30,251,141	30,184,712	32,992,000	31,591,000	32,125,000	32,661,000
Miscellaneous and Transfers	7,610,449	8,413,801	11,657,047	6,521,000	6,571,000	6,616,000	6,694,000
Total Revenue	\$296,274,483	\$305,128,954	\$318,852,703	\$323,479,000	\$330,934,000	\$341,770,000	\$349,404,000
Expenditures							
School Operating Transfer	\$117,808,251	\$123,120,574	\$128,951,129	\$133,390,000	\$135,102,000	\$139,394,000	\$141,574,000
Public Safety	57,617,563	60,708,762	62,905,447	64,793,000	66,737,000	68,739,000	70,801,000
Other County Department	67,673,812	74,770,609	81,517,030	78,595,000	81,111,000	84,938,000	86,551,000
Debt Service	44,899,276	46,529,009	45,479,097	46,701,000	47,984,000	48,699,000	50,478,000
Total Expenditures	\$287,998,902	\$305,128,954	\$318,852,703	\$323,479,000	\$330,934,000	\$341,770,000	\$349,404,000

FIVE YEAR PLAN: TRANSPORTATION FUND

FY2020 Adopted Budget

	FY2018 Actuals	FY2019 Adopted	FY2020 Adopted	FY2021 Forecast	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Operating Revenue							
Gasoline Sales Tax	\$3,806,666	\$3,548,400	\$4,638,900	\$4,689,709	\$4,681,651	\$4,747,125	\$4,747,539
State Recordation Tax	865,889	840,000	865,000	867,163	869,330	871,504	873,682
Use of Money & Property	147,094	9,888	108,952	111,131	113,354	115,621	117,933
Transfer from General Fund	225,726	497,098	0	0	0	0	0
Total Operating Revenue Sources	\$5,045,375	\$4,895,386	\$5,612,852	\$5,668,003	\$5,664,335	\$5,734,249	\$5,739,155
Operating Expenditures							
VRE Subsidy	2,344,514	2,475,127	2,352,820	2,423,405	2,423,405	2,496,107	2,496,107
PRTC Subsidy	98,100	107,500	104,200	113,300	133,700	154,500	182,500
Financial Management	14,904	16,000	16,000	16,000	16,000	16,000	16,000
FRED Bus Service	455,573	494,816	469,631	483,720	498,232	513,178	528,574
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Gateway	93,241	100,000	100,000	100,000	100,000	100,000	100,000
Street Signs	21,610	25,000	25,000	25,000	25,000	25,000	25,000
Social Services	26,000	32,000	35,000	35,000	35,000	35,000	35,000
Debt Service	847,835	1,559,229	1,403,833	1,363,048	1,322,263	1,281,479	1,240,695
Project Management	77,847	0	108,098	110,260	112,465	114,714	117,009
Transfer to General Fund	15,000	0	0	0	0	0	0
Transfer to Capital	0	0	912,556	912,556	912,556	912,556	912,556
Total Operating Expenses	\$4,080,338	\$4,895,386	\$5,612,852	\$5,668,003	\$5,664,335	\$5,734,249	\$5,739,155
Capital Revenues							
Transfer From Operating	0	0	912,556	912,556	912,556	912,556	912,556
State/Federal Revenue	1,377,554	2,005,045	3,950,000	14,743,136	0	1,771,150	5,958,461
Bond Proceeds	0	0	0	0	0	0	0
Proffers	0	0	0	878,486	0	0	0
Impact Fees	325,000	600,000	2,463,029	304,679	0	928,850	316,471
Transfer from General Funds	0	0	4,000,000	0	0	0	0
Transfer from Wideswater CDA	0	0	0	0	0	0	0
Transfer from School Funds	0	637,500	0	0	0	0	0
Use of Prior Year Fund Balance	0	431,580	750,000	340,000	0	600,000	400,000
Total Capital Revenue Sources	\$1,702,554	\$3,674,125	\$12,075,585	\$17,178,857	\$912,556	\$4,212,556	\$7,587,488
Capital Expenditures							
Wedge Widening/Safety Improvements	0	0	912,556	912,556	912,556	912,556	912,556
Road Improvements	11,540,619	3,674,125	4,700,000	16,266,301	0	3,300,000	6,674,932
Current Project Support	0	0	2,463,029	0	0	0	0
Total Capital Expenses	\$11,540,619	\$3,674,125	\$8,075,585	\$17,178,857	\$912,556	\$4,212,556	\$7,587,488

Fund Balance, Beginning of Year	\$18,828,106	\$9,955,078	\$9,523,498	\$12,773,498	\$12,433,498	\$12,433,498	\$11,833,499
Revenues	6,747,929	8,137,931	16,938,437	22,506,860	6,576,891	9,346,805	12,926,643
Expenditures	(15,620,957)	(8,569,511)	(13,688,437)	(22,846,860)	(6,576,891)	(9,946,805)	(13,326,643)
Fund Balance, End of Year	\$9,955,078	\$9,523,498	\$12,773,498	\$12,433,498	\$12,433,498	\$11,833,499	\$11,433,499
Committed/Assigned	9,650,717	9,650,717	9,650,717	9,650,717	9,650,717	9,650,717	9,650,717
Encumbrance/Commitments	1,494,900	1,494,900	1,494,900	1,494,900	1,494,900	1,494,900	1,494,900
Total Undesignated Fund Balance	\$8,460,178	\$8,028,598	\$11,278,598	\$10,938,598	\$10,938,598	\$10,338,599	\$9,938,599

	FY2019 Adopted	FY2020 Adopted	FY2021 Projections	FY2022 Projections	FY2023 Projections	FY2024 Projections
OPERATING REVENUES						
User Fees	\$42,447,188	\$45,240,830	\$45,919,442	\$46,608,234	\$47,307,358	\$48,016,968
Water & Sewer Fees	42,447,188	45,240,830	45,919,442	46,608,234	47,307,358	48,016,968
Other Charges/Fees	1,515,937	1,832,881	1,860,374	1,888,280	1,916,604	1,945,353
Interest/Property Rental	94,889	1,235,203	1,253,731	1,272,537	1,291,625	1,310,999
Total Operating Revenues	\$44,058,014	\$48,308,914	\$49,033,548	\$49,769,051	\$50,515,587	\$51,273,320
OPERATING EXPENDITURES						
Operating & Personnel	\$28,182,829	\$29,392,494	\$30,199,076	\$30,847,485	\$31,504,828	\$32,188,672
Administration	1,095,983	1,113,119	1,184,261	1,207,947	1,232,106	1,256,748
Engineering	5,350,976	5,434,639	5,713,184	5,827,447	5,943,996	6,062,876
Smith Lake WTP	2,353,876	2,409,559	2,457,750	2,506,905	2,597,436	2,649,385
Lake Mooney WTP	3,430,522	3,678,455	3,752,024	3,827,065	3,903,606	3,981,678
Field Operations	5,129,437	5,945,099	6,064,001	6,185,281	6,308,987	6,488,913
Aquia WWTF	3,445,629	3,168,721	3,232,095	3,296,737	3,362,672	3,429,926
Little Falls Run WWTF	2,300,094	2,347,686	2,394,640	2,442,533	2,491,383	2,541,211
Facilities Maintenance	5,076,312	5,295,216	5,401,120	5,553,571	5,664,642	5,777,935
Debt Service	8,795,746	7,987,770	7,987,770	8,723,770	8,723,770	9,593,770
Use of Operating Revenue for Capital	7,079,439	10,928,650	10,846,702	10,197,796	10,286,989	9,490,879
Total Operating Expenditures	\$44,058,014	\$48,308,914	\$49,033,548	\$49,769,051	\$50,515,587	\$51,273,320
Operating Revenues in Excess (Loss) of Expenditures	0	0	0	0	0	0
CAPITAL REVENUES						
Total Capital Revenues	\$30,617,200	\$21,196,700	\$19,095,560	\$21,554,000	\$29,513,500	\$10,565,100
CAPITAL EXPENDITURES						
Total Capital Expenditures	\$30,617,200	\$21,196,700	\$19,095,560	\$21,554,000	\$29,513,500	\$10,565,100
Capital Revenues in Excess (Loss) of Expenditures	0	0	0	0	0	0



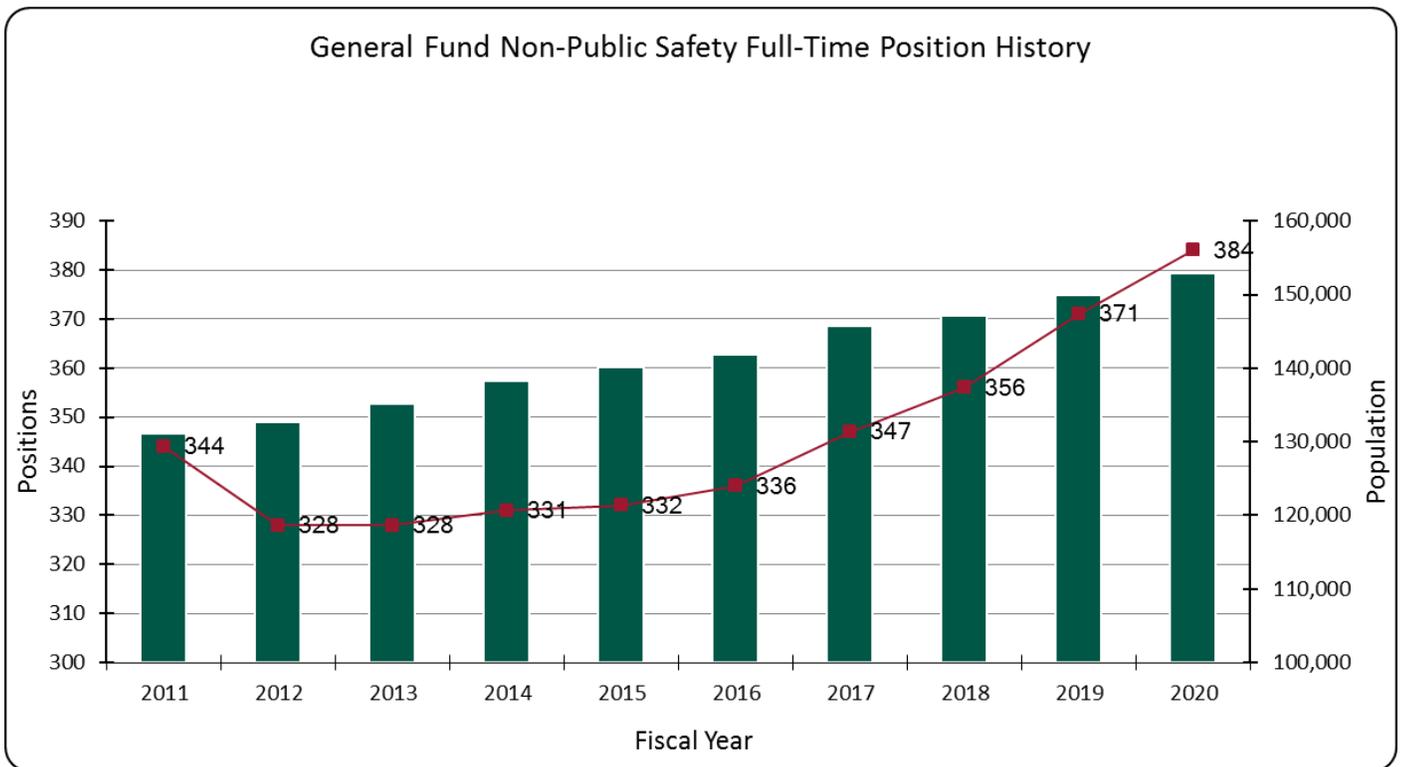
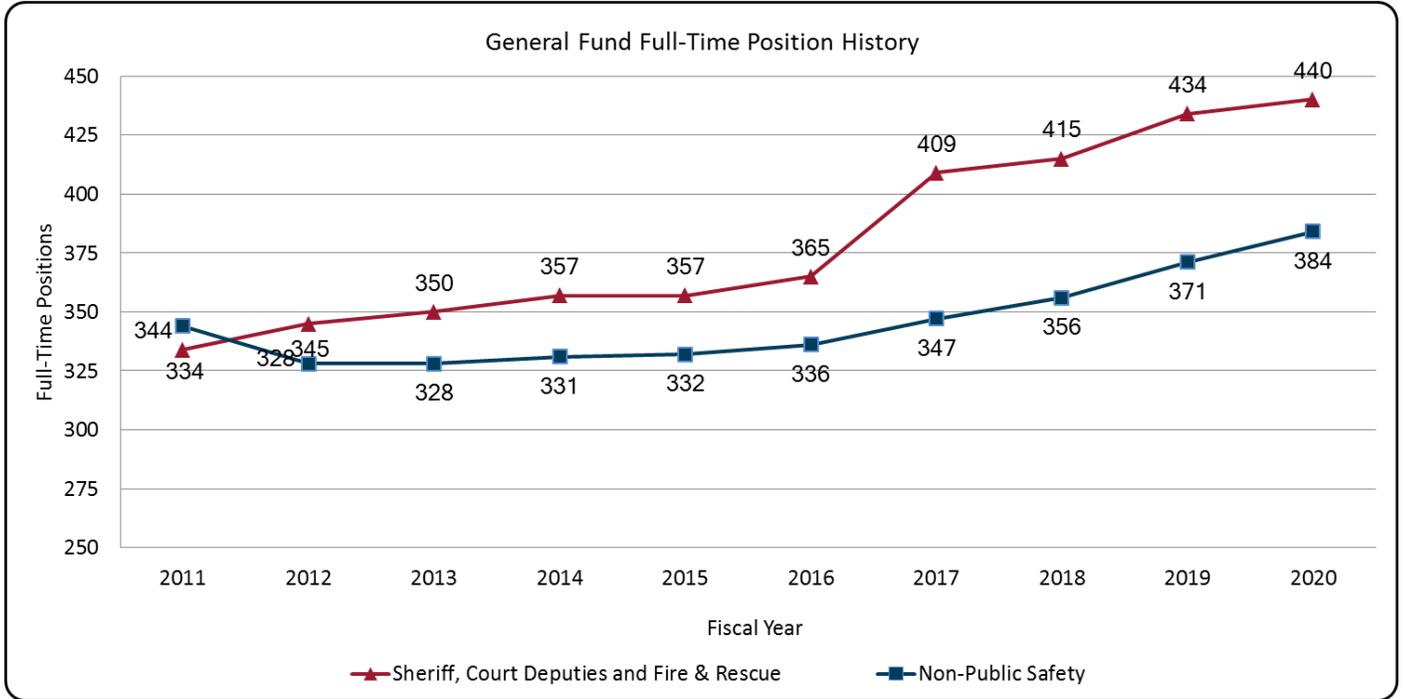
Mission

Attract and engage a highly skilled and motivated workforce that is responsible and accountable to the citizens.

Initiatives to Better Serve the Community

- A dedicated and responsive Public Safety team is one of the Board’s strategic 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 FY2020, the Adopted Budget adds 2 full-time positions and converts 1 part-time position to full-time. These positions are a Deputy Sheriff I – Field Operating Recruiter, Deputy Sheriff II – Sergeant Recruiter and conversion of a Senior Administrative Associate from part-time to full-time. These positions will all focus on recruitment and retention of the current positions. Fire and Rescue will add 3 full-time Technician I – 24 hour staffing. These positions will be used to help decrease over-time needs by not being a part of an assigned crew and covering for crew member on leave.
- Staffing in the general fund non-public safety agencies has had slow growth since the recession despite continually increasing accomplishments and responsibilities. The FY2020 Adopted Budget includes positions to ensure that the County can continue to provide exemplary service to our citizens. A total of 11 new full-time positions four of which are no cost to the General Fund , two conversions from part-time to full-time and two new part-time positions are included:
 - County Administration (1) Part-Time to Full-Time
 - County Attorney – Support joint purchasing (1) Full-Time
 - Finance and Budget – Support joint purchasing (1) Full-Time
 - Finance and Budget (1) Full-Time
 - Human Resources (2) Full-Time
 - Code Compliance (1) Full-Time
 - Commonwealth’s Attorney (2) Full-Time
 - Planning and Zoning (1) Full-Time
 - Social Services (2) Full-Time
 - Social Services (1) Part-Time to Full-Time
 - Community Facilities (2) Part-Time
- The FY2020 Adopted Budget includes additional Utilities Fund positions to ensure that the County can continue to provide exemplary service to our citizens. A total of three new full-time positions are included:
 - Public Information Officer
 - Utilities Line Worker I (2)

General fund Non-Public Safety positions in the FY2020 Adopted Budget have increased forty-one (40) positions above staffing levels in FY2011. The General Fund Non-Public Safety Staffing is still below FY2009 staffing levels. Staffing levels in general fund Public Safety have increased by one hundred six (106) 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 FY2019, targeted market studies and analysis identified that staff in Social Services (Benefit Programs and Family Services) and 911 Communications were behind market. These positions were brought up to market competitive rates to enhance recruitment and retention in these areas.

Also in FY2019, and Classification and Compensation Project is underway to update the County's overall compensation program for the organization. The study is analyzing both the market competitiveness of benchmark jobs along with the internal equity of all County jobs. The outcome of the project is expected to update the County's compensation plan and place all jobs in the appropriate place on the pay scales. An implementation plan to address market competitiveness and reduce pay compression will be presented to the Board in April. The FY2020 Adopted Budget provides funding to implement the first phase of the overall recommendation. It is anticipated that implementation will occur over a two year period. FY2020 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 ability to utilize systems and data to make strategic business decisions for the workforce is an area identified for improvement. The FY2019 Adopted Budget included funding for a Talent Management System that will greatly improve and streamline our people management processes. Design and implementation of this system is currently underway. Further details can be found in the Human Resources narrative.

In FY2020, a Request for Proposals will be completed for Medicare retiree health insurance benefits to ensure competitive and fiscally responsible benefits continue to be offered.

It is anticipated that additional efforts and resources will be necessary to achieve market competitiveness and benefit costs.

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

FY2020 Adopted Budget

	FY 2017		FY 2018		FY 2019 Adopted		FY 2019 Revised		FY 2020	
	Full Time	Part Time	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	0	7
Commissioner of the Revenue	29	1	29	1	29	1	29	1	29	1
County Administration	7	0	7	0	7	0	7	0	8	0
County Attorney	7	0	7	0	7	0	7	0	8	0
Electoral Board and Registrar	3	1	3	1	3	1	3	1	3	1
Finance and Budget	16	0	16	0	17	0	17	0	19	0
Geographic Information Systems	5	0	5	0	5	0	5	0	5	0
Human Resources	5	1	5	1	5	1	5	1	7	1
Information Technology	12	2	14	0	15	0	15	0	15	0
Office of Community Engagement	2	1	3	1	3	1	4	1	4	1
Treasurer	18	3	18	3	18	3	19	3	19	3
Total General Government	104	16	107	14	109	14	111	14	117	14
Public Safety										
Sheriff	224	13	228	14	234	17	234	17	237	16
Fire & Rescue Services	154	0	156	0	169	0	169	0	172	0
15th District Court Unit	2	0	2	0	2	0	2	0	2	0
Code Compliance	39	1	41	1	41	1	44	1	45	0
Total Public Safety	419	14	427	15	446	18	449	18	456	16
Judicial Administration										
Circuit Court	3	0	4	0	4	0	4	0	4	0
Clerk of the Circuit Court	20	0	20	0	20	0	20	0	20	0
Commonwealth's Attorney	27	0	27	0	27	0	27	0	29	0
Court Deputies	31	3	31	3	31	3	31	3	31	3
Total Judicial Administration	81	3	82	3	82	3	82	3	84	3
Community Development										
Cooperative Extension Program	0	4	0	4	0	4	0	4	0	4
Economic Development	5	0	5	0	7	0	7	0	7	0
Planning and Zoning	21	0	21	0	21	0	19	0	20	0
Total Community Development	26	4	26	4	28	4	26	4	27	4
Health and Social Services										
Human Services	3	0	3	0	3	0	3	0	3	0
Social Services	60	6	61	6	67	6	70	6	73	5
Total Health and Social Services	63	6	64	6	70	6	73	6	76	5
Parks, Recreation and Cultural										
Parks and Recreation	39	116	40	115	40	115	40	115	40	117
Total Parks, Recreation and Cultural	39	116	40	115	40	115	40	115	40	117
Public Works										
Engineering	5	0	5	0	5	0	4	0	4	0
Community Facilities	19	5	20	5	20	5	20	5	20	5
Total Public Works	24	5	25	5	25	5	24	5	24	5
Total General Fund Positions	756	164	771	162	800	165	805	165	824	164
Capital Projects Fund Total Positions	2	0	2	0	2	0	2	0	2	0
Utilities Fund Total Positions	140	1	140	1	150	0	149	0	152	0
Total Authorized Strength All Funds	898	165	913	163	952	165	956	165	978	164

(Details on staffing changes are also included within each Department section)

POSITION CHANGES: GENERAL FUND

FY2020 Adopted Budget

Department	Position	Full Time	Part Time	Notes
FY2019 Changes	FY2019 Adopted Positions	800	165	
Office of Community Engagement	Manager of Citizens Assistance	1		Moved position from the Utilities Fund
Treasurer	Collections Specialist	1		Approved by R18-293
Social Services	Benefits Services Specialist	2		Approved by R18-199 Medicaid/Medicare Expansion
Social Services	One Benefit Programs Supervisor	1		Approved by R18-199 Medicaid/Medicare Expansion
	Total Change	5	0	
	FY2019 Revised Positions	805	165	
FY2019 Department Changes	No Effect On Position Count			
Code Compliance	Senior Engineer			Moved from Planning and Zoning
Code Compliance	Planner - Environmental			Moved from Planning and Zoning
Code Compliance	Planner - Environmental			Moved from Planning and Zoning
Code Compliance	Storm Water Engineer			Moved from Planning and Zoning
Code Compliance	Civil Engineer			Moved from Planning and Zoning
Planning and Zoning	Community Development Service Center Zoning Review			Moved from Code Compliance
Planning and Zoning	Community Development Service Center Zoning Review			Moved from Code Compliance
Planning and Zoning	Training Program Coordinator Engineering Specialist			Moved from Code Compliance
	Total Change	0	0	
	FY2019 Department Changes	805	165	

POSITION CHANGES: GENERAL FUND

FY2020 Adopted Budget

Department	Position	Full Time	Part Time	Notes
FY2020 Adopted Positions				
County Administration	Project Manager	1		Position funding offset by Code Compliance, Director of R-Board / Project Manger
County Attorney	Assistant County Attorney I	1		Funded by School, Utilities and General Fund for Centralized Purchasing
Finance and Budget	Purchasing Card Administrator	1		Funded by rebate collected for increased usage of the purchasing card
Finance and Budget	Senior Contract Officer	1		Funded by Utilities Fund
Human Resources	Human Resources Specialist	1		
Human Resources	Professional & Organizational Development Specialist	1		Cost neutral in first year by decreasing expenditures
Sheriff	Deputy Sheriff 1 - Field Ops Recruiter	1		
Sheriff	Deputy Sheriff II - Sergeant - Recruiter	1		
Sheriff	Senior Administrative Associate	1	-1	Convert Regular part-time to a full-time
Fire & Rescue	Technician I - 24 Hour Staffing	3		
Code Compliance	Stormwater Management Technician	1		Supported partially by increase in revenues estimated to be \$42,000
Code Compliance	Director of R-Board/ Project Manager		-1	Position funding used to offset County Administration's proposed Project Manager
Commonwealth's Attorney	Assistant Commonwealth's Attorney	1		
Commonwealth's Attorney	Legal Secretary	1		
Planning and Zoning	Planner - Long Range	1		
Social Services	Benefit Program Specialist II	1		Federal/State funded 76% and Stafford Hospital Mary Washington Healthcare funded 24%
Social Services	Family Services Specialist II	1		Federal/State funded 34%
Social Services	Fraud Investigator II	1	-1	Convert Regular part-time to a full-time Federal/State funded 34%
Parks and Recreation	Parks Maintenance Worker I		2	
Total Adopted		19	-1	
Total General Fund Positions		824	164	

POSITION CHANGES: UTILITIES FUND

FY2020 Adopted Budget

Department	Position	Full Time	Part Time	Notes
FY2019 Changes	FY2019 Adopted Positions	150	0	
Utilities	Manager of Citizens Assistance	-1		Moved position to the General Fund
	Total Change	-1	0	
	FY2019 Revised Positions	149	0	
FY2020 Adopted Positions				
Utilities	Public Information Officer	1		
Utilities	Utilities Line Worker I	2		
	Total Adopted	3	0	
	Total Utilities Fund Positions	152	0	

Department: County Administration

Position: Project Manager, Full-time

Funding Source: General Fund

Position Description:

The Project Manager (PM) manages Strategic Priority County projects that are outside of the general design and construction area. Project management responsibilities include the coordination and completion of projects on time within budget and within scope. Oversee all aspects of projects: set deadlines, assign responsibilities and monitor and summarize progress of project. Prepare reports for upper management regarding status of projects. The PM will coordinate closely with the Central Procurement Office to ensure procurements of Strategic Priority Projects are handled effectively and efficiently. The individual will be a certified Project Management Professional (PMP).

Typical tasks for this position include, but are not limited to:

- Coordinate internal resources and third parties/vendors for the flawless execution of projects;
- Ensure that all projects are delivered on-time, within scope and within budget;
- Assist in the definition of project scope and objectives, involving all relevant stakeholders and ensuring technical feasibility;
- Ensure resource availability and allocation;
- Develop a detailed project plan to monitor and track progress;
- Manage changes to the project scope, project schedule and project costs using appropriate verification techniques;
- Measure project performance using appropriate tools and techniques;
- Report and escalate to management as needed;
- Manage the relationship with all project stakeholders;
- Perform risk management to minimize project risks;
- Establish and maintain relationships with third parties/vendors;
- Create and maintain comprehensive project documentation;
- Meet with vendors to take detailed ordering briefs and clarify specific requirements of each project;
- Track project performance, specifically to analyze the successful completion of short and long-term goals;
- Meet budgetary objectives and make adjustments to project constraints based on financial analysis;
- Develop comprehensive project plans;
- Use and continually develop leadership skills;
- Attend conferences and training as required to maintain proficiency;
- Perform other related duties as assigned; and
- Develop spreadsheets, diagrams and process maps to document needs.

Position Justification:

The Board of Supervisors identified Strategic Priority 7.1: Develop County organizational capacity to deliver all County projects effectively and efficiently. Currently, project management skills are lacking across much of the organization. One of the key roles of this individual will be to assess current capability and needs throughout the organization and make recommendations to leadership regarding additional resources required to achieve the Board's stated priority. In addition, this individual will coordinate the tracking and reporting of the Board's Strategic Plan-Work plans to the Executive Leadership Team and the Board. This position consists of savings from a current part-time Director of R-Board/Project Manager that is not continuing in the FY2020 Proposed Budget.

Cost Benefit Analysis:

Salary/Benefits	\$132,993
Operating/Capital Costs	5,000
Revenue	0
Current Expenses	74,050
Net Cost	\$63,943

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Strategic Plan Priority Projects Managed, Tracked and Reported	N/A	N/A	12
Other County Priority Initiatives Managed Tracked and Reported	N/A	N/A	7
County Project Management Strategy Developed	N/A	N/A	1

Department: County Attorney**Position:** Assistant County Attorney I, Full-time**Funding Source:** Schools Operating Fund, Utilities Fund, and General Fund**Position Description:**

The Assistant County Attorney I position is an entry level attorney position, which performs challenging professional legal work and provides legal advice and representation to the County. The attorney will perform legal research, routine legal reviews, and consulting and advising services, while assisting other attorneys in the office in specialized areas of local government law. Work is performed under the general supervision of the County Attorney. This position will allow for the realignment of duties within the County Attorney's office to support a centralized Procurement Office.

Position Justification:

The County Attorney's Office (CAO) has seen a substantial increase in the areas it already provides services in, such as Freedom of Information Act (FOIA) productions, land transactions, litigation, legal opinions, and development review applications. Additionally, the County's shift to a centralized Procurement Office, which will include contracts entered in to by Stafford County Public Schools, in addition to the County's contracts, will necessitate a considerable amount of review and services provided by one or more attorneys in the CAO. The CAO has maintained four attorneys to provide legal and advisory services for eight years and it can no longer meet the increased needs of a growing community without additional attorney staff.

The number of contracts reviewed by the CAO has stayed level, but the complexity of the contracts and the level of involvement by the CAO have substantially increased. Many contracts have required the CAO to review vendor contracts and terms (as opposed to use of the County's form contract), negotiate terms with vendor counsel, and attend meetings to discuss contracts, services, and performance. In previous years, reviewing a contract could take a couple of hours. Now, the review process can take weeks or months.

The Virginia Code requires an attorney to review and approve all contracts the County enters. Although the current contract workload is substantial, the CAO expects it to increase in the near future. With the guidance of a new contract administrator, the County is working to come into compliance with all contracting and procurement requirements. This means that more contracts will be coming to CAO for review and without additional attorney staff we cannot ensure timely review, negotiation, and approval of County contracts.

Another initiative which the Board has been dedicated to is shared services with the Schools. As the County and Schools work towards the vision of shared procurement services, an attorney will be needed to review those contracts and support the contract administrator with this initiative. There will be a new service provided by the CAO and the number of Schools' contracts is expected to be substantial. The CAO is willing to provide contract review and support services to the contract administrator, at her request, as to Schools contracts and procurement. This new level of service cannot be provided with the office's current staff. Charges to the School and Utility Funds will partially offset the cost of this position.

Cost Benefit Analysis:

Salary/Benefits	\$119,223
Operating/Capital Costs	0
Revenue	88,283
Current Expenses	0
Net Cost	\$30,940

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Freedom of Information Act production review	125	150	200
Procurement and contract review	57	60	80
Legal opinions	360	425	380
Active litigation (excluding bankruptcy and certificates of take)	37	40	40
Deed review and drafting	205	200	230

Department: Finance and Budget

Position: Purchasing Card Administrator, Full-time

Funding Source: General Fund

Position Description:

Highly motivated Purchasing Card Administrator for our Procurement Card (PCard) Program, which is essential to support small purchases for departments', facilities, and programs county-wide. This position administers our growing PCard program by collaborating with supervisors to ensure successful operation of the program through card management, compliance with fiscal and procurement policies (including audits), card inventory, training, spend analysis, administration of systems used to maintain card program and fraud control with the contracted vendor and internal systems used for record storage and card requests to include software testing, and program reporting. Position works with people at all levels of the organization and as well as contracted vendors. Excellent written and oral communication and public presentation skills, as well as attention to detail and good organization and planning skills are essential for this position. Successful candidate must have excellent computer and research skills and experience with administering systems, and must be able to work independently and as part of a team. Organization and time management skills are very important for this position.

Typical tasks for this position include, but are not limited to:

- Maintaining and growing the County's Procurement Card (PCard) Program;
- Receives and processes new PCard applications;
- Issues, maintains and monitors accounts and program participant lists;
- Recommends and initiates account changes (i.e. closing accounts, placing restrictions, imposing limits) as needed;
- Determines program participant eligibility and departmental credit limits;
- Provides support, training and guidance to PCard program participants on proper use of PCard, policies and procedures;
- Serves as the program point of contact for card holders and for the issuing financial institution;
- Monitors PCard usage to ensure compliance with industry best practices based on federal, state, and local laws;
- Establishes metrics to gauge program effectiveness and identify areas of improvement;
- Performs routine audits of card statements, receipts, transactions and online monitoring;
- Maintains internal controls and minimize risk exposures;
- Maintains cardholder agreement forms, original applications, account assignments, and all related materials; and,
- Creates, maintains, analyzes and provides various reports, to include program statistics, spending trends and misuse reports.

Position Justification:

Central Procurement is in the infancy stage of a complete redevelopment of our organization. We will be updating policies, processes and tools/templates to allow us to be compliant with state law, manage procurement operations efficiently and effectively, combining all to create a Shared Services environment. Currently, Procurement is responsible for all purchase orders (PO) for county spend (informal and formally solicited goods/services on a PO), managing the formal solicitation process for all procurements over \$50k for the County, School Board, R-Board, and most Constitutional Officers (Sheriff, Commissioner of Revenue, Treasurer, etc.) and managing the PCard program (monitor spend, audit, compliance, report). The County’s policies are out of date and the County risks are escalating. The County currently spends between \$2.5 - \$3.5 million dollars each year with the PCard which is currently growing. It is projected that PCard rebates will provide sufficient revenue to fund this position.

Cost Benefit Analysis:

Salary/Benefits	\$82,000
Operating/Capital Costs	0
Revenue	82,000
Current Expenses	0
Net Cost	\$0

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Stafford County Procurement Reviews	0	0	1
Stafford County Procurement Card Reviews	0	0	1
Full compliance to County’s procurement card policies	N/A	N/A	Partial
Increase use of payment card/rebate to County	No	No	Yes

Department: Finance and Budget**Position:** Senior Contract Officer, (1) Full-time**Funding Source:** (1) Utilities Fund**Position Description:**

In the role of a Senior Contracts Officer, the responsibilities of this position will manage and conduct innovative, difficult and complex competitive procurement processes, both formal and informal, and a variety of goods and services. These positions will provide guidance, education and advice to using departments about the process of solicitations. They will manage the process to include evaluating bids and proposals, review and analyze justifications for award/non-award to ensure the integrity of the County's procurement procedures are intact and that the spending of public funds align with law. The position will conduct and manage negotiations; work with the County Attorney's Office and a firm's legal and contracts team during the development and negotiation of contracts and bid and contract award and disputes. These positions will assist in the training of end using departments on the contract lifecycle, to include addressing County and Contractor issues.

Position Justification:

Central Purchasing is in the infancy stage of a complete redevelopment of our organization. We will be updating policies, processes and tools/templates to allow us to be compliant with state law, manage procurement operations efficiently and effectively, combining all to create a Shared Services environment. Currently, Purchasing is responsible for all purchase orders (PO) for county spend (informal and formally solicited goods/services on a PO), managing the PCard program (monitor spend, audit, compliance, report), managing the formal solicitation process for all procurements over \$50k for the County (all depts.), School Board, R-Board, and most Constitutional Officers (Sheriff, Commissioner of Revenue, Treasurer, etc.)

This responsibility minimally requires procurement officers trained in formal procurement processes and working knowledge of commodities (Construction, Utilities, Information Technology, General Services, Professional Services, etc.) At present time, Purchasing does not have the number of personnel resources, or resources trained in formal solicitations and or commodities required of a public body's procurement division to appropriately manage the competitive procurement processes, and contract management lifecycle needed by the County (or Schools), required by the Virginia Public Procurement Act (VPPA).

Cost Benefit Analysis:

Salary/Benefits	\$219,274
Operating/Capital Costs	0
Revenue	219,274
Current Expenses	0
Net Cost	\$0

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Stafford County Procurement Officers	2	3	5
Standardize Procurement Solicitation templates (IFB, RFP, Informal, (Construction/Gen Svcs/IT)	No	No	Yes
Standardize Procurement Contract templates (Construction/Gen Svcs/IT/Riders/EULA Addendums)	No	No	Yes
Update Policies for Shared Services (County & Schools)	No	No	Yes
Annual Policy Update process to reflect VPPA	No	No	Yes
Standardize Solicitation, Negotiation, and Contracting Process for Shared Services	No	No	Yes

Department: Human Resources

Position: Human Resources Specialist, Full-time

Funding Source: General Fund

Position Description:

This position will support the classification, compensation, and benefits functions through inputting and maintaining employee records in the payroll and benefits systems.

Typical tasks will include, but are not limited to:

- Review and process Personnel Action Request forms for new hires, promotions, and resignations or retirements;
- Review and process benefit enrollments and changes for health, dental, and supplemental policies;
- Prepare, research, and respond to compensation and benefits surveys from other public entities;
- Receive, review, process, verify, and maintain personnel related documentation;
- Examine employee records to answer inquiries and provide information on personnel actions;
- Assist in counseling employees and researching solutions to compensation or benefits related inquiries; and,
- Explain human resources policies to employees and departments.

Position Justification:

This position is critical for the Human Resources (HR) Department to increase capacity and response times in these functions. The workload that we have on a regular basis is resulting in significant delays and inability to work on special projects as they arise. This person will relieve senior staff from some of the routine processes and allow them to focus time on complex tasks and special projects. The position supports the Board's Strategic Plan under the priority of Organizational Excellence. Delays in processing time or the inability to respond efficiently to areas of concern can have a direct impact on the recruitment and retention efforts of the County.

Changes at the State and Federal level including increasing responsibility and complexity of the Virginia Retirement System and compliance with the Affordable Care Act (ACA) have created significant demands on the HR Department. The addition of this position will still result in a staffing level for the Human Resources Department of below the staffing level in FY1998. At that time, total authorized employees in the County was 563 full-time employees compared to FY2019 with 952 full-time employees.

The national standard/best practice for HR staff to employee ratios is one for every 100 full time-equivalent employees (ratio of 1.0). Recent surveys have suggested that this number should be even greater, at one HR staff member for every 70 employees (ratio of 1.4). Stafford County HR staff to full-time equivalent employees in FY2019 is one for every 188 employees (ratio of 0.53). Adding one additional full-time staff member would bring the ratio to 0.63. Adding two full-time staff members would bring the ratio to 0.72. The ideal HR staff size based on this ratio is 10.5.

Cost Benefit Analysis:

Salary/Benefits	\$77,286
Operating/Capital Costs	3,235
Revenue	0
Current Expenses	0
Net Cost	\$80,521

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Time to Complete Reclassification Requests	3-8 weeks	3-10 weeks	2-3 weeks
Compensation and Benefits Surveys	34	25	35
Positions Reviewed and Updated for Accuracy, Internal Equity, and/or Market Competitiveness	57	30	75

Department: Human Resources

Position: Professional and Organizational Development Specialist, Full-time

Funding Source: General Fund

Position Description:

This position will focus on planning and organizing professional development opportunities and organizational development initiatives.

Typical tasks will include, but are not limited to:

- Manage and develop the organization's Talent Management System;
- Create, plan, and organize professional development and training opportunities for various employee groups;
- Provide curriculum and course assessment and analysis, assuring training and development efforts are aligned with County's vision, values, competencies, and philosophies;
- Consult with managers, supervisors, employees and develops learning and educational opportunities to create high performance;
- Facilitate ongoing needs assessments and ensures employees are informed of training opportunities;
- Plan, organize, and develop programs and processes to support the Executive Leadership Team in implementing principles of High Performance Organizations;
- Facilitate meetings and retreats for the Executive Leadership Team and individual departments to support strategic planning; and,
- Track participation and completion in development/training programs and provide reports with analytics, analysis, and future recommendations.

Position Justification:

This position will support the Board of Supervisors Strategic Plan (Organizational Excellence) and was a direct recommendation of two employee task force groups in FY2019 for professional development and supervisory responsibilities. In addition to the position itself, several taskforce groups referenced needs for organizational training initiatives which this position could review and recommend solutions. This position will provide direct management and planning for the County's professional and organizational opportunities and will provide the capacity to analyze the needs of the organization and develop programs to support those needs. Funding will be provided through reductions in the Human Resources (HR) Non-Departmental accounts.

Currently, this function is handled primarily by the Director of Human Resources with some support from other HR staff. Due to workload capacity, new programs and initiatives are difficult to organize and even existing programs are not always able to be implemented. There is a significant need for a dedicated individual to be responsible for these functions. In addition, the new Talent Management System will increase the workload and responsibility in the area of professional development. This position will have the capacity to take ownership of that system so that it may be utilized effectively in the organization.

The national standard/best practice for HR staff to employee ratios is 1 for every 100 full time-equivalent employees (ratio of 1.0). Recent surveys have suggested that this number should be even greater a 1 HR staff member for every 70 employees (ratio of 1.4). Stafford County HR staff to full-time equivalent employees in FY2019 is 1 for

Position Justification

FY2020 Adopted Budget

every 188 employees (ratio of 0.53). Adding one additional full-time staff member would bring the ratio to 0.63. Adding two full-time staff members would bring the ratio to 0.72. The ideal HR staff size based on this ratio is 10.5.

Cost Benefit Analysis:

Salary/Benefits	\$86,572
Operating/Capital Costs	1,235
Revenue	0
Current Expenses	87,807
Net Cost	\$0

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Instructor Led Training Completed	28	22	35
Online Learning Courses Completed	92	75	150

Department: Sheriff

Position: Deputy Sheriff I – Field Operations – Recruiter, Full-time

Funding Source: General Fund

Position Description:

The Deputy Sheriff I – Field Operations - Recruiter will be responsible for conducting a full-time recruitment initiative to recruit qualified candidates to the Stafford County Sheriff’s Office. The position will be consistently attending recruitment events, maintaining contact with potential applicants, conducting follow-up contacts with potential applicants, conducting applicant testing, and conducting background investigations on potential applicants.

Position Justification:

For over the past year, the Stafford County Sheriff’s Office has had difficulty recruiting qualified individuals to fill vacancies within the agency. The Stafford County Sheriff’s Office has been directly competing with Northern Virginia agencies that have full-time recruitment teams that travel within and outside of the Commonwealth of Virginia to recruit for their agencies. The Stafford County Sheriff’s Office Strategic Planning Process had a focus group study the recruitment issues for this agency for a period over six months. After conducting their research, the focus group recommended having a two or four person full-time recruitment team comprised of sworn personnel to solely focus on recruiting for all vacant positions within the agency.

Currently, the Stafford County Sheriff’s Office has deputies that attend recruiting events when they are available outside of their required job duties. This effort has not been effective in recruiting qualified candidates. There are numerous current vacancies within our organization that have not been able to be filled due to a severe lack of qualified applicants and the inability to dedicate the necessary resources to recruitment efforts for our agency. The inability to recruit qualified candidates has a direct impact on the operations of the Stafford County Sheriff’s Office. These deficiencies cause a lack in manpower which is creating greater workloads on the positions that are currently filled.

Cost Benefit Analysis:

Salary/Benefits	\$78,695
Operating/Capital Costs	17,214
Revenue	0
Current Expenses	0
Net Cost	\$95,909

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Number of Recruiting Events Attended	14	14	25
Number of Applicants	838	868	2300
Number of Applicants Successfully Processed (Hired)	15	15	40
Number of Qualified Applicants Needed	40	40	40

Department: Sheriff

Position: Deputy Sheriff II - Sergeant – Recruiter, Full-time

Funding Source: General Fund

Position Description:

The Deputy Sheriff II, Sergeant Field Operations - Recruiter will be responsible for conducting a full-time recruitment initiative to recruit qualified candidates to the Stafford County Sheriff’s Office. The position will be consistently attending recruitment events, maintaining contact with potential applicants, conducting follow-up contacts with potential applicants, conducting applicant testing, and conducting background investigations on potential applicants. This position will serve as the direct supervisor for the Deputy Sheriff I, Field Operations – Recruitment position and oversee all aspects of the recruitment processes for the Stafford County Sheriff’s Office.

Position Justification:

For over the past year, the Stafford County Sheriff’s Office has had difficulty recruiting qualified individuals to fill vacancies within the agency. The Stafford County Sheriff’s Office has been directly competing with Northern Virginia agencies that have full-time recruitment teams that travel within and outside of the Commonwealth of Virginia to recruit for their agencies.

Currently, the Stafford County Sheriff’s Office has deputies that attend recruiting events when they are available outside of their required job duties. This effort has not been effective in recruiting qualified candidates. There are numerous current vacancies within our organization that have not been filled due to a severe lack of qualified applicants and the inability to dedicate the necessary resources to recruitment efforts for our agency.

The inability to recruit qualified candidates has a direct impact on the operations of the Stafford County Sheriff’s Office. These deficiencies cause a lack in manpower which is creating greater workloads on the positions that are currently filled.

Cost Benefit Analysis:

Salary/Benefits	\$95,063
Operating/Capital Costs	17,214
Revenue	0
Current Expenses	0
Net Cost	\$112,277

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Number of Recruiting Events Attended	14	14	25
Number of Applicants	838	868	2300
Number of Applicants Successfully Processed (Hired)	15	15	40
Number of Qualified Applicants Needed	40	40	40

Department: Sheriff

Position: Senior Administrative Associate, Part Time to Full Time Conversion

Funding Source: General Fund

Position Description:

The Senior Administrative Associate is a civilian position required to assist the Commander, his Assistant and their detectives with the day to day operations of the Sheriff's Criminal Investigations Division. This position requires the associate to provide clerical duties to the division, but mainly to the commander and his assistant, writing memos, letters, emails to members of this agency, along with other agencies both law enforcement and civilian. More importantly this associate is also responsible for keeping the financial records of the division, to include the legal seizures and forfeitures of property, the monies deposited in division accounts, the monies sent to the appropriate commonwealth department and the disbursements to narcotics detectives in their official capacities. This position also requires the administrative associate to perform skilled clerical and intermediate technical work helping with a variety of office assistance and difficult administrative tasks; does related work as required.

Position Justification:

This position was split between two full time administrative associates several years ago. It was then reduced to one full time position and two years ago it was again reduced to its present part time position. In the meantime the Sheriff's Criminal Investigation detectives are working more complex investigations some of which involve asset seizures and forfeitures resulting in the meticulous record keeping that takes place, so the assets can be distributed properly and legally to appropriate accounts and the Department of Criminal Justice Services. Because of the part time status of this administrative position this process at times can be slowed down due to the part time hours during a four day work week. This potentially could cause a delay on getting this work accomplished. For example, in a recent examination an auditor noticed court ordered forfeited money was taken out of Evidence on a Friday, counted then deposited in the bank per policy. However, the check to Department of Criminal Justice Services was not written out and sent until the following Monday. The reason being the part-time Administrative Assistant does not work on Fridays and only part time the rest of the week. It is much better for record keeping and eventual auditing situations if everything is done on the same day. In another example of this associate's work, there is the processing of concealed handguns permits that have to be completed in 45 days. The applications are filed in the courts, then turned over to the Administrative Assistant, who then must begin entering the over 200 applicants' identification information into the Sheriff's Records Management System. The next step is running those same people through the Virginia Department of Motor Vehicles and the Crime Information Network. This is a necessary process because it enables the detective and courts to approve or disapprove the concealed weapons permit application based on the information those data checks divulge. Also, the Criminal Investigation Division is required to submit a statistical report to the Sheriff on a certain date each month. The report is submitted to the Administrative Assistant for clerical work, who then forwards it up to the Sheriff's clerical staff, the Sheriff may use it in meetings with the Board of Supervisors. However, only working 28 hours each week there has been at least a half dozen times when the report was delayed in being delivered to the Sheriff's Administrative staff. These are just a couple of examples of the work the Criminal Investigations Administrative Assistant handles. This does not include the distribution of incoming mail, the memos, emails and letters that are typed and mailed. The assistant is also responsible for taking phone calls from citizens looking for a detective, other law enforcement agencies looking for help or a particular detective, other in house deputies looking for the detectives. When the assistant is not in the office due to the part time status, which includes not being in the office on Fridays, the Criminal Investigation

telephones are forwarded up to the Sheriff’s dispatchers, who must then answer those calls and then try and help that person while also doing their assigned work.

Cost Benefit Analysis:

Salary/Benefits	\$34,308
Operating/Capital Costs	0
Revenue	0
Current Expenses	0
Net Cost	\$34,308

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Completes Criminal History and Department of Motor Vehicle checks for all Concealed Weapon Permits and Federal Firearms Licenses, and provides appropriate documentation, accurately and in the required timeframes 100% of the time	87%	87%	100%
Completes the processing and accounting documentation of Asset Seizures and Forfeitures, to include Operations Funds, seized bank accounts and all receipts of Special Investigations Unit purchases of illegal narcotics, accurately and in the required timeframe 100% of the time	93%	93%	100%
Certified all Criminal Investigation Division NCIC/VCIN entries for authenticity and valid longevity, accurately and in the required timeframe 100% of the time.	66%	66%	100%
Provides Administrative support to the Criminal Investigation Division (monthly reports, answering service, supplies, memos, editing, etc.) accurately and within required timeframes 100% of the time.	70%	70%	100%

Department: Fire & Rescue

Position: Technician I – 24 Hour Staffing, (3) Full-time

Funding Source: General Fund

Position Description:

Technician I’s respond to calls for service by suppressing fires, providing basic and advanced emergency medical life support, responding to alarms, handling hazardous materials, operating on the scene of vehicle accidents, providing community outreach, and public information sessions. The position requires driving and operation of vehicles associated with the Fire and Rescue Department to discharge responsibilities of the position and utilization of equipment and supplies that are or may be required for the response to emergency calls.

Position Justification:

Effective fire and rescue emergency response is dependent upon a dedicated and responsive operational force.

A 24-hour fire suppression unit includes a 12 person suppression crew, with three assigned Technician I’s, one for each rotational shift. Technician I’s serve as the base-level firefighters and paramedics assigned to the staffed fire suppression apparatus.

In an effort to decrease response times and improve emergency response to the community of Stafford County, three Technician I positions will be used to supplement existing field operations staffing. These positions will serve as an incremental step towards comprehensive staffing throughout the locality.

Cost Benefit Analysis:

Salary/Benefits	\$215,729
Operating/Capital Costs	15,000
Revenue	0
Current Expenses	0
Net Cost	\$230,729

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Eight (8) minute response time to Priority 1 Emergencies	64%	90%	90%

Department: Code Compliance

Position: Stormwater Management Technician, Full-Time

Funding Source: General Fund

Position Description:

The Stormwater Management Technician’s job duties include inspection of all County stormwater management facilities in accordance with the Municipal Separate Storm Sewer System (MS4) Permit and County Code, in addition to providing support to the Environmental Division Manager regarding MS4 Permit compliance, data tracking, public outreach and education.

Position Justification:

The Stafford County Public Works Department has significantly grown with the recent merger of both Public Works and Utilities. Additionally, the number of stormwater management facilities within the County continues to increase year-over-year, and will become increasingly difficult to sustain the inspection metric associated with the MS4 Permit. More importantly, however, is the desire from the Board of Supervisors to continue addressing and providing support to the public regarding stormwater management, erosion and drainage issues. This position will take responsibility of multiple tasks currently being performed by various Public Works staff, and ultimately increase staff efficiency. This position will be partially funded by increased revenue for inspection fees.

Cost Benefit Analysis:

Salary/Benefits	\$77,012
Operating/Capital Costs	0
Revenue	\$42,000
Current Expenses	0
Net Cost	\$35,012

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Total number of stormwater management facilities county-wide	1388	1515	1732
Stormwater management facilities biennial inspections per month	58	63	72

Department: Commonwealth Attorney

Position: Assistant Commonwealth Attorney, Full-time

Funding Source: General Fund

Position Description:

The Assistant Commonwealth's Attorney serves as a prosecutor, preparing cases for prosecution; trying cases in General District, Juvenile and Domestic Relations and Circuit Courts. The Assistant Commonwealth's Attorney tries criminal offenses brought under County and State statutes; interviews police officers, victims, witnesses and other individuals in preparing cases; provides assistance to citizens and law enforcement officers; performs related tasks as required.

Position Justification:

In 1989, when Commonwealth's Attorney Eric Olsen was hired as an assistant under Daniel Chichester, the county had 58,000 residents and Mr. Olsen's position was one of three (3) prosecutors in the county.

Stafford's growth over the last 30 years has been remarkable. The county has found that apart from the benefits and growth brings to a community, there is a significant impact on all aspects of public safety, including a corresponding increase in the amount of crime and criminal activity.

Through the budgetary process, the county has recognized the effect that growth has on public safety and the criminal justice system with annual increases in the budget for the agencies on the front lines of public safety. Each year, the county has approved an increase in the number of sworn law enforcement officers for the Sheriff's Office.

For a time, the budget of the Commonwealth's Attorney's office kept pace with Stafford's growth. From 1989 to 2005 the county's population increased from 58,000 residents to 116,000, a growth rate of 100%. During that time, the number of prosecutors rose from three (3) to thirteen (13).

Unfortunately, for the last 13 years – since 2005 – there has been zero increase in the number of prosecutors serving Stafford County; this, despite the County's growth and the corresponding increase to the criminal justice system. From 2005 to 2018, the population of the County grew by an additional 30,000 residents, from 116,000 to 146,000. Since 2005 the Stafford Sheriff's Office has grown from 136 sworn law enforcement officers to 207 sworn law enforcement officers.

The situation is untenable and the Commonwealth's Attorney's Office is finding it increasingly difficult to cover all of the prosecution duties the County expects.

Apart from growth, there are new and increasing obligations that have fallen on the prosecutors and staff of the Commonwealth's Attorneys. The computer age and production and collection of digital evidence have led to a startling increase in the amount of types of evidence which exists in any given criminal case. In 2005, a typical felony case involved a written police report, a search warrant for physical evidence and, if we were lucky, some photographs of the crime scene and relevant locations. In 2018, a typical felony case involves several hours of dash-cam audio, video cell phone analysis with thousands of bits of data, surveillance video from business locations, and countless digital photographs. The sheer volume of data that the prosecutor is required to access, review, be familiar with and then present in a cogent and understandable form can be overwhelming. It requires a time commitment that did not exist before the digital age.

Finally, there is a recent development that will have an impact on the Commonwealth’s Attorney’s Office and a prosecutor’s obligation during the conduct of a criminal case. It is a new proposed Discovery Rule from the Supreme Court of Virginia. That new rule, set to go into effect in 2019, will increase the prosecutor’s pre-trial obligations significantly, adding to an already over-burdened and overwhelmed staff.

Cost Benefit Analysis:

Salary/Benefits	\$116,992
Operating/Capital Costs	13,600
Revenue	0
Current Expenses	0
Net Cost	\$130,592

Metric Description	FY2006 Actual	FY2018 Actual	FY2019 Budget	FY2020 Plan
Compensation Board Staffing Standards (Assistant Attorney positions due)	N/A	12.68	12.58	15
Digital Evidence Management (hours)¹	N/A	+8,000	10,000-12,000	12,000
Actual Staffing (Assistant Attorney positions)	11	11	11	13
New Discovery Requirements:				
Attorney				
General Discovery	N/A	N/A	490 Hours	5,177 Hours
Video Evidence	N/A	N/A	40 Hours	120 Hours
Audio Evidence	N/A	N/A	132 Hours	390 Hours
Expert Designations	N/A	N/A	0 Hours	928 Hours
Paralegal				
General Discovery	N/A	N/A	210 Hours	2,218 Hours
Video Evidence	N/A	N/A	160 Hours	480 Hours
Audio Evidence	N/A	N/A	88 Hours	260 Hours
Expert Designations	N/A	N/A	0 Hours	398 Hours

¹ Over 8,000 hours of various forms of digital evidence/information related to active cases were identified as available to the Commonwealth’s Attorney’s Office. Because of staffing constraints, only 1,500 hours of that material was reviewed and evaluated by prosecutors and paralegals.

Department: Commonwealth Attorney

Position: Legal Secretary, Full-time

Funding Source: General Fund

Position Description:

The Legal Secretary provides secretarial services for thirteen (13) prosecutors within the Commonwealth's Attorney's Office; prepares and maintains weekly court dockets; prepares legal documents and obtains necessary paperwork for docket files; coordinates witness interviews and issues subpoenas; listens to jail calls and transcribes or takes notes; obtains police reports and runs criminal records; performs related duties as directed.

Position Justification:

The Commonwealth's Attorney support staff has not increased since 2005. At that time, there were four (4) judges between each of the three courts. There are now seven (7) judges between those courts.

Currently, the support staff is designated by court and the duties revolve mainly around the competent and thorough preparation of the specified court's docket. More complex cases such as murder require case specific assignments to paralegals assigned to Circuit Court. This preparation is crucial to the prosecutor's success in the courtroom. Over the past 10 years, the court caseload reports show slight to moderate increases.

Specifically, there has been an increase in the Juvenile and Domestic Relations Court. Domestic violence cases prosecuted in accordance with the grant have more than doubled, from 95 cases in 2009 to 185 in 2017. These cases require more attention, given the nature of the offenses.

The weekly docket preparation for this court takes the paralegal an average of 2-3 days, leaving insufficient time for research, case preparation or necessary document requests. This lack of adequate prep time often creates the need for continuances, adding to the frustration and stress of multiple court appearances by the victims and/or witnesses.

The computer age and collection of digital evidence have led to a startling increase in the amount of types of evidence which exists in any given criminal case. This volume of data which did not exist before requires an overwhelming time commitment by the prosecutor and support staff. Thus, more responsibilities have been shifted to the paralegals as a result of technological advances. Due to these new responsibilities, the day to day docket preparation has become more difficult to produce in a timely manner.

A legal secretary would alleviate a portion of the docket preparation, allowing the paralegal sufficient time to review, request and verify evidence, such as 911 recordings, cruiser videos, protective orders and other necessary information. Dockets can be better prepared for the attorneys entering the courtroom. Currently, there is one paralegal supporting the entire Juvenile and Domestic Relations Court. The court has gone from one part-time judge to 2 full and one part-time judge.

Cost Benefit Analysis:

Salary/Benefits	\$58,997
Operating/Capital Costs	2,325
Revenue	0
Current Expenses	0
Net Cost	\$61,322

Metric Description	FY2006 Actual	FY2018 Actual	FY2019 Budget	FY2020 Plan
Legal Support Positions	8	8	8	9
Attorney Positions Supported	13	13	13	14
New Discovery Requirements:				
Attorney				
General Discovery	N/A	N/A	490 Hours	5,177 Hours
Video Evidence	N/A	N/A	40 Hours	120 Hours
Audio Evidence	N/A	N/A	132 Hours	390 Hours
Expert Designations	N/A	N/A	0 Hours	928 Hours
Paralegal				
General Discovery	N/A	N/A	210 Hours	2,218 Hours
Video Evidence	N/A	N/A	160 Hours	480 Hours
Audio Evidence	N/A	N/A	88 Hours	260 Hours
Expert Designations	N/A	N/A	0 Hours	398 Hours

Department: Planning and Zoning

Position: Planner - Long Range, Full-time

Funding Source: General Fund

Position Description:

Implement Board of Supervisors' Three-Year Priorities, as specified in the Board of Supervisor's 2040 Vision Statement and Strategic Plan, the position would assist in implementation of established priorities, including:

- Assist with Long Range Planning efforts in support of Economic Development priority focus areas, including Downtown Stafford.
- Execute growth management strategies to align the Comprehensive Plan with infrastructure needs.
- Assist in the background research, demographic projections and overall development of transportation priorities.
- Engagement of the public in development of the County's long range vision for growth and development.

Long Range Planning and Demographics: This position would assist with long range planning and demographics.

Tasks include:

- Update and draft new elements of the Comprehensive Plan – Managing updates to the Comprehensive Plan to support economic development initiatives and implementation recommendations, including development of small area plans for Downtown Stafford and other targeted growth areas;
- Development Tracking and Projections – Tracking of new development approvals to assist Economic Development, Public Works and Public Schools with growth projections for determining anticipated infrastructure needs;
- Manage Comprehensive Plan Implementation – Assist with analysis and effectiveness of implementation measures to meet goals of the Comprehensive Plan;
- 2020 Census and Redistricting – Assist with tracking and implementation for Census counts and redistricting efforts; and,
- Other – Assist in the budget process by projecting application revenues and proffer collections.

Land Use Applications Management: This position would assist with project management of Zoning Reclassification and Conditional Use Permit applications.

Position Justification:

This position is necessary to carry out the new priority initiatives specified in the Board's 2040 Strategic Plan. The department is tasked with working with the Board, Planning Commission, various County departments, and the public to incentivize growth in the Targeted Growth Areas, and evaluate zoning outside the areas served by public water and sewer to maintain the rural character of the County. In addition to determining growth management strategies and preparing ordinance and Comprehensive Plan amendments, this will entail development of a community engagement plan which will include community meetings.

In addition to the Board's Three Year priorities, the Comprehensive Plan includes an Implementation Plan that recommend: Additional planning studies in the County's targeted growth areas; Consolidation of environmental planning documents, and; amendment of existing Plan elements that address telecommunications, architectural design, and cultural resources, among others. The Code of Virginia specifies that the Comprehensive Plan should be revisited and updated every five years. The next cycle will begin in FY2020, and will need to take into consideration any new amendments associated with the Board's Strategic Plan.

The Long Range division of Planning and Zoning covers not only management of the County’s Comprehensive Plan, but also serves as project managers for Zoning Reclassifications, Conditional Use Permits and Comprehensive Plan Compliance Reviews and individual Comprehensive Plan amendment requests. In the past, increases in land use applications have directed staff resources away from long range planning efforts. Staff anticipates an increase in the number of land use applications to be submitted for review and believes this upward trend will only continue given the following factors. The scheduled completion of the new Courthouse Road Interstate 95 interchange and Courthouse Road widening is July 2020. These improvements are likely to spur on additional development along Courthouse Road. The extension of the I-95 HOT lanes to US Route 17 will ease gridlock and increase development potential. In addition, the development of Downtown Stafford and other Targeted Growth Areas would entail rezoning land to meet the requirements intended for these areas. Being able to dedicate resources to long range planning efforts is a benefit to the County as it serves to shape the form and location of future development proposals.

Lastly, the upcoming 2020 Census and follow-up redistricting efforts for 2021 will require assistance from the Long Range planning division. Current staff levels are not sufficient to support these efforts.

Cost Benefit Analysis:

Salary/Benefits	\$76,895
Operating/Capital Costs	1,500
Revenue	0
Current Expenses	0
Net Cost	\$78,395

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Zoning Reclassifications and Conditional Use Permits	32	32	36
Comprehensive Plan Amendments	1	4	6
Small Area Plan Studies	0	1	3

Department: Social Services

Position: Benefit Programs Specialist II, Full-time

Funding Source: Federal/ State: 76%; Stafford Hospital and Mary Washington Healthcare: 24%

Position Description:

Responsibilities of the Benefit Programs Specialist II are related to the determination and re-determination of eligibility of individuals and families for financial assistance, food stamps, medical assistance, and for other social services’ benefit programs. The work is performed within established policies, procedures and guidelines, but certain aspects of eligibility determination require independent judgment, especially as related to evaluation of social factors influencing eligibility. Employees seek supervisory help for difficult or unusual situations only. Per “42 CFR 435.904-Establishment of outstation location to process applications for certain low-income eligibility groups”: Benefit Programs Specialist IIs, hereafter referred to as Out Stationed Eligibility Workers (OEWs), are placed on-site within the community for high need of care/services.

The use and functions of OEWs shall be in keeping with the requirements for the establishment of outstation locations of Section 435.904 of the Code of Federal Regulations, 42 CFR, Part 430 to END as well as Federal guidance from the Centers for Medicare and Medicaid. OEWs shall assist in the effective determination of Medical Assistance eligibility.

Position Justification:

Stafford County DSS makes every concerted effort to combat challenges of processing Medicaid and multiple applications in an effective and timely manner. In FY2017 there were 19,572 Stafford County Medicaid recipients, representing a 49.5% increase over five years from FY2012. Areas of high need within Stafford County have been identified where additional staffing (Benefit Programs Specialist II/out stationed Eligibility Worker) should be embedded within the community. The OEW will be responsible to complete all the assigned eligibility duties independently at the outstation, Stafford Hospital/Mary Washington Health Care, and make judgments following Stafford County Department of Social Services’ agency practices and procedures and mandated federal, state, or local laws and policies. The OEW requires considerable knowledge of all public assistance functions. As Stafford Hospital/Mary Washington Healthcare and Stafford County Department of Social Services will embed one OEW at Stafford Hospital Center, both partners thereafter annually will review OEW staffing needs to address the impact of this service to the community.

Cost Benefit Analysis:

Salary/Benefits	\$75,994
Operating/Capital Costs	0
Revenue	75,994
Current Expenses	0
Net Cost	\$ 0

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Number of Stafford County Medicaid Recipients	21,629	23,807	29,000

Department: Social Services**Position:** Family Services Specialist II, Full-time**Funding Source:** Federal/ State: 34%; General Fund: 66%**Position Description:**

This position is responsible for developing and implementing individualized service plans involving the application of casework methods in Child Protective Services, Foster Care, and Adoptions. The employee may provide services in all program areas or specialize in one or several program areas. Typically an employee performs all tasks independently and only seeks supervisory advice on unusual situations or when policies and procedures require supervisory review or involvement. The employee interprets laws, policies and regulations, monitors, coordinates and administers specific program as assigned; coordinates services; interviews and assesses customer needs and other relevant factors such as education/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; 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; serves as resource to clients and the community; and provides after hours on-call coverage and responds to emergencies in child/adult protective services and/or foster care.

Position Justification:

Over the years there has been a steady increase in the number of Family Services cases established with Stafford County Department of Social Services (DSS) without the enhancement of capacity. The increase in caseloads is due in part to more families moving to the area, increase of population age 60 or older, increase of children with disabilities becoming adults resulting in challenges for their parents, and increase in information being disseminated to communities about drug abuse and subsequently opioid abuse concerns. Furthermore, there has been an increase in waiver requests for personal care in the home due to increase in population age 60 and older without the financial means to pay privately for care and an increase in collaboration with Long Term Care Medicaid to assist clients in getting needed services. In addition to the increase in multiple concerns addressed above, the intensity/complexity of child and adult protective services investigations has also increased due to the opioid epidemic. There has been a 44% increase in children placed in Foster Care from FY2017 to FY2018. Additionally, the Code of Virginia charges staff within Stafford County DSS, with receiving and responding to all valid complaints of child abuse and neglect within the jurisdiction and to provide necessary protective services for families when children are found to be at risk for future harm. Overall, Family Services staff members are mandated to be available 24 hours a day/7 days a week to manage each individual concern, assess child and adult safety issues, and make appropriate referrals for needed services.

Cost Benefit Analysis:

Salary/Benefits	\$88,206
Operating/Capital Costs	0
Revenue	29,990
Current Expenses	0
Net Cost	\$58,216

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Number of Stafford County Foster Care Children Served	56	70	85
Report of Alleged Adult Abuse/Neglect Received by APS (ASAPS)	206	225	250

Department: Social Services

Position: Fraud Investigator II, Part-Time to Full-Time

Funding Source: Federal/ State: 34%; General Fund: 66%

Position Description:

The Fraud Investigator II is responsible for investigating fraud, calculating overpayments, initiating Administrative or Court Action on all Intentional Program Violations, establishing overpayment and overseeing collections. The Fraud Investigator receives all referrals for claims: agency error and client error. The Fraud Investigator reviews referral, establishes claims file, researches case file history, requests additional information if necessary, determines agency or client error, establishes claim within timeliness guidelines, ensures all required information necessary to substantiate the claim is contained within the case file, forwards active claims file for collections.

Position Justification:

The Fraud Investigator II assists by preventing and detecting fraud, waste, abuse and misconduct. The Fraud Investigator II follows five principal functions: audit, assessment and review; continuous improvement; administrative and criminal investigation; research and analysis; risk management investigation pertaining to public assistance programs administered by Stafford County Department of Social Services.

One of the functions of the Fraud Investigator II is to initiate criminal investigations regarding Supplemental Nutritional Assistance Program (SNAP) and Temporary Assistance to Needy Families (TANF) benefits. The Fraud Investigator II investigates complaints and allegations regarding the improper use of SNAP and TANF benefits and prepares cases for administrative sanction and criminal prosecution. Referrals for suspected benefit fraud are received from the benefit programs specialist, the public, and through the use of other investigative tools. This information provides the springboard for investigatory activities, including partnerships with federal, state, and local law enforcement agencies to conduct joint investigations. As a result, one case may take up to a 12 months to complete. FY18, there were 61 completed fraud investigations. These 61 investigations resulted in \$119,478.00 of claims for repayment. Currently, it remains a challenge for the part-time Fraud Investigator II to sustain these efforts. These tasks will only become more difficult to manage as Medicaid expansion is implemented and growth in our community continues.

Cost Benefit Analysis:

Salary/Benefits	\$39,996
Operating/Capital Costs	0
Revenue	26,399
Current Expenses	0
Net Cost	\$13,597

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Number of Completed Fraud Investigations	61	65	82

Department: Community Facilities

Position: Parks Maintenance Worker I, (2) Part-time

Funding Source: General Fund

Position Description:

Works in the repair, maintenance, and care of the County's grounds and related park and county structures and equipment. Sets up fields for County user groups and outside tournaments. Supports citizen's use and tournaments by cleaning restrooms, emptying trash, mowing grass, parking lot clean up, and tournament support at Embrey Mill Park.

Position Justification:

Embrey Mill will be opening the last phase adding a new restroom facility, Bermuda grass field, and additional parking lot. This park has been a great success and is utilized heavily by local and traveling soccer, football, lacrosse, and field hockey groups. The site will have three restroom buildings, concession stand, a playground, 6 turf fields, and five Bermuda grass fields with common grounds. The park is open 7 days a week. These positions are needed to cover the opening hours, support residents and tournaments.

Cost Benefit Analysis:

Salary/Benefits	\$45,975
Operating/Capital Costs	2,651
Revenue	0
Current Expenses	0
Net Cost	\$48,625

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Embrey Mill Park Amenities	8 fields, 2 rest rooms, 2 parking lots	8 fields, 2 rest rooms, 2 parking lots	11 fields, 3 rest rooms, 3 parking lots
Number of Embrey Mill Field Rentals	2,371	2,418	2,900

Department: Utilities

Position: Public Information Officer, Full-Time

Funding Source: Utilities Fund

Position Description:

The Public Information Officer’s job duties include management of public relations activities for the Department of Public Works, including coordination of media related events/occurrences, handling of Freedom of Information Act (FOIA) requests, as well as providing information to the public by means of website design, social media, meetings, press releases and special events. Job duties also include development of media, marketing and advertising campaigns that addresses the needs of the Department and best serves the citizens and customers of Stafford County.

Position Justification:

The Stafford County Public Works Department has significantly grown with the recent merger of both Public Works and Utilities. The job duties associated with this position will allow the Department of Public Works to better deliver information both internally and externally, which will result in improved customer service. This position will take responsibility of multiple tasks currently being performed by various Public Works staff, and ultimately increase staff efficiency while reducing costs associated with improper use of personnel.

Cost Benefit Analysis:

Salary/Benefits	\$94,607.00
Operating/Capital Costs	3,500.00
Revenue	0
Current Expenses	0
Net Cost	\$98,107.00

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Utilities Customer Service phone calls	73,550	75,000	76,500
Field Operations water complaints	440 (Jan – Jun)	784	784
FOIA requests per year	77	102	180

Department: Utilities

Position: Utilities Line Worker I, (2) 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 2 LCW I positions will allow field crew to continue with expanded maintenance programs that were initiated in FY18 and continued in FY19, 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 in FY18 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 is required.

Cost Benefit Analysis:

Salary/Benefits	\$124,865
Operating/Capital Costs	2,480
Revenue	0
Current Expenses	0
Net Cost	\$127,345

Metric Description	FY2018 Actual	FY2019 Budget	FY2020 Plan
Unidirectional Flushing Savings	46,000	92,160	95,000

POSITION SUMMARY: SCHOOLS FUNDS

FY2020 Adopted Budget

	FY2018 Full-Time Equivalent	FY2019 Full-Time Equivalent	FY2020 Full-Time Equivalent	Changes '19 to '20 Full-Time Equivalent
School Board	7.00	7.00	7.00	(0.0)%
Superintendent	1.00	1.00	1.00	0.0%
Director/Supervisor	56.90	54.50	54.48	(0.0)%
Coordinators	20.00	20.00	23.00	15.0%
Teachers	1,888.67	1,928.00	1,974.00	2.4%
School Counselors	70.10	71.60	82.60	15.4%
Librarians	36.50	36.50	36.50	0.0%
Speech Pathologists	28.25	29.25	29.75	1.7%
Coordinating Teachers	0.25	0.00	0.00	0.0%
Principals	30.00	30.00	30.00	0.0%
Assistant Principals	52.00	52.31	53.31	1.9%
Transition Specialists	2.00	2.00	2.00	0.0%
Other Professionals	3.50	3.50	3.50	0.0%
Attendance Social Workers	2.00	2.00	2.00	0.0%
School Social Workers	17.00	18.66	20.16	8.0%
Occupational Physical Therapists	16.00	16.00	18.50	15.6%
Hearing Interpreters	8.50	8.50	7.00	(17.6)%
School Nurses	31.00	31.80	33.80	6.3%
School Psychologists	17.50	19.50	19.50	0.0%
Computer Specialists	9.00	9.00	15.00	66.7%
Planning Specialist	1.00	1.00	1.00	0.0%
Classroom Support Specialists	9.00	9.00	9.00	0.0%
Other Technical	8.00	8.00	7.00	(12.5)%
Bus Monitors	65.15	65.15	65.15	0.0%
Engineers	31.00	31.00	26.00	(16.1)%
Computer Technicians	37.00	41.00	41.00	0.0%
Security Officers	14.50	14.50	15.00	3.4%
Administrative Support	203.65	200.70	205.70	2.5%
Coordinator of Bus Routes	8.00	8.00	9.00	12.5%
Purchasing Assistants	1.00	1.00	3.00	200.0%
Accounting Assistants	51.75	51.75	53.75	3.9%
Paraprofessionals	505.50	536.48	549.48	2.4%
Behind the Wheel Instructors	10.00	10.00	10.00	0.0%
Skilled Maintenance Workers	9.00	9.00	9.00	0.0%
Bus Drivers	220.20	220.20	220.20	0.0%
General Maintenance Workers	19.00	19.00	19.00	0.0%
Custodians	25.50	25.50	22.50	(11.8)%
Parts Clerks	2.00	2.00	2.00	0.0%
Supply Clerk	1.00	1.00	1.00	0.0%
Courier	1.00	1.00	1.00	0.0%
Food Services (Hourly)	38.00	38.00	39.00	2.6%
Fund Total - School Operating ⁽¹⁾	3,558.42	3,634.40	3,721.88	2.4%

⁽¹⁾ FY2020 a net effect of 76.5 positions were added: 38.5 Teachers, 13.0 Paraprofessionals, 11.0 Counselors, 5.0 Diagnosticians, 4.0 Administrative Support, 2.0 OT/PT/Speech Pathologists, 2.0 Purchasing Assistants, 1.0 Coordinator of Bus Routes, 1.0 CTE Facilitator, 1.0 Nurse, 1.0 Systems Analyst, (3.0) Custodians.

POSITION SUMMARY: SCHOOLS FUNDS

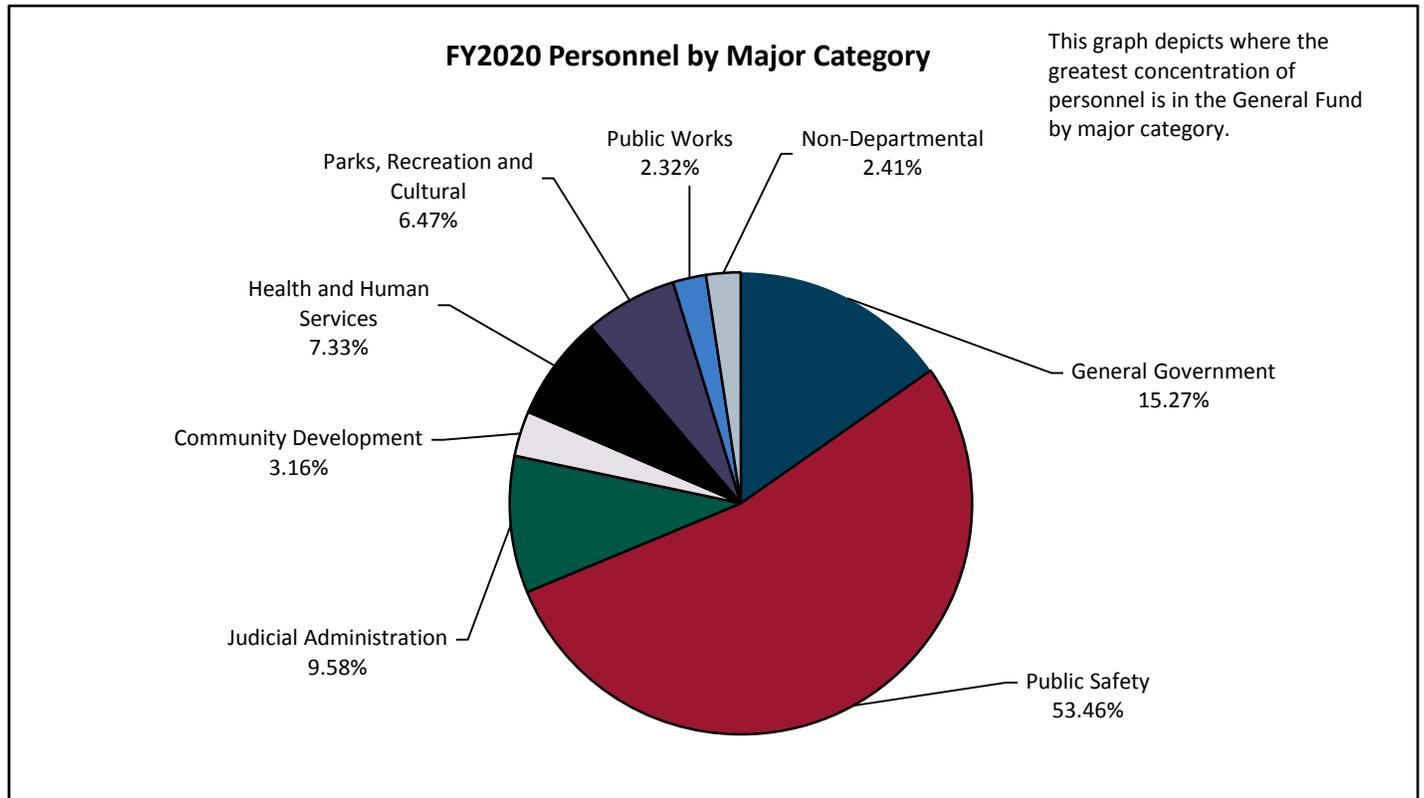
FY2020 Adopted Budget

	FY2018 Full-Time Equivalent	FY2019 Full-Time Equivalent	FY2020 Full-Time Equivalent	'19 to '20 Full-Time Equivalent
Fund Total - Grants	149.17	149.17	149.83	0.4%
Fund Total - School Capital Projects	4.85	4.85	4.85	0.0%
Fund Total - School Nutrition Services	249.00	249.00	249.20	0.1%
Fund Total - School Health Insurance	2.50	2.50	2.50	0.0%
Fund Total - School Workers Compensation	1.00	1.00	1.00	0.0%
Fund Total - Fleet Services	29.50	28.50	26.70	(6.3)%
Grand Total Funds	3,994.44	4,069.42	4,155.96	2.1%

GENERAL FUND PERSONNEL: MAJOR CATEGORY

FY2020 Adopted Budget

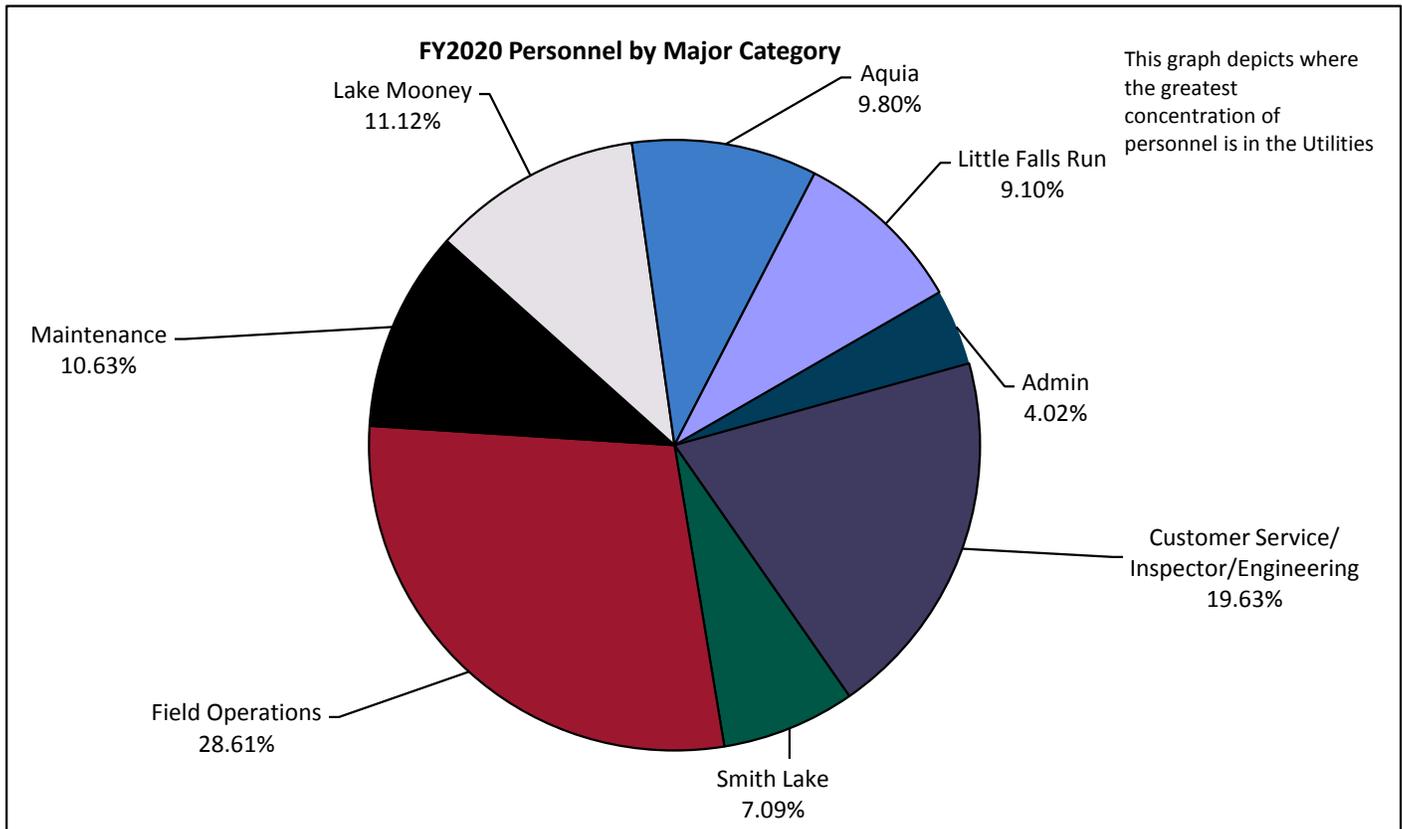
	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
General Government	\$10,467,465	\$11,489,098	\$12,715,388	\$1,226,290	10.67%
Public Safety	38,961,161	42,388,390	44,521,621	2,133,231	5.03%
Judicial Administration	7,209,034	7,621,200	7,977,150	355,950	4.67%
Community Development	2,491,037	2,561,850	2,628,873	67,023	2.62%
Health and Human Services	4,429,978	5,564,098	6,103,616	539,518	9.70%
Parks, Recreation and Cultural	5,166,967	5,375,146	5,386,404	11,258	0.21%
Public Works	1,975,474	2,006,767	1,935,839	(70,928)	-3.53%
Non-Departmental	990,180	277,449	2,007,000	1,729,551	623.38%
Total	\$71,691,296	\$77,283,998	\$83,275,891	\$5,991,893	7.75%



UTILITIES FUND PERSONNEL: MAJOR CATEGORY

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
Admin	\$478,891	\$549,557	\$511,470	(\$38,087)	-6.93%
Customer Service/ Inspector/Engineering	2,338,113	2,683,134	2,497,177	(185,957)	-6.93%
Smith Lake	1,023,135	1,030,380	901,765	(128,615)	-12.48%
Field Operations	3,205,046	3,042,294	3,640,280	597,986	19.66%
Maintenance	1,035,980	1,244,262	1,351,919	107,657	8.65%
Lake Mooney	1,267,896	1,319,120	1,415,082	95,962	7.27%
Aquia	1,181,485	1,170,039	1,247,208	77,169	6.60%
Little Falls Run	1,085,011	1,128,399	1,157,929	29,530	2.62%
Total Expenditures	\$11,615,557	\$12,167,185	\$12,722,830	\$555,645	4.57%



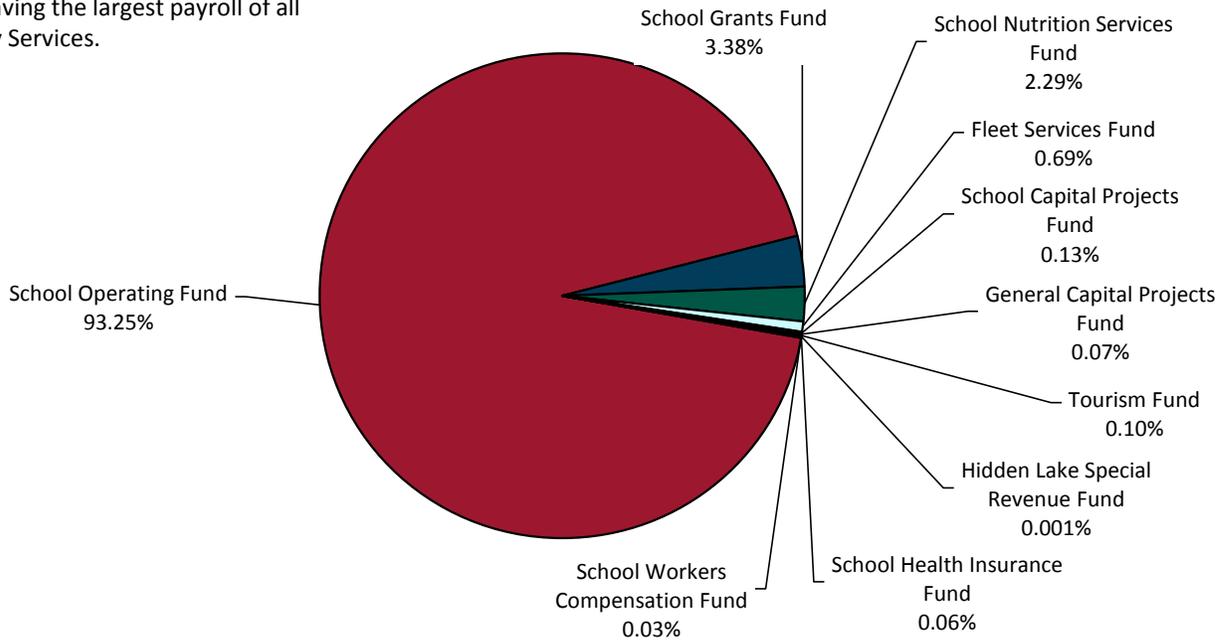
OTHER FUNDS PERSONNEL: EXPENDITURE DISTRIBUTION

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
School Operating Fund	\$228,581,920	\$243,800,520	\$257,414,358	\$13,613,838	5.58%
School Grants Fund	9,470,170	9,095,300	9,332,641	237,341	2.61%
School Nutrition Services Fund	5,832,275	5,991,213	6,329,351	338,138	5.64%
Fleet Services Fund	1,749,957	1,873,180	1,904,210	31,030	1.66%
School Capital Projects Fund	337,264	347,274	347,855	581	0.17%
General Capital Projects Fund	196,562	248,500	198,267	(50,233)	-20.21%
Tourism Fund	95,651	173,260	272,510	99,250	57.28%
Hidden Lake Special Revenue Fund	2,913	2,180	2,080	(100)	-4.59%
School Health Insurance Fund	145,198	154,137	172,703	18,566	12.05%
School Workers Compensation Fund	90,721	90,521	94,719	4,198	4.64%
Total Expenditures	\$246,502,631	\$261,776,085	\$276,068,694	\$14,292,609	5.46%

This graph depicts the School Operating Funding having the largest payroll of all the County Services.

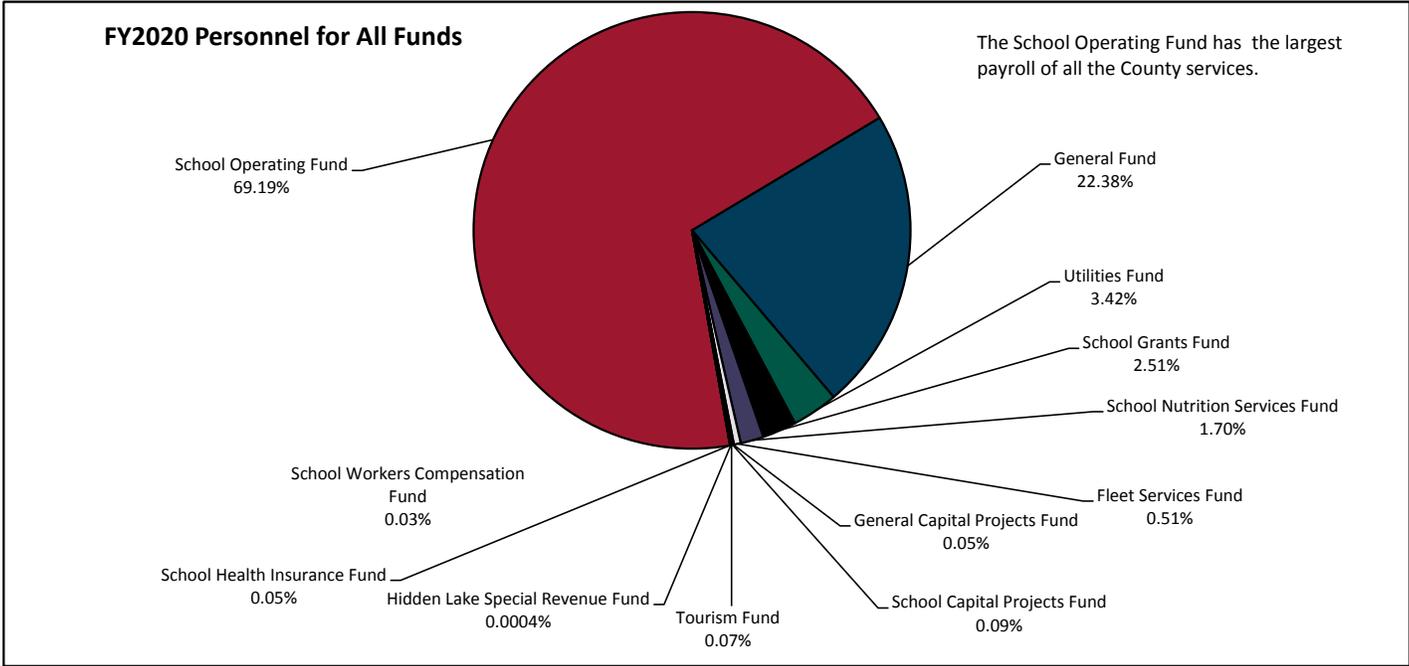
Personnel by Fund



PERSONNEL: ALL FUNDS

FY2020 Adopted Budget

	FY2018 Actual	FY2019 Adopted Budget	FY2020 Adopted Budget	Changes '19 to '20	
School Operating Fund	\$228,581,920	\$243,800,520	\$257,414,358	\$13,613,838	5.58%
General Fund	71,691,296	77,283,998	83,275,891	5,991,893	7.75%
Utilities Fund	11,615,557	12,167,185	12,722,830	555,645	4.57%
School Grants Fund	9,470,170	9,095,300	9,332,641	237,341	2.61%
School Nutrition Services Fund	5,832,275	5,991,213	6,329,351	338,138	5.64%
Fleet Services Fund	1,749,957	1,873,180	1,904,210	31,030	1.66%
General Capital Projects Fund	196,562	248,500	198,267	(50,233)	-20.21%
School Capital Projects Fund	337,264	347,274	347,855	581	0.17%
Tourism Fund	95,651	173,260	272,510	99,250	57.28%
Hidden Lake Special Revenue Fund	2,913	2,180	2,080	(100)	-4.59%
School Health Insurance Fund	145,198	154,137	172,703	18,566	12.05%
School Workers Compensation Fund	90,721	90,521	94,719	4,198	4.64%
Total	\$329,809,484	\$351,227,268	\$372,067,415	\$20,840,147	5.93%



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

Committee Name	Function of Committee
Activities Committee	Responsible for coordinating activities for employees and/or their families - including County picnic, Winter Holiday party, etc.
Customer Service Committee	Responsible for input and coordinating various issues to upgrade customer service delivery to the County's internal and external customers.
Employee Advisory Committee	Established to offer guidance to the County Administrator and Human Resources Department on employee related issues.
Leadership Team	Comprised of Department Directors and Constitutional Officers. Responsible for strategic thinking and benchmarking for the County overall.
LEAD/SEI Alumni Group	Past participants of the LEAD or SEI program through the University of Virginia meet monthly to discuss the theories of High Performance Organizations and how to continue to spread those ideas and practices throughout the group and the organization.
Safety Committee	Responsible for input and action concerning County employees' safety.
United Way Committee	Responsible for coordinating annual United Way Campaign for Stafford County employees.
Vehicle Replacement Committee	The Vehicle Replacement Committee is created for the purpose of identifying non-public safety vehicles that will be targeted for replacement or reassignment.
Wellness Committee	Responsible for planning and implementing the County's wellness program.

BOARDS, AUTHORITIES, COMMISSIONS, AND COMMITTEES

FY2020 Adopted Budget

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

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

BOARDS, AUTHORITIES, COMMISSIONS, AND COMMITTEES

FY2020 Adopted Budget

Committee Name	Number of Members	Function
Community Policy & Management Team for At-Risk Youth and Families	8	Oversees policy and funding for the County's Comprehensive Service Act Office to meet the needs of children with emotional and behavioral problems and their families.
Economic Development Authority	7	Assists the Board of Supervisors in attracting and financing industry and commerce.
Embrey Mill Community Development Authority	5	Construction, services and facilities upon identified funding.
Fredericksburg Area Metropolitan Planning Organization (FAMPO)	6	Coordinate regional planning development activities in Planning District 16.
Fire Prevention Code Board of Appeals	5	Establishes qualifications of registered design professionals with architectural, structural engineering, mechanical/plumbing engineering, electrical engineering, and/or fire protection engineering expertise.
Fredericksburg Regional Alliance	1	Serves as the lead regional economic development organization, in conjunction with local economic development entities for the City of Fredericksburg, and the Counties of Caroline, King George, Spotsylvania and Stafford.
Germanna Community College Board	1	Serves as liaison between localities and the college; aids in the selection of college president, establishes educational programs, approves budget and approves changes in curricula.
George Washington Regional Commission	4	Coordinate regional planning development activities in Planning District 16.
Historical Commission	7	Advise and assist in efforts to preserve and protect historic sites and structures throughout the County, and to provide general guidance on historical matters.
Industrial Development Authority of the County of Stafford and the City of Staunton, Virginia	3	Assists governmental efforts throughout the Commonwealth of Virginia in financing capital and other project needs.
OPEB - Other Post Employment Benefits Local Finance Board	3	Responsible for oversight of other post employment benefits (other than pensions) as defined in § 15.2-1545, and all fund accrued from the investment of any such funds on had at any time and not necessary for immediate payment of benefits invested by the Board.
Parks & Recreation Commission	10	Acts as the advisory body to the Board of Supervisors concerning recreational policies, programs, finances, and the purchase or sale of property for recreation.

BOARDS, AUTHORITIES, COMMISSIONS, AND COMMITTEES

FY2020 Adopted Budget

Committee Name	Number of Members	Function
Planning Commission	7	Provide recommendations to the Board of Supervisors concerning rezoning's and updates to the Comprehensive Plan, Zoning, Site Plan and Subdivision Ordinances; approves preliminary subdivision plans.
Potomac & Rappahannock Transportation District Commission (PRTC/VRE)	4	Facilitate the planning and development of an improved transportation system.
Potomac Watershed Roundtable	2	Promotes a regional approach to the management and improvement of the Virginia portion of the Potomac watershed and to foster collaboration among watershed stakeholders. Acts as an advisory body to governmental and non-governmental decision-makers and makes recommendations on watershed management policy and program options.
Purchase of Development Rights Program Committee (Combined with Ag Commission)	8	Works directly with the Program Administrator to promote the PDR Program and assists in review of rankings of applications.
Rappahannock Area Agency on Aging (Board of Directors)	2	Acts as the official policy-making unit of the Rappahannock Area Agency On Aging.
Rappahannock Area Alcohol Safety Action Program	1	Implement the independent local policy directive of VASAP Commission (Fiscal and Administrative Agent for the Policy Board).
Rappahannock Area Community Services Board	3	Provide community based mental health, mental retardation, and alcohol/drug abuse services for citizens of Planning District 16 in coordination with state, local, and private agencies.
Rappahannock Youth Services and Group Home Commission	2	Develop and implement comprehensive integrated service plans that will foster wholesome youth development and the prevention of juvenile delinquency.
Rappahannock Community Criminal Justice Board	20	Provide for the operation of community programs, services, and facilities for use by the courts in diverting offenders from local correctional facility placements.
Rappahannock EMS Council Board of Directors	2	Created to establish, operate, administer, and maintain an Emergency Medical Services System which provides for the arrangement of personnel, facilities and equipment for the effective and coordinated delivery of emergency health care.

BOARDS, AUTHORITIES, COMMISSIONS, AND COMMITTEES

FY2020 Adopted Budget

Committee Name	Number of Members	Function
Rappahannock Juvenile Detention Commission	3	Establish rules, regulations and training program for the detention home and oversees administration of facilities, management, and budget.
Rappahannock Regional Criminal Justice Academy Board of Directors	2	Oversee operation of a multi-jurisdictional police training academy.
Rappahannock Regional Jail Authority	4	Oversee operation of the Regional Jail facility.
Rappahannock Regional Solid Waste Management Board	4	Oversee and coordinate the management of the Landfill between Stafford and the City of Fredericksburg.
Rappahannock River Basin Commission	2	Provide guidance for the stewardship and enhancement of the water quality and natural resources of the Rappahannock River Basin.
Regional Airport Authority	4	Establish a regional organization for airport purposes with the City of Fredericksburg and the County of Prince William.
Thurman Brisben Center Executive Board	1	Provides emergency shelter, food, self-help programs and referral services to homeless families & individuals in the greater Fredericksburg area.
Citizen's Transportation Advisory Group	8	Acts in an advisory role to the Board on all Transportation related issues, except aviation (FAMPO led advisory group).
Transportation Impact Fees Board of Appeals	5	Considers issues by citizens on road impact fees.
Utilities Commission	7	Assist in the growth and development of the County's utility systems by ensuring long-term self-sufficiency and the financial integrity of the utility enterprise fund.
Wetlands Board	5	Review permit applications for use or development of wetlands in the county.
Widewater Community Development Authority	5	Provide for the construction, services and facilities upon availability of funding.
Workforce Investment Board	1	Services 16 localities - supports public/private partnerships involving local governments.

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 five-year period along with a planning CIP for years six thru ten.

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. This forecasting also allows the County to anticipate and plan for future spending requirements, and provides a positive influence on private investment decisions.

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.

A CIP Development Policy was approved by the Board of Supervisors on Resolution R19-209. A New School Planning Policy for the Development of the CIP was approved by the Board of Supervisors on Resolution R19-183.

Capital Improvement Program:

The first five years of the ten-year plan represents Stafford County's Capital Improvement Program, and years six through ten provides the County's needs assessment. 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.

Capital Needs Assessment:

The second five years of the ten year plan represents Stafford County's Capital Needs Assessment. The Capital Needs Assessment helps identify the County's needs beyond the five-year period. This plan is updated every year with the CIP and helps form the basis of the five-year Capital Improvement Program as projects are brought forward. Projects included in the assessment period are not balanced to revenues but are viewed as potential projects in a planning stage.

Capital Improvement Program Introduction:

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.
- 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 \$50,000. Has a useful life span of 5 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. 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. Upgrades to technology infrastructure and systems can also be considered a 3R project.

The County's 3R projects are funded with current revenue as defined in the Principles of High Performance Financial Management. This funding is a minimum 3% of general government expenditures. In the prior year, projects were accounted for in the Capital Projects Fund if it exceeded \$100,000. The current budget all projects will be accounted for in the Capital Projects 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.

Capital Improvement Program Introduction:

The Budget also leverages the use of capital projects reserve and expired commitments to provide funding to invest in current assets. A list of the projects 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 \$5M in bond funding is allocated to the School's 3R projects annually. The funding source is bond funding through the Virginia Public School Authority program. The School's 3R projects are identified and prioritized by School staff and are presented to the School Board for approval.

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.

Current Revenue/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

Funding Sources:

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.

Funding Sources:

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 five-year plan:

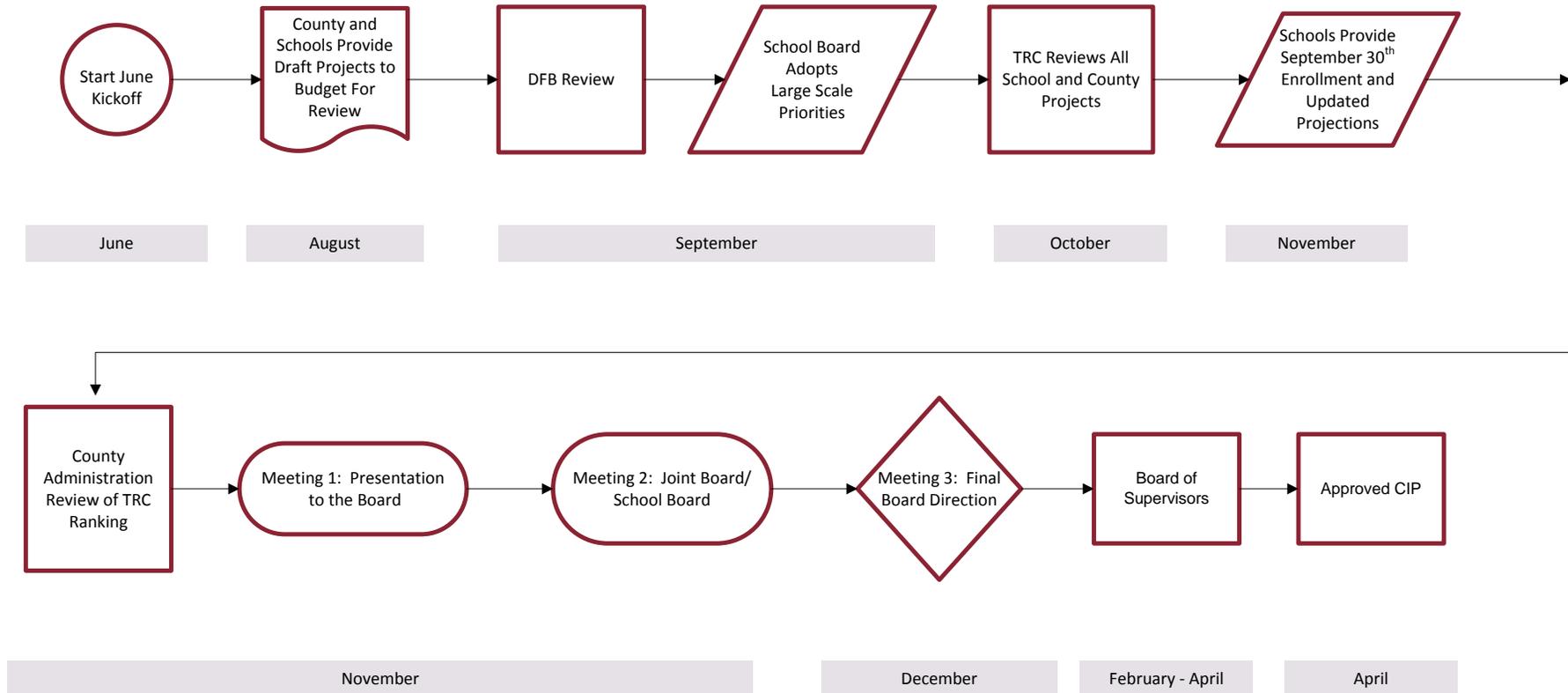
Project	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Replacement Apparatus	1,544,000	1,915,521	1,485,686	1,445,677	638,487	658,112	677,545	697,781	1,143,815	740,639
ERP System	0	0	6,206,000	0	0	0	0	0	0	0
CAD	0	0	0	0	0	0	0	0	0	11,242,000
Life Pac	1,716,000	270,000	0	0	0	0	0	90,000	0	0
Total	3,260,000	2,185,521	7,691,686	1,445,677	638,487	658,112	677,545	787,781	1,143,815	11,982,639
Capacity	10,652,000	9,439,000	577,000	498,000	3,660,000	551,000	3,105,000	570,000	581,000	1,174,000
Cumulative surplus/(deficit)	7,392,000	14,645,479	7,530,793	6,583,117	9,604,629	9,497,518	11,924,973	11,707,191	11,144,377	335,737

Development of the Capital Improvement Program:

As shown below, the CIP is a collaborative process among a number of departments within the County and Schools. 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.

CIP Development Flowchart

CIP Capital Improvement Program
 TRC Technical Review Committee
 DFB Department of Finance and Budget



Capital Improvement Program Calendar:

August

Monday, August 20, 2018 CIP-All requests for County and School CIP projects due
 Tuesday, August 21, 2018 CIP-Present CIP policy/procedure changes to the FAB
 Monday, August 27, 2018 CIP-Joint Working Group review Joint CIP Policy

September

Tuesday, September 04, 2018 CIP-Present Joint CIP Policy for Board approval
 Tuesday, September 11, 2018 CIP-School Board Meeting - adopts the CIP priorities

October

Monday, October 01, 2018 CIP- Technical Review Committee (TRC) receives projects
 Monday, October 08, 2018 CIP - TRC meeting - Review all Schools Projects
 Tuesday, October 09, 2018 CIP - TRC meeting - Review all Public Works Projects
 Friday, October 12, 2018 CIP - TRC meeting - Review all Public Safety Projects
 Monday, October 15, 2018 CIP – TRC meeting - Review all Parks Projects
 Tuesday, October 16, 2018 CIP - TRC meeting - Review all Transportation Projects
 Wednesday, November 07, 2018 CIP-School submits updated enrollment projections to TRC for review
 Friday, November 09, 2018 CIP-TRC committee forward CIP to both Boards for information and the OSC committee
 Thursday, November 15, 2018 CIP-Tentative Date: CIP Oversight Committee (OSC), Meeting #1 - project overviews/review and review of program capacity that has been adopted by the School Board
 Tuesday, November 27, 2018 CIP and debt capacity
 Thursday, November 29, 2018 CIP-Tentative Date: CIP OSC Meeting #2 - revenues, debt capacity, and final recommendations

December

Thursday, December 6, 2018 CIP-Tentative Date: CIP OSC Meeting #3 – finalize the recommended CIP
 Tuesday, December 18, 2018 CIP-Tentative Date: Joint Meeting of Board of Supervisors and School Board to present OSC recommended CIP
 Friday, December 28, 2018 CIP-Final recommended CIP document prepared for County Administrator

Capital Improvement Program Calendar:

January

Friday, January 18, 2019 CIP-County Administrator/Superintendent final review of CIP

March

Tuesday, March 05, 2019 CIP to Board of Supervisors

Tuesday, March 05, 2019 Board of Supervisors authorize Public Hearings for the FY2020 Budget, the CY2019 tax rates, and the CIP

Tuesday, March 26, 2019 Budget Work session Debt, Financial Policy limitations (debt capacity) CIP

April

Tuesday, April 02, 2019 Budget, tax rate and CIP Public Hearings

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.

Project Request:

- 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.

Review Process:**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 Board of Supervisors.

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 well 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 Board of Supervisors.

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;
- Determine if projects should be considered a 3R project;
- Together with the Department of Finance and Budget develop a recommended CIP based on revenue projections provided by Department of Finance and Budget;
- Review updated school enrollment projections to determine if variances in the recommendation need to be made;
- Forward the joint recommendation to the County Administrator

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

Review Process:

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 (15%)
- Education (15%)
- Impact on Operational Budget (15%)
- Special Considerations (15%)
- Economic/Community Development (15%)
- Quality of Life (10%)
- Infrastructure (10%)
- Sustainability/Energy Efficiency (5%)

Review of 3R Projects:

As defined by the process, projects that are considered to be 3R will have different scoring criteria. Emphasis in the CIP will be given to maintaining current assets. The first five years of the CIP will have scored projects that are balanced with offsetting revenues. Consideration for the following will be included:

- Does the project increase infrastructure capacity to meet existing deficiencies to service the existing population? (20%)
- Does the project eliminate a risk or hazard to public health and/or safety that endangers that population area? (20%)
- Does the project preserve or extend the life of an existing asset? (30%)
- Will failure to do the project or delaying the project have major impacts on other projects or programs? (15%)
- Is the need for the project supported through studies? (20%)

Guiding Principles for the TRC:

Guiding principles have been established for the Technical Review Committee. These principles will be incorporated into the scoring and evaluations of projects.

- New high schools will be proposed at 2,150 seats.
- Projects approved in previous CIP's that will begin in the next fiscal year will not be part of the Technical Review Committee's review.

Review Process:

Board of Supervisors Policy Review:

Prior to the Board’s Review, the Board will receive the TRC’s recommendation. The CIP projects that have been ranked by the TRC and reviewed by the County Administrator will be presented to the Board in November. The purpose of this presentation will be to gather the Board’s direction to incorporate into the CIP that the County Administrator proposes in conjunction with the annual operating budget.

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.

Policies:

Financial Policy:

The CIP is developed to be consistent with The County’s Principles of High Performance Financial Management, which were last update by Resolution R18-377 on November 27, 2018.

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.

Capital Improvement Program (CIP) and Bonded Debt Service Affordability Guidelines:

- A five-year balanced CIP allocating capital improvement funds along with a planning CIP for years six – ten developed between the Schools and General Government will be adopted annually. A projection of changes to the tax rate will be included to help inform the Board of possible impacts of decisions.
- 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 funded by long term bonds should have a total cost of \$500,000 or more. Bond funded expenses include land acquisition, legal, planning, design and construction costs.
- In any year when debt service decreases from the prior year, the resulting budget savings will be used to fund one time capital needs or retained for future debt service.
- Year-end money and funds in the Capital Projects Reserve will be utilized during the budget process, and will be allocated in the CIP on projects that have been prioritized using the CIP criteria and process.
- To provide oversight over project budgets, the Board will generally appropriate by project phase (e.g. design, construction, FF&E) and may withhold from appropriation a portion of contingency funds until such time as the need for them is ascertained.

Policies:

Proffer Guidelines:

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 from 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 proffer received by the County is 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.

In accordance with Section 15.2-2303.2 (B) of the Code of Virginia, localities are required to include in their capital improvement program a copy of the Survey of Cash Proffers accepted by local governments during the most recent fiscal year. Additionally, this Section requires that localities include in its annual capital budget the amount of cash proffers projected to be expended for projects in the adopted fiscal year.

Policies:

	Available Proffer Balance FY2017	Proffers Received in FY2018	Proffers Budgeted & Appropriated in FY2018
Schools	\$1,308,670	\$1,346,888	\$149,298
Roads	1,434,125	745,021	60,000
Parks and Recreation	819,913	390,710	0
Libraries			
General Government	279,148	229,822	0
Fire and Rescue	49,028	162,787	0
Government Center	562,055	332,435	0
Landfill	5,482	280	0
Other	673	140	0
	0	1,677,488	0
	\$4,459,094	\$4,885,571	\$209,298

Coordinating Capital Budget with Operating Budget:

Operating impacts associated with CIP projects are estimated at the time the project is initially submitted for review. Impacts are broken down into personnel and operating expenses. These impacts are reviewed and updated annually. In the year the project is scheduled to be completed or implemented, costs are moved into the department’s operating budget. See chart below for summary of all operating budget impacts:

Operating Impacts Summary	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	Future Years
Personnel	0	0	0	395,500	807,000	1,107,000	4,859,000	4,957,000	5,056,000	5,157,300	1,202,500	21,136,300
Operating	0	0	23,000	435,000	570,000	1,737,000	2,373,000	1,847,000	1,890,080	1,977,642	1,028,000	9,824,722
Total Personnel and Operating	\$0	\$0	\$23,000	\$830,500	\$1,377,000	\$2,844,000	\$7,232,000	\$6,804,000	\$6,946,080	\$7,134,942	\$2,230,500	30,961,022

- Operating impacts in FY22 are associated with Sheriff 3R projects and assumes there will be additional maintenance costs associated with recommended Public Safety security upgrades
- Personnel and Operating costs in FY23 and FY24 are associated with the opening of the new Courthouse

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 five 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 June 2019. Debt limitations are as follows:

- General obligation debt shall not exceed 2.75% 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.
- The County intends to maintain a 10-year pay-out ratio at or above 60%. To the extent possible, future debt for County facilities will be issued with level principal payments.
- When the County finances capital improvements or other projects through bonds or capital leases, it will repay the debt within a period not to exceed the expected useful life of the projects.
- 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.

Debt Service Impacts:

Although the adopted CIP will add an additional \$248,540,293 in bond funded debt over the ten year period, the additional debt to be incurred for these projects would still be below the County’s guidelines.

Debt Capacity Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	All Years
Total Borrow	14,523,185	35,797,241	11,634,579	42,364,216	52,133,409	30,209,389	7,934,000	18,928,000	14,344,000	20,672,274	156,624,716	248,540,293
Debt Capacity	32,419,000	46,106,000	42,400,000	41,387,000	35,029,000	17,947,000	27,127,000	20,085,000	31,831,000	64,695,000	197,341,000	359,026,000
Cumulative (Deficit)/Surplus	17,895,815	28,204,574	58,969,995	57,992,779	40,888,370	28,625,981	47,818,981	48,975,981	66,462,981	110,485,707	40,888,370	110,485,707

Total Debt Service:

The following chart illustrates the year to year adjustment in the County’s total debt.

Debt Service Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year		Total
											Balanced CIP	Planning Period	
Existing Debt Service for Governmental Funds	45,825,478	43,930,864	41,706,161	39,646,491	37,541,345	35,983,470	35,792,219	34,751,594	34,326,689	32,702,315	208,650,340	173,556,288	382,206,627
Debt Service Approved Not Borrowed	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	1,500,845	7,504,226	7,504,226	15,008,452
Existing Debt Service for Governmental Funds	47,326,324	45,431,709	45,185,297	46,633,116	47,302,543	49,628,678	53,949,916	55,591,192	55,989,199	56,132,707	231,878,989	271,291,691	503,170,680
County Debt Service	0	0	2,407,809	263,590	497,055	0	0	0	0	0	3,168,454	-	3,168,454
County Master Lease		763,000	512,000	1,801,000	339,000	150,000	154,000	159,000	184,000	268,000	3,415,000	915,000	4,330,000
Schools Debt Service		1,215,290	587,680	709,984	3,047,954	4,362,489	2,527,901	663,912	1,583,882	1,200,296	5,560,908	10,338,481	15,899,389
Total Debt Service	\$47,326,324	\$47,410,000	\$48,692,786	\$49,407,689	\$51,186,552	\$54,141,167	\$56,631,817	\$56,414,104	\$57,757,081	\$57,601,004	244,023,351	282,545,172	526,568,523

Summary of all Funding Sources:

Projected Sources	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year		Projected Sources (Includes PY Funding)
												Balanced CIP	Planning Period	
Debt Funding Sources														
County Bond Proceeds	0	0	28,774,241	3,150,000	5,940,000	0	0	0	0	0	9,619,274	37,864,241	9,619,274	47,483,515
School Bond Proceeds	172,086	14,523,185	7,023,000	8,484,579	36,424,216	52,133,409	30,209,389	7,934,000	18,928,000	14,344,000	11,053,000	118,760,475	82,468,389	201,228,864
Master Lease	0	3,260,000	2,185,521	7,691,686	1,445,677	638,487	658,112	677,545	787,781	1,143,815	11,982,639	15,221,371	15,249,892	30,471,263
Total Debt Funding Sources	\$172,086	\$17,783,185	\$37,982,762	\$19,326,265	\$43,809,893	\$52,771,896	\$30,867,501	\$8,611,545	\$19,715,781	\$15,487,815	\$32,654,913	171,846,087	\$107,337,555	\$279,183,642
County Sources														
Current Revenue	0	1,054,842	0	0	0	0	0	0	0	0	0	1,054,842	0	1,054,842
GF Allocation Transfer - 3% Guideline	0	3,966,034	3,759,000	3,989,503	4,141,533	4,267,400	4,870,717	4,408,200	4,505,000	5,039,000	4,258,930	20,123,471	23,081,847	43,205,318
Use of Prior Year Fund Balance General Fund	667,000	3,486,500	0	0	0	0	0	0	0	0	0	4,153,500	0	4,153,500
Proffers	0	63,000	305,334	0	0	0	122,126	0	199,888	1,129,573	423,156	368,334	1,874,743	2,243,077
State Grants	0	0	0	700,000	0	0	0	0	0	0	200,000	700,000	200,000	900,000
Net Sale from Boat Property	0	0	0	0	0	0	0	0	0	0	5,600,000	0	5,600,000	5,600,000
Transfer in from General Fund	0	41,027	0	0	0	0	0	0	0	0	0	41,027	0	41,027
Dedicated Real Estate Tax Revenue	0	0	194,479	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	813,629	1,162,108	1,975,737
Total County Sources	\$667,000	\$8,611,403	\$4,258,813	\$4,889,817	\$4,347,857	\$4,479,913	\$5,211,731	\$4,633,655	\$4,937,107	\$6,407,758	\$10,728,447	\$27,254,803	\$31,918,698	\$59,173,501
School Sources														
Current Revenue - County Designated 3R	0	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	7,229,325	7,229,325	14,458,650
Current Revenue - Schools	0	1,181,015	0	0	0	0	0	0	0	0	0	1,181,015	0	1,181,015
Use of Prior Year Fund Balance General Fund	1,478,714	0	0	0	0	0	0	0	0	0	0	1,478,714	0	1,478,714
Proffers	0	0	0	1,015,836	1,517,784	2,641,006	561,611	0	0	0	0	5,174,626	561,611	5,736,237
Nutrition Capital Funding	0	120,000	125,000	131,000	135,000	139,000	143,000	0	0	0	0	650,000	143,000	793,000
Net Funding Sale of MES	0	0	0	0	6,300,000	0	0	0	0	0	0	6,300,000	0	6,300,000
Total School Sources	\$1,478,714	\$2,746,880	\$1,570,865	\$2,592,701	\$9,398,649	\$4,225,871	\$2,150,476	\$1,445,865	\$1,445,865	\$1,445,865	\$1,445,865	\$22,013,680	\$7,933,936	\$29,947,616
Total Projected Sources	\$2,317,800	\$29,141,468	\$43,812,440	\$26,808,783	\$57,556,398	\$61,477,680	\$38,229,708	\$14,691,065	\$26,098,753	\$23,341,438	\$44,829,225	\$221,114,570	\$147,190,189	\$368,304,758

Summary of all Projects:

Projects by Functional Area	Completion Date	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 year Balanced CIP	5 Year Planning Period	Total Projected Uses (Includes PY Funding)
General Government															
ERP System		200,000	0	0	6,206,000	0	0	0	0	0	0	0	6,406,000	0	6,406,000
Fiber Network		0	0	874,000	0	0	1,028,400	700,000	1,189,900	0	0	0	1,902,400	1,889,900	3,792,300
3R		0	1,022,930	32,000	169,503	468,363	186,000	970,000	897,000	1,031,000	1,906,000	1,381,930	1,878,797	6,185,930	8,064,727
Public Safety															
Replacement Apparatus & Ambulance		0	2,531,000	3,079,000	2,700,000	2,763,000	1,926,000	1,984,000	2,042,000	2,104,000	2,634,000	2,231,000	12,999,000	10,995,000	23,994,000
Public Safety Joint Training Center	FY2030	0	0	0	0	0	0	0	0	199,888	1,129,573	10,192,430	-	11,521,891	11,521,891
Cardiac Equipment Replacement		0	1,716,000	270,000	0	0	0	0	0	90,000	0	0	1,986,000	90,000	2,076,000
3R for Fire Rescue		0	440,022	0	0	0	0	0	0	0	0	0	440,022	0	440,022
CAD		0	0	0	0	0	0	0	0	0	0	16,842,000	-	16,842,000	16,842,000
3R for Sheriff		0	581,000	1,056,000	457,000	1,906,000	0	0	0	0	0	0	4,000,000	0	4,000,000
Brooks Park Stream Restoration (Stormwater)		467,000	0	0	1,100,000	0	0	0	0	0	0	0	1,567,000	0	1,567,000
Judicial															
Courthouse		0	2,600,000	28,991,575	3,150,000	5,940,000	0	0	0	0	0	0	40,681,575	0	40,681,575
Parking Lot and Initial Start of Downtown Stafford		0	1,800,000	0	0	0	0	0	0	0	0	0	1,800,000	0	1,800,000
Parks and Recreation															
3R		0	895,000	332,000	1,334,000	323,170	1,063,000	821,561	475,300	1,047,000	1,882,000	0	3,947,170	4,225,861	8,173,031
Library		0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	50,000
Public Works															
3R		0	285,451	584,000	615,000	333,000	915,000	1,394,282	707,000	1,253,000	0	1,633,000	2,732,451	4,987,282	7,719,733
Education															
Renovate Ferry Farm ES		1,650,800	11,139,200	0	0	0	0	0	0	0	0	0	12,790,000	0	12,790,000
Drew MS Renovation (1)	FY2032	0	0	0	0	0	0	0	0	0	1,000,000	6,000,000	-	7,000,000	25,000,000
Elementary School Capacity (2)	FY2029	0	0	0	0	0	0	1,000,000	1,800,000	13,900,000	8,300,000	0	-	25,000,000	25,000,000
High School #6	FY2026	0	0	2,000,000	4,500,000	39,200,000	49,771,000	24,744,000	1,125,000	0	0	0	95,471,000	25,869,000	121,340,000
Bond Funded 3R		0	4,565,000	5,023,000	5,000,415	5,042,000	5,003,415	5,027,000	5,009,000	5,028,000	5,044,000	5,053,000	24,633,830	25,161,000	49,794,830
Cash Funded 3R		0	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	7,229,325	7,229,325	14,458,650
Nutrition Funded 3R		0	120,000	125,000	131,000	135,000	139,000	143,000	0	0	0	0	650,000	143,000	793,000
Total All Projects		\$2,317,800	29,141,468	43,812,440	26,808,783	57,556,398	61,477,680	38,229,708	14,691,065	26,098,753	23,341,438	\$44,829,225	221,114,570	147,190,189	\$386,304,758

*Schedules do not include Transportation and Utilities projects. Information on projects and funding are in separate sections.

(1) Drew MS Renovation - understanding of the cost and the data supporting the need for a renovation is necessary and will be conducted within the development of the FY2021-30 CIP. The Board supports leaving a place holder for the FY2020-24 CIP, with planning years of FY2025-29

(2) The Board supports the capacity needs that have been identified by the School Board. Specifically, the Hartwood ES and the lack of County water and sewer is a need that the Board desires to address within the next CIP planning process. The Board does not support construction on the existing Hartwood ES site. Further evaluation of existing schools will occur.

Effect on the Tax Rate:

The chart below illustrates the effect the additional debt service would have on each year of the operating budget. This effect is not cumulative. At the end of the five year period this equates to approximately \$0.07 on the current tax rate.

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 year Balanced CIP	5 Year Planning Period
1 cent	\$1,672,000	\$1,672,000	\$1,755,600	\$1,755,600	\$1,843,380	\$1,843,380	\$1,935,549	\$1,935,549	\$2,032,326	\$2,032,326	\$9,779,131	\$2,032,326
Current tax rate	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01		
Interest Rate	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Years Financed	20	20	20	20	20	20	20	20	20	20	20	20
Payment	-	1,978,290	3,507,489	2,774,574	3,884,009	4,512,489	2,681,901	822,912	1,767,882	1,468,296	\$12,144,363	\$11,253,481
Tax Rate Equivalent	0.000	0.012	0.020	0.016	0.021	0.024	0.014	0.004	0.009	0.007	0.069	0.059

Enrollment Projections:

Stafford County’s New School Planning Policy for the Development of the Capital Improvement Program states When the aggregate school enrollment projections for a school level—i.e. elementary, middle, or high—is at 90% of the aggregate design capacity, staff is directed to begin planning for adding a school to the CIP. The timeline listed in this policy will direct staff’s planning process.

The three major components to consider when adding a new school to the CIP are the following:

- Land Acquisition Planning
- Existing School Capacity
- School Enrollment Projections

Enrollment Projections:

Below is the enrollment projections used in the development of the FY2020-2029 CIP.

ES Design Capacity and Projections	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
ES Capacity	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536
ES projected Students	12,634	12,766	12,879	12,980	13,168	13,343	13,443	13,606	13,765	13,920
Available Seats	1,902	1,770	1,657	1,556	1,368	1,193	1,093	930	771	616
90% Guideline	86.9%	87.8%	88.6%	89.3%	90.6%	91.8%	92.5%	93.6%	94.7%	95.8%

HS Design Capacity and Projections	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
HS Capacity	10,650	10,650	10,650	10,650	10,650	10,650	12,800	12,800	12,800	12,800
HS Projection	9,521	9,905	10,223	10,555	10,747	10,864	10,924	10,986	11,124	11,292
Available Seats	1,129	745	427	95	(97)	(214)	1,876	1,814	1,676	1,508
90% Guideline	89.4%	93.0%	96.0%	99.1%	100.9%	102.0%	85.3%	85.8%	86.9%	88.2%

Source: Proposed Elementary School Program Capacity January 23, 2018.

Enrollment Projections:

Below is the enrollment projections used in the development of the FY2020-2029 CIP.

ES Design Capacity and Projections	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
ES Capacity	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536	14,536
ES projected Students	12,634	12,766	12,879	12,980	13,168	13,343	13,443	13,606	13,765	13,920
Available Seats	1,902	1,770	1,657	1,556	1,368	1,193	1,093	930	771	616
90% Guideline	86.9%	87.8%	88.6%	89.3%	90.6%	91.8%	92.5%	93.6%	94.7%	95.8%

HS Design Capacity and Projections	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
HS Capacity	10,650	10,650	10,650	10,650	10,650	10,650	12,800	12,800	12,800	12,800
HS Projection	9,521	9,905	10,223	10,555	10,747	10,864	10,924	10,986	11,124	11,292
Available Seats	1,129	745	427	95	(97)	(214)	1,876	1,814	1,676	1,508
90% Guideline	89.4%	93.0%	96.0%	99.1%	100.9%	102.0%	85.3%	85.8%	86.9%	88.2%

Source: Proposed Elementary School Program Capacity January 23, 2018.

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

General Government

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Information Technology 3R	\$0	\$1,022,930	\$32,000	\$169,503	\$468,363	\$186,000	\$970,000	\$897,000	\$1,031,000	\$1,906,000	\$1,381,930	\$1,878,797	\$6,185,930	\$8,064,727
ERP System	200,000	0	0	6,206,000	0	0	0	0	0	0	0	6,406,000	0	6,406,000
Fiber Network	0	0	874,000	0	0	1,028,400	700,000	1,189,900	0	0	0	1,902,400	1,889,900	3,792,300
Total Expenditures	\$200,000	\$1,022,930	\$906,000	\$6,375,503	\$468,363	\$1,214,400	\$1,670,000	\$2,086,900	\$1,031,000	\$1,906,000	\$1,381,930	\$10,187,197	\$8,075,830	\$18,263,027
Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
GF Allocation Transfer - 3% Guideline	\$0	\$1,022,930	\$906,000	\$169,503	\$468,363	\$1,214,400	\$1,670,000	\$2,086,900	\$1,031,000	\$1,906,000	\$1,381,930	\$3,781,197	\$8,075,830	\$11,857,027
Use of Prior Year Fund Balance General Fund	200,000	0	0	0	0	0	0	0	0	0	0	200,000	0	200,000
Master Lease Proceeds	0	0	0	6,206,000	0	0	0	0	0	0	0	6,206,000	0	6,206,000
Total Revenues	\$200,000	\$1,022,930	\$906,000	\$6,375,503	\$468,363	\$1,214,400	\$1,670,000	\$2,086,900	\$1,031,000	\$1,906,000	\$1,381,930	\$10,187,197	\$8,075,830	\$18,263,027
Operating Impacts		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Debt Service		0	0	0	823,336	823,336	823,336	823,336	823,336	823,336	823,336	1,646,672	4,116,681	5,763,353
Total Operating Impacts		\$0	\$0	\$0	\$823,336	\$823,336	\$823,336	\$823,336	\$823,336	\$823,336	\$823,336	\$1,646,672	\$4,116,681	\$5,763,353

Project Code		Square Footage/Acreage	N/A
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Information Technology	Student Capacity	
Estimated Project Cost	\$1,022,930	Est. Opening Date	
Current Year Cost		Funding Source	Current Revenue
Debt Service			
Full Year Operating Impact			

Information Technology: 3R Projects

Project Description:

- **Storage Area Network (SAN):** Increase storage area network (SAN) capacity. With the ever-growing network storage demands for On Base (document imaging), GIS, public safety, public works and utilities (fiber optic video imagery), the demands are going to grow at a rate necessitating expansion of the County’s storage capacity every two years to keep up. The County deploys redundant storage with automatic failover between County Administration and the Public Safety Building (PSB). Each storage addition involves installing a new “shelf” to each of the two SAN arrays.
- **Replace Cisco Switches Remote Switches:** Serving fire stations, rescue stations, utilities facilities, and parks are using 12+ year old technology and the equipment is past end of life and end of support with Cisco. This eliminates patches, security updates, and other critical support necessary for the network and could directly affect public safety.
- **Cisco NetScaler and UCS Chassis:** These critical pieces of Cisco equipment including NetScaler and UCS Chassis will need to be replaced as they have reached end of life and Cisco support will be discontinued.
- **Server Replacement:** As part of a five year replacement cycle, County servers will need to be replaced.
- **Security Event and Incident Management System**

Operating Impact Summary:

All of these capital expenditures will be replacing existing equipment already covered under maintenance contracts, which should result in little or no changes to maintenance costs.

Location:

- County Administration and PSB
- All Remote Locations – fire stations, rescue stations, public works and utilities, and parks

Information Technology: 3R Projects

Relationship to Approved County Policy or Plan:

- IT Strategic Plan.
- Board of Supervisor's priorities under "organizational excellence."

Analysis of Need:

- With the ever-growing network storage demands for OnBase (document imaging), GIS, public safety, public works and utilities (fiber optic video imagery), the demands are going to grow at rate necessitating expansion of the County's storage capacity every two years to keep up.
- With the increase in storage capacity, the County's data backup capacity will also need to increase. Rubrik is an appliance-based backup system that backs up to the two appliances and this would increase the capacity of the two appliances. The appliances replicate to the Amazon Web Services (AWS) cloud. The County will need to increase AWS capacity on an annual basis and can do so through the operating budget.
- The SEIM will provide critical real-time monitoring of all network traffic and logs and using machine learning and AI, notify County staff when a potential emergency arises.
- In FY2020, all 38 remote switches have reached end of life and end of support with Cisco. These switches are at fire stations, rescue stations and parks and are using 12 year old technology and put service to all these facilities at risk.
- In FY2020, and each successive year through 2029, County servers will need to be replaced as part of a five-year replacement cycle. Server costs have decreased significantly over the past five years as the County has virtualized more than half of all servers.
- In FY2023 – 2029, the County will need to replace various Cisco routers and switches that reach end of life and end of Cisco support. Cisco announces equipment every year that impacts the County's network infrastructure and requires replacement.

Information Technology: 3R Projects

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Replace Servers 5 year replacement cycle	0	31,000	0	0	0	0	0	0	0	0	0
Add storage capacity for SAN	0	121,000	0	0	0	0	0	0	0	0	0
Netscaler and UCS Chasis to replace end of life equip	0	64,930	0	0	0	0	0	0	0	0	0
Security Event and Incident MGMT System	0	131,000	0	0	0	0	0	0	0	0	0
Replace Cisco Switches Remote Locations (38)	0	675,000	0	0	0	0	0	0	0	0	0
Replace Servers 5 year replacement cycle	0	0	32,000	0	0	0	0	0	0	0	0
Replace Servers 5 year replacement cycle	0	0	0	33,000	0	0	0	0	0	0	0
Add storage capacity for SAN	0	0	0	136,503	0	0	0	0	0	0	0
Replace Servers 5 year replacement cycle	0	0	0	0	34,000	0	0	0	0	0	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	294,000	0	0	0	0	0	0
Add storage capacity for SAN	0	0	0	0	140,363	0	0	0	0	0	0
Replace Servers 5 year replacement cycle	0	0	0	0	0	35,000	0	0	0	0	0
Replace Security Event and Incident MGMT System	0	0	0	0	0	151,000	0	0	0	0	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	312,000	0	0	0	0
Increase Capacity to Rubrik Backup System	0	0	0	0	0	0	310,000	0	0	0	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	312,000	0	0	0	0
Replace Servers 5 year replacement cycle	0	0	0	0	0	0	36,000	0	0	0	0

Information Technology: 3R Projects

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Add storage capacity for SAN	0	0	0	0	0	0	0	153,000	0	0	0
Replace Cisco Call Managers -end of life	0	0	0	0	0	0	0	386,000	0	0	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	0	321,000	0	0	0
Replace Battery Backup (UPS) - end of life	0	0	0	0	0	0	0	0	398,000	0	0
Replace Cisco Managed Wi-Fi system - End of Life	0	0	0	0	0	0	0	0	264,000	0	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	0	0	331,000	0	0
Data Backup System End of Life	0	0	0	0	0	0	0	0	0	546,000	0
Replace phones that reached end of life	0	0	0	0	0	0	0	0	0	817,000	0
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	0	0	0	341,000	0
Add storage capacity for SAN	0	0	0	0	0	0	0	0	0	163,000	0
Replace Servers 5 year replacement cycle	0	0	0	0	0	0	0	0	0	39,000	0
Replace Cisco Switches at All Remote Locations (38)	0	0	0	0	0	0	0	0	0	0	906,000
Replace Cisco Switches/routers - End of Life	0	0	0	0	0	0	0	0	0	0	351,000
NetScaler and UCS Chassis to replace end of life equip	0	0	0	0	0	0	0	0	0	0	84,930
Replace Servers 5 year replacement cycle	0	0	0	0	0	0	0	0	0	0	40,000
Replace Servers 5 year replacement cycle	0	0	0	0	0	0	0	0	38,000	0	0
Replace Servers 5 year replacement cycle	0	0	0	0	0	0	0	37,000	0	0	0
Total Project Cost	\$0	\$1,022,930	\$32,000	\$169,503	\$468,363	\$186,000	\$970,000	\$897,000	\$1,031,000	\$1,906,000	\$1,381,930

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	1,022,930	32,000	169,503	468,363	186,000	970,000	897,000	1,031,000	1,906,000	1,381,930
Total	\$0	\$1,022,930	\$32,000	\$169,503	\$468,363	\$186,000	\$970,000	\$897,000	\$1,031,000	\$1,906,000	\$1,381,930

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Information Technology: ERP System

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Information Technology	Student Capacity	
Estimated Project Cost	\$6,406,000	Est. Opening Date	
Current Year Cost	\$5,000,000	Funding Source	Master Lease
Debt Service	\$757,002	Years Financed	10
Full Year Operating Impact		Tax Rate Equivalent	\$0.005

Project Description:

This project would involve the replacement of the County’s H.T.E. financial, HR, and utility billing systems that are utilizing 20 year-old technology with a new ERP system. The current H.T.E. financial system is more than 20 years old and runs on an AS/400 mainframe computer and is long past its useful life. There is no doubt that a new ERP system is needed. A consultant will be hired in FY20 to conduct a needs assessment and provide recommendations on the scope of this project and what specific requirements will be needed in the ERP. It is anticipated that the software will be implemented in several phases with the first part beginning in FY22.

Operating Impact Summary:

It is anticipated that a new ERP system will cost a minimum of \$6,406,000 but will not be fully known until a consultant has done the needs analysis and cost estimation. Personnel and ongoing costs are also not known at this time.

Location:

All County locations, including: admin, public safety, parks, utilities, etc.

Relationship to Approved County Policy or Plan:

This is one of the Board’s Strategic Priorities and is part of the County’s Strategic Plan.

Information Technology: ERP System

Analysis of Need:

A consultant will be hired in FY20 to conduct a detailed needs assessment and make recommendations. After the consultant has completed the needs assessment, it is anticipated that an RFP would be developed utilizing the requirements from the consultant’s study. The consultant will also conduct a detailed cost estimate to determine if the estimated project costs are sufficient. The County will then go out to bid for a new ERP system with implementation anticipated to begin FY2022 and will likely span more than one year.

Information Technology: Purchase and Implement ERP

Alternative:

The County can continue using H.T.E., but the same issues with reporting, ease of use, and integration with other enterprise applications will persist. Also, delaying this project will jeopardize the work the consultant will be undertaking in FY20 – FY21.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Planning/Design	200,000	0	0	0	0	0	0	0	0	0	0	200,000
Construction / Project	0	0	0	5,706,000	0	0	0	0	0	0	0	5,706,000
Other	0	0	0	500,000	0	0	0	0	0	0	0	500,000
Total Project Cost	\$200,000	\$0	\$0	\$6,206,000	\$0	\$6,406,000						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance General Fund	200,000	0	0	0	0	0	0	0	0	0	0
Master Lease Proceeds	0	0	0	6,206,000	0	0	0	0	0	0	0
Total	\$200,000	\$0	\$0	\$6,206,000	\$0						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Master Lease	0	0	0	823,336	823,336	823,336	823,336	823,336	823,336	823,336
Total	\$0	\$0	\$0	\$823,336						

Information Technology: Fiber Network

Project Code		Square Footage/Acreage	
Project Type		Construction Cost per Sq. Ft.	
Project Status	Construction	Operating Cost per Sq. Ft.	
Functional Area	Information Technology	Student Capacity	
Estimated Project Cost	\$1,902,400	Est. Opening Date	
Current Year Cost	\$1,695,400	Cost per Linear Ft.	\$27.50
Debt Service		Funding source	Current Revenue
Full Year Operating Impact			

Project Description:

FY2021: NCR Net Connection

FY2024: Extend Fiber to Mt. View F&R, Chichester Park, and Curtis Park

Operating Impact Summary:

The cost to deploy fiber includes the construction and termination of the fiber to each of the facilities and the necessary equipment to light the fiber.

Location:

FY2021: NCR Net Connection

FY2024: Extend Fiber to Mt. View F&R, Chichester Park, and Curtis Park

Relationship to Approved County Policy or Plan:

- This is an ongoing effort that has been previously approved by the Board
- Supports the Board’s strategic priorities
- IT strategic plan

Information Technology: Fiber Network

Analysis of Need:

These projects are critical to ensuring reliable access to the County’s network, CAD system, and critical business and public safety systems. This is part of the Board’s ongoing interest in seeing all facilities with a priority towards public safety facilities, connected to the County’s network with a reliable high speed connection. The current cable modem connections are slow and unreliable to these locations. Storms and power outages routinely bring down the cable modem service resulting in lost connectivity to the County’s CAD system, email and other applications used by the Fire Department. Parks are also a priority after fire and rescue station fiber construction projects are complete. The County’s network, recreation registration and point of sales system, email and other critical applications used by the Parks and Recreation Department are impacted by unreliable cable modem connections.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Extend Fiber Network to Unspecified Fire and Rescue	0	0	0	0	0	0	700,000	0	0	0	0
Extend Fiber to Mtn View F&R & Chichester Park	0	0	0	0	0	595,400	0	0	0	0	0
Extend Fiber to Widewater F.S.	0	0	0	0	0	0	0	812,400	0	0	0
Extend Fiber to Curtis Park	0	0	0	0	0	433,000	0	0	0	0	0
Extend Fiber to St. Clair Brooks & Duff McDuff Parks	0	0	0	0	0	0	0	377,500	0	0	0
NCR Net Connection	0	0	874,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$874,000	\$0	\$0	\$1,028,400	\$700,000	\$1,189,900	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	0	874,000	0	0	1,028,400	700,000	1,189,900	0	0	0
Total	\$0	\$0	\$874,000	\$0	\$0	\$1,028,400	\$700,000	\$1,189,900	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

Public Safety: Fire and Rescue

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Station Repairs - 3R	\$0	\$440,022	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$440,022	\$0	\$440,022
Public Safety Joint Training Center	0	0	0	0	0	0	0	0	199,888	1,129,573	10,192,430	0	11,521,891	11,521,891
Apparatus Replacement	0	2,531,000	3,079,000	2,700,000	2,763,000	1,926,000	1,984,000	2,042,000	2,104,000	2,634,000	2,231,000	12,999,000	10,995,000	23,994,000
Cardiac Equipment Replacement	0	1,716,000	270,000	0	0	0	0	0	90,000	0	0	1,986,000	90,000	2,076,000
Total Expenditures	\$0	\$4,687,022	\$3,349,000	\$2,700,000	\$2,763,000	\$1,926,000	\$1,984,000	\$2,042,000	\$2,393,888	\$3,763,573	\$12,423,430	\$15,425,022	\$22,606,891	\$38,031,913

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,569,274	\$0	\$9,569,274	\$9,569,274
GF Allocation Transfer - 3% Guideline	0	1,427,022	969,000	1,014,000	1,111,000	1,075,000	1,107,000	1,139,000	1,174,000	1,251,000	1,244,000	5,596,022	5,915,000	11,511,022
Master Lease Proceeds	0	3,260,000	2,185,521	1,485,686	1,445,677	638,487	658,112	677,545	787,781	1,143,815	740,639	9,015,371	4,007,892	13,023,263
Proffers	0	0	0	0	0	0	0	0	199,888	1,129,573	423,156	0	1,752,617	1,752,617
State Grants - Fire Programs	0	0	0	0	0	0	0	0	0	0	200,000	0	200,000	200,000
Dedicated Real Estate Tax Revenue	0	0	194,479	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	813,629	1,162,108	1,975,737
Total Revenues	\$0	\$4,687,022	\$3,349,000	\$2,700,000	\$2,763,000	\$1,926,000	\$1,984,000	\$2,042,000	\$2,393,888	\$3,763,573	\$12,423,430	\$15,425,022	\$22,606,891	\$38,031,913

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000	\$0	\$43,000	\$43,000
Master Lease	0	606,847	924,074	1,121,074	1,313,074	1,398,074	1,043,183	1,110,000	1,224,076	1,376,076	3,965,070	6,151,410	10,116,480
Total Operating Impacts	\$0	\$606,847	\$924,074	\$1,121,074	\$1,313,074	\$1,398,074	\$1,043,183	\$1,110,000	\$1,224,076	\$1,419,076	\$3,965,070	\$6,194,410	\$10,159,480

Public Safety: Station Repairs 3R

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status	Construction	Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$440,022	Est. Opening Date	FY2020
Current Year Cost		Funding Source	Current Revenue
Debt Service		Years Financed	
Full Year Operating Impact			

Project Description:

Many of the fire and rescue stations operated by the volunteer organizations within the County of Stafford’s Fire and Rescue Department are significantly aging and in serious need of repairs and upgrades to bring them to compliance with safety codes and federal law such as the Americans with Disabilities Act. In order to determine the needs of all stations and to assist in prioritizing those needs, a study through an Architectural & Engineering firm has been performed. Additionally, many of the volunteer stations are in need of modernization of infrastructure to include replacement of HVAC, electrical and plumbing/septic systems, repairs to roofs, and 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 dormitory space, and code non-compliance with egress.

Location:

All Career and Volunteer Fire and Rescue Stations located in Stafford County.

Relationship to Approved County Policy or Plan:

- Relates to the Board of Supervisor’s Strategic Plan
- Comprehensive Plan (Response Time Standards)
- 2017 Fire and EMS Assessment (Safe Workplace, Volunteer Recruitment and Retention, Career Morale and Attrition)
- Numerous historical studies

Public Safety: Station Repairs 3R

Analysis of Need:

The County of Stafford has taken purposeful action steps towards working alongside the various Volunteer Fire and EMS Agencies. This continued effort will ensure a safe and effective response to emergencies by all of the Fire and Rescue Department’s personnel.

Alternative:

The County of Stafford may choose to depend upon Volunteer Corporations for all facilities maintenance, repairs, and rehabilitation efforts.

The County of Stafford may choose to do a large project submission for the reconstruction of aged stations within the Stafford County Fire and Rescue Department’s building-stock inventory.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Planning/Design	0	42,000	0	0	0	0	0	0	0	0	0	42,000
Construction / Project	0	398,022	0	0	0	0	0	0	0	0	0	398,022
Total	\$0	\$440,022	\$0	\$440,022								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	440,022	0	0	0	0	0	0	0	0	0
Total	\$0	\$440,022	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Fire and Rescue: Public Safety Joint Training Center

Project Code		Square Footage/Acreage	24,300sq. ft./20+ac.
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$300
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$11,521,891	Est. Opening Date	FY2023
Current Year Cost	\$8,455,000	Funding Source	VRA, Proffers, Grants
Debt Service	\$653,231	Tax Rate Equivalent	\$0.005
Full Year Operating Impact			

Project Description:

A new Joint Training Center is needed to accommodate the Fire and Rescue Department’s current education and fleet functions; including proper classrooms, securable equipment storage, appropriate housing of training simulators and safe apparatus repair facilities. Currently, the department depends upon a repurposed motorboat sales facility to accomplish these tasks. The land and building within this existing space are for sale and being actively marketed.

The project includes site development, 4,800 square feet of classroom space, 12,000 square feet of working space (materials storage, gear areas, locker rooms, etc.), 7,500 square feet of vehicle bays and exterior training grounds with a live fire burn building.

Education and training space is necessary to provide the means to meet classroom and practical needs for various emergency medical services (Paramedic), fire suppression (Career Firefighter and Volunteer), hazardous materials, and technical rescue course offerings.

Fleet maintenance, repair, and logistics high-bay spaces are needed for the safe upkeep of apparatuses. Additionally, planned shared space will incorporate a forensic bay for use by the Sheriff’s Office and Fire Marshal.

The exterior training grounds includes a Class-A live fire burn building, training tower, and educational simulators for use by all Public Safety Personnel.

Operating an appropriately designed and constructed facility will allow for a convenient and centralized location to be used days, nights, and weekends; meeting the demands of our complex combination system.

Fire and Rescue: Public Safety Joint Training Center

Operating Impact Summary:

There will be minor one-time startup costs for the facility to include instructional supplies such as smart boards, a copy machine, fax machine, projectors, and computers. Other startup costs for the facility include kitchen and janitorial supplies. Current staff will transition to the new Central Training and Logistics Complex - no new staffing costs would be incurred.

Location:

Staff, at the direction of the Public Safety Committee, is pursuing available land options. One Option may be through cooperation with the Stafford Regional Airport, an area of 20+ Acres of land has been identified for the construction of the Fire and Rescue Department's Training and Logistics Center. The Airport Authority is amenable to providing the County of Stafford with deeded land ownership of 20+ Acres, in exchange for the relief of debt (at fair market price). The location is in the northeastern portion of the Airport Authority's land ownership, adjacent to Ramoth Church Road and Blaque Trax Lane.

Relationship to Approved County Policy or Plan:

- Relates to the Board of Supervisor's Strategic Plan
- Comprehensive Plan (Response Time Standards)
- 2017 Fire and EMS Assessment (Education/Training, Safe Workplace, Volunteer Recruitment and Retention, Career Morale)

Analysis of Need:

The existing commercial space (which is being used for Education, Training, and Fleet) is being marketed for sale. An appropriate replacement must be planned and constructed.

Change or Reasons for Revisions:

FY2012 - Project new to the CIP. Project cost \$5.5M. Project scheduled for completion in FY17.

FY2013 - Project moved out three years. Project scheduled for completion in FY20. Reduction in project cost. \$5.3M

FY2014 - No change

FY2015 - No change

FY2016 - Updated project costs \$6.6M

FY2017 - No Change

FY2018 – Updated project costs \$6.9M. Timing of project will be determined during the FY2019 process.

Fire and Rescue: Public Safety Joint Training Center

FY2019 – Removed from the CIP based on TRC ranking and lack of available funding. Scope and cost of project changed to include the needs of the departments of Fire and Rescue and the Sheriff.

FY2020 – Requested as a new project. \$9.6M

Alternative:

Removal of marketing efforts and sale of the existing space, with continued use by the Fire and Rescue Department.

3R funds budgeted and appropriated to modernize and ensure all safety aspects required within the various standards associated with a Training and Logistics Center (International Association of Emergency Vehicle Technicians, National Fire Protection Association, Virginia Office of Emergency Medical Services, International Association of Arson Investigators, etc.)

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total	
Planning/Design	0	0	0	0	0	0	0	0	0	1,129,573	0	1,129,573	
Property Acquisition	0	0	0	0	0	0	0	0	199,888	0	0	199,888	
Construction / Project	0	0	0	0	0	0	0	0	0	0	9,772,430	9,772,430	
Contingency	0	0	0	0	0	0	0	0	0	0	420,000	420,000	
Total	\$0	\$199,888	\$1,129,573	\$10,192,430	\$11,521,891								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	9,569,274
Proffers	0	0	0	0	0	0	0	0	199,888	1,129,573	423,156
State Grants - Fire Programs	0	0	0	0	0	0	0	0	0	0	200,000
Total	\$0	\$199,888	\$1,129,573	\$10,192,430							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Operating	0	0	0	0	0	0	0	0	0	43,000
Total	\$0	\$43,000								

Fire and Rescue: Replacement Apparatus

Project Code		Square Footage/Acreage	
Project Type	Vehicle/Apparatus/Equipment Replacement	Construction Cost per Sq. Ft.	
Project Status	Replacement Equipment/Apparatus	Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Fire & Rescue	Student Capacity	
Estimated Project Cost	On-going	Est. Opening Date	On-going
Current Year Cost		Funding Source	Master lease & Current Revenue
Debt Service	Average \$187,000 per year (5 years) Average \$145,000 per year (10 years)	Years Financed	Apparatus is financed for 10 years. Equipment is funded with 3R
Full Year Operating Impact			

Project Description:

Stafford County’s Fire and Rescue Department effectively ensures and maintains the viability of the fleet of emergency vehicles with scheduled replacement due to age, mileage and/or engine hour indication. This program provides for the regular replacement of department apparatuses based on service life estimates for each vehicle. This includes replacement of ambulances, engines, and specialty apparatuses (ladders, heavy rescue apparatuses, tankers, and/or boats). Typical service life is 15 years for boats and tankers; ten years for engines, ladders, heavy rescues, and pumper/tankers; and five years for ambulances. This plan replaces only primary apparatuses and supports fleet reduction by not replacing duplicate apparatuses.

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.

Location:

All Fire and Rescue Stations located throughout Stafford County.

Fire and Rescue: Replacement Apparatus

Relationship to Approved County Policy or Plan:

- The Comprehensive Plan (Standards of Cover/Response Time)
- Stafford County Fire and Rescue Department Fleet Replacement and Rotation Policy
- 2017 Fire and Rescue Department Assessment
- NFPA Standards

Analysis of Need:

Fire and Emergency Medical Services field delivery requires the use of vehicles not only for transportation, but for the provision of services. Ambulances and Medic Units must be clean, neat, and in good working order to be licensed by the VA Dept. of Emergency Medical Services. Pumping Apparatuses (engines) are required for fire suppression activities and special service units (trucks, Rescues, etc.) are required for technical rescue and special functions where there is no substitute.

Change or Reasons for Revisions:

FY2020 – Program replacement policy change

Fire and Rescue: Replacement Apparatus

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Ambulance Replacement	0	867,000	906,000	948,000	975,000	1,005,000	1,035,000	1,065,000	1,098,000	1,131,000	1,164,000	10,194,000
Engine Replacement	0	734,000	767,000	802,000	1,652,000	851,000	877,000	903,000	930,000	958,000	987,000	9,461,000
Tanker Replacement	0	810,000	0	884,000	0	0	0	0	0	0	0	1,694,000
Heavy Equipment Replacement	0	0	1,343,000	0	0	0	0	0	0	0	0	1,343,000
Fire Boat Replacement	0	0	0	0	0	0	0	0	0	425,000	0	425,000
Equipment for Engines	0	60,000	63,000	66,000	136,000	70,000	72,000	74,000	76,000	78,000	80,000	775,000
Equipment for Heavy Equipment	0	0	0	0	0	0	0	0	0	0	0	0
Equipment for Tankers	0	60,000	0	0	0	0	0	0	0	0	0	60,000
Equipment for Fire Boat	0	0	0	0	0	0	0	0	0	42,000	0	42,000
Total	\$0	\$2,531,000	\$3,079,000	\$2,700,000	\$2,763,000	\$1,926,000	\$1,984,000	\$2,042,000	\$2,104,000	\$2,634,000	\$2,231,000	\$23,994,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	987,000	969,000	1,014,000	1,111,000	1,075,000	1,107,000	1,139,000	1,174,000	1,251,000	1,244,000
Master Lease Proceeds	0	1,544,000	1,915,521	1,485,686	1,445,677	638,487	658,112	677,545	697,781	1,143,815	740,639
Dedicated Real Estate Tax Revenue	0	0	194,479	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361
Total	\$0	\$2,531,000	\$3,079,000	\$2,700,000	\$2,763,000	\$1,926,000	\$1,984,000	\$2,042,000	\$2,104,000	\$2,634,000	\$2,231,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Master Lease	0	205,000	459,000	656,000	848,000	933,000	1,020,000	1,110,000	1,203,000	1,355,000
Total	\$0	\$205,000	\$459,000	\$656,000	\$848,000	\$933,000	\$1,020,000	\$1,110,000	\$1,203,000	\$1,355,000

Fire and Rescue: Cardiac Equipment Replacement

Project Code		Square Footage/Acreage	
Project Type	Vehicle/Apparatus/Equipment Replacement	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$1,887,000 FY2020, \$1,716,000 adjusted	Est. Opening Date	
Current Year Cost	\$292,000	Funding Source	Master Lease
Debt Service	\$441,891 FY2021	Years Financed	5
Full Year Operating Impact	\$441,891 FY2021		

Project Description:

This project will spread out the debt service costs associated with the replacement of all of the Fire and Rescue Department’s cardiac/monitor/defibrillator and Cardio Pulmonary 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. In FY2019, (45) LifePak 500 Automated External Defibrillators (AEDs) that are now obsolete will be replaced with the LifePak CR+ (AED) that has a life span of eight years and does not require programming or a service agreement. The LifePak 12 Cardiac Monitor/Defibrillators that are equipped on advanced life support (ALS) Fire and Rescue apparatus are also now medically outdated and are no longer supported by Physio-Control. In FY2019, (5) LifePak 12 Monitor/Defibrillators will be replaced with the updated LifePak 15 version. In FY2020, (34) additional LikePak 15s are to be purchased, along with (25) LUCAS Chest Compression Systems both of which have a service life of ten years. Cardiac monitor/defibrillator equipment is essential to the departments’ ALS and emergency medical services program. Replacement of the equipment in mass is necessary in order to maintain consistency, technological standards, and provide optimal care. FY2020’s estimated project cost of \$1,887,000 will be offset by trading in (21) Lifepak 15 Monitors (@ \$6,000/unit) and (15) LUCAS Systems (@ \$3,000/unit) for a savings of \$171,000; which will bring the total FY2020 acquisition cost down to \$1,716,000.00.

The following is the LifePak and LUCAS replacement plan:

- FY2020 – (34) LifePak 15 and 25 LUCAS
- FY2021 – (15) LUCAS
- FY2027 – (45) LifePak 15, 40 LUCAS and 45 LifePak CR+(AEDS)

Fire and Rescue: Cardiac Equipment Replacement

Operating Impact Summary:

No additional operating costs associated with this project.

Location:

Throughout Stafford County.

Relationship to Approved County Policy or Plan:

- Comprehensive Plan
- Heartsafe Community Designation
- Pulsepoint Connected Community
- VA Office of Emergency Medical Services Licensing Requirements

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
LifePak15 Replacement	0	1,462,000	0	0	0	0	0	0	0	0	0	1,462,000
Lucas System Replacement	0	425,000	270,000	0	0	0	0	0	0	0	0	695,000
LifePak CR and AEDs	0	0	0	0	0	0	0	0	90,000	0	0	90,000
Trade in (21) LifePak 15 Monitors		(126,000)	0	0	0	0	0	0	0	0	0	(126,000)
Trade In (15) Lucas Chest Compression Systems		(45,000)	0	0	0	0	0	0	0	0	0	(45,000)
Total	\$0	\$1,716,000	\$270,000	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0	\$2,076,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Master Lease Proceeds	0	1,716,000	270,000	0	0	0	0	0	90,000	0	0
Total	\$0	\$1,716,000	\$270,000	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Master Lease	0	401,847	465,074	465,074	465,074	465,074	23,183		21,076	21,076
Total	\$0	\$401,847	\$465,074	\$465,074	\$465,074	\$465,074	\$23,183	\$0	\$21,076	\$21,076

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

Public Safety: Sheriff

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Sheriff 3R	\$0	\$581,000	\$1,056,000	\$457,000	\$1,906,000	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$0	\$4,000,000
CAD	0	0	0	0	0	0	0	0	0	0	16,842,000	0	16,842,000	\$16,842,000
Total Expenditures	\$0	\$581,000	\$1,056,000	\$457,000	\$1,906,000	\$0	\$0	\$0	\$0	\$0	\$16,842,000	\$4,000,000	\$16,842,000	\$20,842,000

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Current Revenue - County	\$0	\$329,923	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$329,923	\$0	329,923
GF Allocation Transfer - 3% Guideline	0	210,050	1,056,000	457,000	1,906,000	0	0	0	0	0	0	3,629,050	0	3,629,050
Master Lease Proceeds	0	0	0	0	0	0	0	0	0	0	11,242,000	0	11,242,000	11,242,000
Net Sale from Boat Property	0	0	0	0	0	0	0	0	0	0	5,600,000	0	5,600,000	5,600,000
Transfer in from Schools	0	41,027	0	0	0	0	0	0	0	0	0	41,027	0	41,027
Total Expenditures	\$0	\$581,000	\$1,056,000	\$457,000	\$1,906,000	\$0	\$0	\$0	\$0	\$0	\$16,842,000	\$4,000,000	\$16,842,000	\$20,842,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Operating	\$0	\$0	\$23,000	\$24,000	\$24,000	\$25,000	\$26,000	\$26,000	\$27,000	\$28,000	\$71,000	\$132,000	\$178,000
Total All Projects	\$0	\$0	\$23,000	\$24,000	\$24,000	\$25,000	\$26,000	\$26,000	\$27,000	\$28,000	\$71,000	\$132,000	\$178,000

Sheriff: 3R Projects

Project Code			
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Sheriff	Student Capacity	
Estimated Project Cost	\$4,000,000	Est. Opening Date	On-going
Current Year Cost	\$3,542,000	Funding Source	Current Revenue
Debt Service			
Full Year Operating Impact			

Project Description:

FY2020 Microwave Radio Link Path Studies:

A radio link path study needs to be completed to determine if there is anything blocking or potentially blocking the radio link path. The Stafford County Emergency Radio system operates on 14 tower sites linked by microwave antennas. Over time, tree growth, new structures, or other obstructions can come in between those antennas causing degradation in signal strength. Once that degradation elevates to an interference level, steps must be taken to restore the links between towers. The link between Novec and Glendie Towers is showing degradation to the level of interference and needs to possibly be raised to overcome the degradation. A tower path study has been included in the current replacement of the microwaves that already has funding through the FY2019 Capital Improvement Plan (CIP). Once a path study has been completed, it will determine the needs for this site and possibly others. It is expected by the level of degradation that raising these antennas will be required. Three paths are nearing a critical stage of degradation and need to be studied as soon as possible. All 14 of the paths need to be examined to see if there is a potential for blockage within the next few years.

FY2020 Emergency Communications Tower Sites Battery Replacement:

Stafford County Emergency Radio System operates on 14 tower sites that must maintain electrical service for the emergency radio to function. Each site has a generator powered by propane. Each site also has an Uninterruptable Power Supply (UPS) battery plant consisting of (24) two volt 2000 amp hour batteries. These batteries weight 365 lbs. each and are held in a metal rack in the tower shelter. These batteries keep the computers and other electrical equipment functioning when shore power is lost and until the generator is active. Without these batteries, the tower site will experience a hard shutdown with possible damage to hundreds of thousands of dollars in equipment. The generator automatically exercises weekly, so even without a power outage the tower will go through a hard shutdown and will be offline until the generator activates and the equipment resets. This can cause loss of radio connectivity in addition to damage. These large lead acid batteries do have a shelf life and are beyond their normal life expectancy and in need of replacement. This replacement is necessary to ensure the safety of the system.

Sheriff: 3R Projects

FY2020 Remote Provisioning Licensing and Automatic Vehicle Location:

This will allow the Radio Manager to remotely program installed radios across the radio system. This will keep the one employee from having to physically touch the 1,500 radios on the Stafford System when a change is necessary. This will allow a new radio added to the system to be provisioned for the employee immediately by remote access and not require the manager to program it in the field. The 285 buses, 500 Sheriff radios, 500 Fire radios, Parks and Recreation, Utilities, and others currently have to be programmed at each individual radio, causing a huge work load when a simple change must be made. This has caused needed changes to wait months to be implemented. The last programming took six employees two weeks to accomplish. Remote licensing will eliminate the need to have such programming and allow one employee to accomplish it remotely in minutes. The licensing will also allow 400 more county vehicles to be located remotely on the system for the purposes of dispatching the closest vehicle with savings in gas and response times.

FY2020 Public Safety Facilities Assessment Study:

This study is to assess the operational needs and location for a Sheriff's Office substation. Stafford County has experienced significant growth over recent years, which has created an increased demand on public safety including the infrastructure of public safety. Currently, the Stafford County Sheriff's Office houses all of its staff and assets at the Public Safety Center which can have a direct impact on response times of personnel and equipment. There are numerous individual infrastructure projects on the Capital Improvement Plan including an impound lot, back-up Emergency Communications Center, back-up radio core, a forensic lab, vehicle processing bay and a substation. Funds are being requested to conduct a study for a Facilities Assessment which consists of two distinct parts. One part will be the consolidation of the above listed projects into a single project while determining the fiscal impact. The second part will be conducting a location analysis of these facilities looking at land availability and the strategic placement of these facilities while weighing certain factors such as response times.

FY2020 Emergency Communications Generators:

Stafford County Emergency Radio System operates on 14 tower sites and each of the 14 towers has a generator in place. These large generators need maintenance and at times have been out of service. All but three of the tower sites have an auxiliary generator connection. This allows a towable generator to be brought in to power the site in the event of a power outage and generator failure. Three sites do not have the ability to have a towable generator connected to it. These tower sites need to be updated to add the connection. In the past, generators have been borrowed from Utilities when this has occurred. It is believed that in a serious emergency, the Utilities generators will be needed for utility operations and that having our own generator available will help ensure continuity of operations on our Emergency Radio System.

Operating Impact Summary:

- Operating impacts in FY22 assumes there will be additional maintenance costs associated with Public Safety Building recommended safety upgrades

Sheriff: 3R Projects

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Study of all microwave radio link paths to determine obstructions are between antennas	\$0	\$105,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tower site batteries to eliminate loss of radio connectivity and damage	0	314,000	0	0	0	0	0	0	0	0	0
Remote Licensing (AVL) To allow the Radio Manager to remotely program radios & locate vehicles	0	42,000	0	0	0	0	0	0	0	0	0
Facility study to determine operational needs/location for substation	0	47,000	0	0	0	0	0	0	0	0	0
Generator for tower maintenance & emergency use	0	73,000	0	0	0	0	0	0	0	0	0
Firing Range Butler building with classroom space	0	0	328,000	0	0	0	0	0	0	0	0
Install 2 radio frequencies	0	0	728,000	0	0	0	0	0	0	0	0
PSB safety phase in of recommended upgrades	0	0	0	457,000	0	0	0	0	0	0	0
Console replacement for ECC Life cycle replacement due to normal wear and tear	0	0	0	0	471,000	0	0	0	0	0	0
PSB safety phase in of recommended upgrades	0	0	0	0	471,000	0	0	0	0	0	0
Replacement of our current Command Bus	0	0	0	0	964,000	0	0	0	0	0	0
Total	\$0	\$581,000	\$1,056,000	\$457,000	\$1,906,000	\$0	\$0	\$0	\$0	\$0	\$0

Sheriff: 3R Projects

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Current Revenue - County	\$0	\$329,923	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GF Allocation Transfer - 3% Guideline	0	210,050	1,056,000	457,000	1,906,000	0	0	0	0	0	0
Transfer in from General Fund	0	41,027	0	0	0	0	0	0	0	0	0
Total	\$0	\$581,000	\$1,056,000	\$457,000	\$1,906,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Operating	\$0	\$0	\$23,000	\$24,000	\$24,000	\$25,000	\$26,000	\$26,000	\$27,000	\$28,000
Total	\$0	\$0	\$23,000	\$24,000	\$24,000	\$25,000	\$26,000	\$26,000	\$27,000	\$28,000

Sheriff: Computer Aided Dispatch (CAD)

Project Code		Square Footage/Acreage	
Project Type	Vehicle/Apparatus/Equipment Replacement	Construction Cost per Sq. Ft.	
Project Status	Property Acquisition	Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Sheriff	Student Capacity	
Estimated Project Cost	\$16,842,000	Est. Opening Date	
Current Year Cost	\$12,000,000	Funding Source	Master Lease
Debt Service	\$0	Years Financed	10
Full Year Operating Impact	\$0	Tax Rate Equivalent	\$0.006

Project Description:

Essential to the core of the processing of emergency calls is a Computer- Aided Dispatch (CAD) system. The CAD system is a hardware and software infrastructure that processes calls and dispatches public safety providers. The current CAD system is technologically outdated which diminishes its operational capabilities, and makes technical support difficult and expensive. The replacement of the system is critical as it is used to dispatch our public safety service providers. A new system will ensure reliability, improve response times and enhance capabilities.

Analysis of Need:

The current legacy based CAD system relays on local servers and hardware to house and process calls requesting service of all County emergency organizations. The current CAD system has had historical difficulty in maintaining stability during fast paced evolving emergency situations. The CAD system has experienced slowdowns as well as a complete loss of function during critical incidents. This prevents first responders from receiving the necessary emergency information in a timely manner. The current CAD system relies on upgrades to computer systems which cause temporary outages. The CAD system has had difficulty with Automatic Vehicle Locating for dispatching the appropriate apparatus(s). The current CAD Mobile platform for field users does not offer cutting edge ability and has been in development by our CAD vendor for an extended period of time. A fully functional mobile CAD platform has not been delivered. Newer CAD platforms are promising a more stable and capable Computer Aided Dispatch system with features not currently offered by our CAD system. These new systems may provide critical information to first responders as well as capture data that will allow future planning and response plans to be more efficient and capable.

Sheriff: Computer Aided Dispatch (CAD)

Alternative:

Stafford County is currently looking into alternatives to a Legacy Based CAD system by requesting expression of interest in companies willing to provide a no cost pilot of a Cloud Based CAD product. This pilot was requested to test the viability of a Cloud Based CAD system as well as compare new features available on the Cloud Based CAD. A cloud based CAD system may provide a different purchasing possibility as some vendors charge based on users and not on an initial purchase price and maintenance as with our current system. The different way of pricing may allow the migration to a new CAD system with little cost difference than the current yearly maintenance costs. It is unknown if a Cloud Based CAD system would be reliable enough for critical incidents. The pilot is intended to first determine if a Cloud Based system would be appropriate for a critical system, then to determine if the features, speed and stability are better than a server based system.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Construction / Project	0	0	0	0	0	0	0	0	0	0	16,842,000	16,842,000
Total	\$0	\$16,842,000	\$16,842,000									

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Master Lease Proceeds	0	0	0	0	0	0	0	0	0	0	11,242,000
One-Time Funding	0	0	0	0	0	0	0	0	0	0	5,600,000
Total	\$0	\$16,842,000									

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Public Safety: Brooks Park Stream Restoration

Project	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Brooks Park Steam Restoration	\$467,000	\$0	\$0	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,567,000	\$0	\$1,567,000
Total Expenditures	\$467,000	\$0	\$0	\$1,100,000	\$0	\$1,567,000	\$0	\$1,567,000						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
GF Allocation Transfer - 3% Guideline	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$400,000
Use of Prior Year Fund Balance General Fund	467,000	0	0	0	0	0	0	0	0	0	0	467,000	0	467,000
State Grants	0	0	0	700,000	0	0	0	0	0	0	0	700,000	0	700,000
Total Revenues	\$467,000	\$0	\$0	\$1,100,000	\$0	\$1,567,000	\$0	\$1,567,000						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Total Operating Impacts	\$0	\$0	\$0										

Storm Water: Brooks Park Stream Restoration

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status	Design/Engineering	Est. Opening Date	
Total Project Cost	\$1,567,000	Student Capacity	
Functional Area	Public Works Stormwater		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This Project will restore approximately 1,400 linear feet of an unnamed tributary to the Rappahannock River. The stream segment receives water from 175 acres of urbanized area. The project improvements will restore geomorphic stability, enhance removal of pollutants, and improve water quality of the Rappahannock River Watershed through adjustment of the dimension, pattern, and profile of the stream.

Stafford County has a Multiple Separate Storm Sewer System (MS4) permit [VAR040056] from Virginia’s Department of Environmental Quality. One aspect of the MS4 permit is compliance with the U.S. Environmental Protection Agency’s (EPA)/Virginia Department of Environmental Quality (VDEQ) Chesapeake Bay Total Maximum Daily Load (TMDL) ‘pollution diet’ plan. The TMDL establishes a "pollution diet" for the entire Chesapeake Bay watershed to address pollution (i.e. nutrients/sediment). A state-wide Watershed Implementation Plan (WIP) was developed with pollutant removal goals assigned.

The County has identified and completed final site design for the St. Clair Brooks Park Stream Restoration project to assist with meeting the Pollutant of Concerns (POC) load reduction requirements for total nitrogen, total phosphorus, and sediment as identified in the County’s Chesapeake Bay Total Maximum Daily Load (TMDL) Action Plan developed in accordance with the Multiple Separate Storm Sewer System (MS4) permit [VAR040056] from Virginia’s Department of Environmental Quality.

Location:

St. Clair Brooks Memorial Park.

Storm Water: Brooks Park Stream Restoration

Relationship to Approved County Policy or Plan:

- The stream restoration project located in St. Clair Brooks Memorial Park is related to the EPA-issued TMDL for the Chesapeake Bay, which is coordinated by the VDEQ. Per Stafford County's storm water permit (issued July 1, 2013), we are required to meet 100% of the pollution reductions associated with the TMDL by June 30, 2028. A draft Phase II Chesapeake Bay TMDL Action Plan was required for the MS4 permit renewal (June 2018); within that document, the stream restoration was recognized as the manner to accommodate the pollutant reductions.

Analysis of Need:

Federal and state regulations have signified the need for Stafford County to identify, design, and construct certain storm water retrofit projects that would satisfy the County's TMDL requirement. It is imperative that Stafford County meet this requirement to avoid non-compliance, consent orders, violations and/or fines associated with federal and state regulations. Currently, Stafford County has met the June 30, 2018 deadline for the 5% TMDL reduction goal. However, the County is required to meet the 40% reduction goal by June 30, 2023 and the 100% reduction goal by June 30, 2028.

Change or Reasons for Revisions:

The stream restoration project located in St. Clair Brooks Memorial Park will satisfy the 100% MS4 TMDL reduction goal required for June 30, 2028. Due to the extent of the design and construction, it is safe to assume that the estimated schedule for completion would be 18-24 months.

Alternative:

Additional storm water retrofit projects have been identified in the Rappahannock River watershed to help meet the TMDL requirement. However, the stream restoration project in St. Clair Brooks Memorial Park was selected based on numerous factors that favor Stafford County.

Storm Water: Brooks Park Stream Restoration

Project Summary:

Project	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Brooks Park Steam Restoration	\$467,000	\$0	\$0	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,567,000
Total Expenditures	\$467,000	\$0	\$0	\$1,100,000	\$0	\$1,567,000						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
GF Allocation Transfer - 3% Guideline	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Use of Prior Year Fund Balance General Fund	467,000	0	0	0	0	0	0	0	0	0	0	467,000
State Grants	0	0	0	700,000	0	0	0	0	0	0	0	700,000
Total Revenues	\$467,000	\$0	\$0	\$1,100,000	\$0	\$1,567,000						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total Operating Impacts	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

Judicial

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	5 Year Plan (Includes PY Funding)	Future Plan	Ten Year Plan (Includes PY Funding)
Courthouse	\$0	\$2,600,000	\$28,991,575	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,681,575	\$0	\$40,681,575
Parking Lot & Initial Start of Downtown Stafford	\$0	\$1,800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$0	1,800,000
Total Expenditures	\$0	\$4,400,000	\$28,991,575	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,481,575	\$0	\$42,481,575

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	5 Year Plan (Includes PY Funding)	Future Plan	Ten Year Plan (Includes PY Funding)
Bond Proceeds	\$0	\$0	\$28,774,241	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0	\$37,864,241	\$0	\$37,864,241
Current Revenue - County	0	724,919	0	0	0	0	0	0	0	0	0	724,919	0	724,919
GF Allocation Transfer - 3% Guideline	0	188,581	0	0	0	0	0	0	0	0	0	188,581	0	188,581
Use of Prior Year Fund Balance General Fund	0	3,486,500	0	0	0	0	0	0	0	0	0	3,486,500	0	3,486,500
Proffers	0	0	217,334	0	0	0	0	0	0	0	0	217,334	0	217,334
Total Revenues	\$0	\$4,400,000	\$28,991,575	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,481,575	\$0	\$42,481,575

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	Future Plan	Ten Year Plan
Personnel	\$0	\$0	\$0	\$395,500	\$807,000	\$823,000	\$1,193,000	\$1,217,000	\$1,241,000	\$1,266,000	\$1,202,500	\$5,740,000	\$6,942,500
Operating	0	0	0	411,000	546,000	562,000	578,000	595,000	612,000	630,000	957,000	\$2,977,000	3,934,000
Debt Service	0	0	1,204,000	2,672,000	3,169,000	3,169,000	3,169,000	3,169,000	3,169,000	3,169,000	7,045,000	\$15,845,000	22,890,000
Total Operating Impact	\$0	\$0	\$1,204,000	\$3,478,500	\$4,522,000	\$4,554,000	\$4,940,000	\$4,981,000	\$5,022,000	\$5,065,000	\$9,204,500	\$24,562,000	\$33,766,500

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

Project Code		Square Footage/Acreage	80,006 ft ² New Finished 18,202 ft ² New Shell 64,900 ft ² Renovation 400 ft ² Expansion
Project Type	Building Construction	Construction Cost per Sq. Ft.	New Finished: \$352 New Shell: \$176 Renovation: \$100 Expansion: \$386
Project Status	Design/Engineering	Operating Cost per Sq. Ft.	\$5.91
Functional Area	Circuit Court	Student Capacity	
Estimated Project Cost	\$40.7 million	Est. Opening Date	FY2023
Current Year Cost		Funding Source	Virginia Resource Authority (VRA)
Total Debt Service	\$3,169,000	Tax Rate Equivalent	\$0.019
Full Year Operating Impact	\$1,353,000		

Project Description:

The proposed project includes the construction of a new 98,208 ft² Circuit Court building. 80,006 ft² of that will be finished and include four circuit courtrooms and spaces for judges’ chambers, Circuit Court Clerk, security, and other associated court functions. 18,202 ft² will be shelled for the eventual finishing for two additional circuit courtrooms and associated spaces. The project also includes extensive renovation and minor expansion of the existing facility. This renovation will expand the space for the Juvenile and Domestic Relations court needs as well as the General District Court.

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

Operating Impact Summary:

Below are the operating impacts for the new Circuit Court building:

For building security: a total of seven additional deputies would be required to operate a safe and efficient courthouse.

- (2) For front security / magnetometer and X-Ray machine.
- (1) For Control Room: Deputy will monitor all cameras, control cell doors, and certain courtroom doors.
- (2) For security of inmates: Escorting inmates to and from the jail vans to the court holding cells, serving various papers, escorts through the building, high risk inmates, emergency situations and the like.
- (2) Deputies for the fourth circuit court

The total number to support the building is 13. We have considered the fact that we will be bringing six over from the current courthouse staffing level.

For maintenance and custodial:

- (2) Building Maintenance Mechanics.
- (2) Custodians.
- Start-up Costs include equipment and supplies.
- On-going operating costs include additional costs for utilities, contracts, and maintenance.

Location:

1300 Courthouse Road.

Relationship to Approved County Policy or Plan:

Public Safety has been identified by the Board of Supervisors as a major Board priority. Providing the necessary court facilities to handle the growing caseload and ensuring all court facilities meet or exceed the safety standards is essential to our overall public safety mission. The proposed circuit court building and renovation of the existing facility will ensure that these needs are met for the next 10-15 years.

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

Analysis of Need:

Moseley Architects conducted a detailed court needs analysis in 2016. The result of this analysis was a proposed new court building that would provide for all court needs for the next 20 years at an estimated cost of \$74 million. The proposal would abandon the current facility for future administration use. At the request of the Board, staff reengaged Moseley to reevaluate the proposal utilizing the existing building and keeping all new construction on the current Government Center site with additional parking across Courthouse Road. Utilizing the needs analysis completed in 2016 and updating the data to reflect the most recent years, Moseley presented the proposed circuit court building and the renovated existing facility as the preferred option that was later approved by the Board of Supervisors with the adoption of the FY19 CIP.

Change or Reasons for Revisions:

FY2007 - New project in CIP \$20.6M

FY2008 - Updated construction costs \$33.8M

FY2009 - No change

FY2010 - No change

FY2011 - Consolidate a renovation of the current courthouse project and reduce existing project to an addition due to current conditions in the economy. Project to begin in FY13. \$21.7M

FY2012 - Changed the scope of the 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 the 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 the scope of project. Project is a new construction for all three courts. New proposed cost is \$71M

FY2019 - As provided above, the proposed project replaces the previously recommended \$71 million project in order to utilize existing facilities to the maximum extent possible and reduce project costs while still providing for all necessary safety improvements and court space needs. New estimated cost is \$42.5M

FY2020 – Change in ramp-up philosophy. Project now presented as two separate projects, Courthouse construction and a temporary parking lot.

Alternative:

The previously approved CIP court project for new court complex across Courthouse Road.

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Planning/Design	0	2,600,000	0	0	0	0	0	0	0	0	0	2,600,000
Construction / Project	0	0	25,391,575	3,150,000	5,940,000	0	0	0	0	0	0	34,481,575
Contingency	0	0	3,600,000	0	0	0	0	0	0	0	0	3,600,000
Total	\$0	\$2,600,000	\$28,991,575	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,681,575

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	28,774,241	3,150,000	5,940,000	0	0	0	0	0	0
Current Revenue - County	0	724,919	0	0	0	0	0	0	0	0	0
GF Allocation Transfer - 3% Guideline	0	188,581	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	0	1,686,500	0	0	0	0	0	0	0	0	0
Proffers	0	0	217,334	0	0	0	0	0	0	0	0
Total	\$0	\$2,600,000	\$28,991,575	\$3,150,000	\$5,940,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Personnel	0	0	0	395,500	807,000	823,000	1,193,000	1,217,000	1,241,000	1,266,000
Operating	0	0	0	411,000	546,000	562,000	578,000	595,000	612,000	630,000
Debt Service	0	0	1,204,000	2,672,000	3,169,000	3,169,000	3,169,000	3,169,000	3,169,000	3,169,000
Total	\$0	\$0	\$1,204,000	\$3,478,500	\$4,522,000	\$4,554,000	\$4,940,000	\$4,981,000	\$5,022,000	\$5,065,000

Judicial: Temporary Parking Lot and Initial Start of “Downtown Stafford”

Project Code		Square Footage/Acreage	
Project Type		Construction Cost per Sq. Ft.	
Project Status	Construction	Operating Cost per Sq. Ft.	
Functional Area	Circuit Court	Student Capacity	
Estimated Project Cost	\$1.8 million	Est. Opening Date	
Current Year Cost	\$1.7M	Funding Source	Prior Use of Fund Balance
Total Debt Service		Tax Rate Equivalent	
Full Year Operating Impact			

Project Description:

The proposed project is for the construction of a new temporary parking lot to accommodate the established parking at the George L. Gordon Government Center while the new Circuit Court building is being constructed, and to introduce the site and initial start of the “Downtown Stafford” project across from the Government Center.

Operating Impact Summary:

No operating impacts associated with this project.

Location:

1300 Courthouse Road.

Relationship to Approved County Policy or Plan:

Stafford County 2040 Strategic Plan 5.1

Judicial: Temporary Parking Lot and Initial Start of “Downtown Stafford”

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Project Total
Planning/Design	0	76,000	0	0	0	0	0	0	0	0	0	76,000
Construction / Project	0	1,724,000	0	0	0	0	0	0	0	0	0	1,724,000
Total Project Cost	\$0	\$1,800,000	\$0	\$1,800,000								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance General Fund	0	1,800,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,800,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

Parks, Recreation, and Cultural

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Parks Recreation 3R	\$0	\$895,000	\$332,000	\$1,334,000	\$323,170	\$1,063,000	\$821,561	\$475,300	\$1,047,000	\$1,882,000	\$0	\$3,947,170	\$4,225,861	\$8,173,031
Library	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	\$50,000
Total Expenditures	\$0	\$895,000	\$332,000	\$1,334,000	\$323,170	\$1,063,000	\$821,561	\$475,300	\$1,047,000	\$1,882,000	\$50,000	\$3,947,170	\$4,275,861	\$8,223,031

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000	\$50,000
GF Allocation Transfer - 3% Guideline	0	832,000	244,000	1,334,000	323,170	1,063,000	699,435	475,300	1,047,000	1,882,000	0	3,796,170	4,103,735	7,899,905
Proffers	0	63,000	88,000	0	0	0	122,126	0	0	0	0	151,000	122,126	273,126
Total Revenues	0	\$895,000	\$332,000	\$1,334,000	\$323,170	\$1,063,000	\$821,561	\$475,300	\$1,047,000	\$1,882,000	\$50,000	\$3,947,170	\$4,275,861	\$8,223,031

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Total Operating Impacts	\$0	\$0	\$0										

Parks, Recreation, and Cultural: 3R Projects

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	FY20 - \$895,000	Est. Opening Date	On-going
Current Year Cost			
Debt Service	N/A		
Full Year Operating Impact	N/A		

Project Description:

Parks and Recreation 3R projects for FY2020:

- Replacement of Turf on two multipurpose fields at Smith Lake Park and Musselman Park master plan

Operating Impact Summary:

There will be no additional operating impacts associated with this project.

Location:

Smith Lake Park

Relationship to Approved County Policy or Plan:

- The 2014 Park Utilization Study: Phase I had an emphasis on identifying current service levels and projecting future service levels for athletic fields. Recommendations from this study included: Improve current athletic field conditions by using funding to repair, replace, and renovate existing park athletic fields to maximize current user experience.

Parks, Recreation, and Cultural: 3R Projects

Analysis of Need:

Existing turf is at the end of its expected life cycle. High use of these fields since opening in April of 2010 have worn down the carpet fibers to a length that no longer supports the required amount of infill material to provide a safe and reliable surface. This increases the risk of injury.

Alternative:

Without resurfacing the synthetic turf the field will become unsafe for use and would need to be closed to rentals and citizens until replaced. This could lead to a loss of tournaments and have an economic impact on the local economy.

Project Summary:

Description	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Smith Lake Park turf replacement - Field 1	0	416,000	0	0	0	0	0	0	0	0	0
Smith Lake Park turf replacement - Field 2	0	416,000	0	0	0	0	0	0	0	0	0
Musselman Park master plan	0	63,000	0	0	0	0	0	0	0	0	0
Chichester Park live cameras	0	0	36,000	0	0	0	0	0	0	0	0
Embrey Mill Park conference building study	0	0	17,000	0	0	0	0	0	0	0	0
Patawomeck Park master plan	0	0	88,000	0	0	0	0	0	0	0	0
Willowmere parking lot	0	0	191,000	0	0	0	0	0	0	0	0
Renovate existing athletic fields	0	0	0	115,000	0	0	0	0	0	0	0
Pavilion Lake Mooney	0	0	0	115,000	0	0	0	0	0	0	0
Pratt Park agility course and exercise equipment	0	0	0	300,000	0	0	0	0	0	0	0
Curtis/Pratt Park pavilion maintenance	0	0	0	171,000	0	0	0	0	0	0	0
Duff Park master plan	0	0	0	92,000	0	0	0	0	0	0	0
Pratt Park parking lot	0	0	0	217,000	0	0	0	0	0	0	0

Parks, Recreation, and Cultural: 3R Projects

Description	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Widewater/Garrisonville ES field lights	0	0	0	324,000	0	0	0	0	0	0	0
Civil War Park trail, signage, and bronze replicas	0	0	0	0	29,170	0	0	0	0	0	0
Pratt Park restroom renovations	0	0	0	0	294,000	0	0	0	0	0	0
North Stafford dog park	0	0	0	0	0	278,000	0	0	0	0	0
Willowmere restroom	0	0	0	0	0	303,000	0	0	0	0	0
Brooks Park skate park	0	0	0	0	0	482,000	0	0	0	0	0
Woodland baby pool addition	0	0	0	0	0	0	258,000	0	0	0	0
Chichester maintenance shop	0	0	0	0	0	0	441,435	0	0	0	0
Mountain view master plan	0	0	0	0	0	0	122,126	0	0	0	0
Curtis Skate Park	0	0	0	0	0	0	0	443,300	0	0	0
Various ball fields - replace fencing	0	0	0	0	0	0	0	32,000	0	0	0
Carl Lewis new playground	0	0	0	0	0	0	0	0	55,000	0	0
Pratt Entrance	0	0	0	0	0	0	0	0	992,000	0	0
Curtis Park shelter 7 restroom	0	0	0	0	0	0	0	0	0	476,000	0
Rowser Kitchen	0	0	0	0	0	0	0	0	0	239,000	0
Willowmere ball field lights	0	0	0	0	0	0	0	0	0	383,000	0
Chichester Park SBL Building	0	0	0	0	0	0	0	0	0	784,000	0
Total	\$0	\$895,000	\$332,000	\$1,334,000	\$323,170	\$1,063,000	\$821,561	\$475,300	\$1,047,000	\$1,882,000	\$0

	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	832,000	244,000	1,334,000	323,170	1,063,000	699,435	475,300	1,047,000	1,882,000	0
Proffers	0	63,000	88,000	0	0	0	122,126	0	0	0	0
Total	\$0	\$895,000	\$332,000	\$1,334,000	\$323,170	\$1,063,000	\$821,561	\$475,300	\$1,047,000	\$1,882,000	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Parks, Recreation, and Cultural: Library

Project Code		Square Footage/Acreage	
Project Type	Building Construction	Construction Cost per Sq. Ft.	
Project Status	Construction	Operating Cost per Sq. Ft.	
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	\$19,863,500	Est. Opening Date	
Current Year Cost	\$0		
Debt Service	No Debt Service in this Planning Period		
Full Year Operating Impact	No Operating Costs in this Planning Period		

Project 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 William H. Howell 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 William H. Howell 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 projects in this planning period

Location:

Recommended to be included in the proposed new Downtown Stafford project

Relationship to Approved County Policy or Plan:

Stafford County 2040 Strategic Plan

Parks, Recreation, and Cultural: Library

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	Future Plan	Total Project Cost
Planning/Design	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	50,000
Total	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	50,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	Future Plan
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000
Total	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Plan	Future Plan
Total	0	0										

Public Works: Community Facilities

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Community Facilities 3R	\$0	\$285,451	\$584,000	\$615,000	\$333,000	\$915,000	\$1,394,282	\$707,000	\$1,253,000	\$0	\$1,633,000	\$2,732,451	\$4,987,282	\$7,719,733
Total Expenditures	\$0	\$285,451	\$584,000	\$615,000	\$333,000	\$915,000	\$1,394,282	\$707,000	\$1,253,000	\$0	\$1,633,000	\$2,732,451	\$4,987,282	\$7,719,733

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
GF Allocation Transfer - 3% Guideline	0	285,451	584,000	615,000	333,000	915,000	1,394,282	707,000	1,253,000	0	1,633,000	2,732,451	4,987,282	7,719,733
Total Revenues	\$0	\$285,451	\$584,000	\$615,000	\$333,000	\$915,000	\$1,394,282	\$707,000	\$1,253,000	\$0	\$1,633,000	\$2,732,451	\$4,987,282	\$7,719,733

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Total Operating Impacts	\$0	\$0	\$0										

Public Works: Community Facilities 3R Projects

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	FY20 - \$285,451	Est. Opening Date	
Current Year Cost	\$259,626		
Debt Service	N/A		
Full Year Operating Impact	N/A		

Project Description:

Community Facilities 3R projects for FY2020:

- Renovate elevator in the Health Department Building. The Health Department Elevator is failing. Loss of unit will hinder ADA access to facility.
- Add heater packs to Rowser AC system. Two AC units in Rowser are not equipped with heater packs.
- Courthouse AC Unit 10 HVAC replacement. Courthouse AC Unit #10 is at its end of life cycle and failing.
- Water purification

Operating Impact Summary:

- There are no additional operating costs associated with these projects

Location:

- Health Department
- Rowser Building
- Courthouse

Relationship to Approved County Policy or Plan:

County is building an asset management system to identify replacement and end of life systems.

Public Works: Community Facilities 3R Projects

Analysis of Need:

- The Heath Department Elevator parts are obsolete and soon will be unavailable. The loss of this elevator will hinder expectant mothers and disabled citizens from a reasonable egress to the health department. Failure during occupancy could result in harm.
- The Rowser building has experienced freezing water pipes. To offset this problem, it is recommend adding heater packs to the AC units. This will reduce load and assist the heating unit during freezing weather.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Renovate Elevator - Health Department	0	192,000	0	0	0	0	0	0	0	0	0
Add Heaters - Rowser	0	43,000									
Courthouse AC	0	26,000	0	0	0	0	0	0	0	0	0
Building water purification - Gov. Center	0	24,451	0	0	0	0	0	0	0	0	0
Roof replacement - CCC	0	0	432,000	0	0	0	0	0	0	0	0
Speaker/Intercom system - JRSSC	0	0	54,000	0	0	0	0	0	0	0	0
CRRL maintenance upgrades	0	0	98,000	0	0	0	0	0	0	0	0
Sidewalk Repair - Gov. Center	0	0	0	28,000	0	0	0	0	0	0	0
WIFI - County Facilities	0	0	0	56,000	0	0	0	0	0	0	0
Rain Garden rehab - Gov. Center	0	0	0	143,000	0	0	0	0	0	0	0
Parking Lot Sealing - Gov. Center	0	0	0	86,000	0	0	0	0	0	0	0
Roof Replacement/Repairs - Courthouse	0	0	0	97,000	0	0	0	0	0	0	0
Rowser Field Restroom	0	0	0	205,000	0	0	0	0	0	0	0
Energy Upgrade - Gov. Center	0	0	0	0	206,000	0	0	0	0	0	0
Roof Replacement/Repairs - Courthouse	0	0	0	0	127,000	0	0	0	0	0	0

Public Works: Community Facilities 3R Projects

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Energy Management - Station 2	0	0	0	0	0	102,000	0	0	0	0	0
Energy Upgrade - PSB	0	0	0	0	0	359,000	0	0	0	0	0
Government Center Maintenance Building	0	0	0	0	0	454,000	0	0	0	0	0
Government Complex Security Study	0	0	0	0	0	0	439,280	0	0	0	0
Fire Rescue Station Roof Repairs	0	0	0	0	0	0	109,664	0	0	0	0
Gov. Complex Exterior Siding Clean/Paint	0	0	0	0	0	0	197,338	0	0	0	0
Gov. Complex ADA/Security/Master Plan	0	0	0	0	0	0	57,000	0	0	0	0
Gov. Complex Security Study	0	0	0	0	0	0	426,000	0	0	0	0
Fire Rescue Station Roof Repairs	0	0	0	0	0	0	108,000	0	0	0	0
ADA/Security/Master Plan	0	0	0	0	0	0	57,000	0	0	0	0
ADA/Security/Master Plan - Gov. Center	0	0	0	0	0	0	0	707,000	0	0	0
PSB HVAC Replacement	0	0	0	0	0	0	0	0	656,000	0	0
Gov. Complex Energy Management study	0	0	0	0	0	0	0	0	61,000	0	0
Gov. Complex Roof repair	0	0	0	0	0	0	0	0	134,000	0	0
Roof Rehab PSB	0	0	0	0	0	0	0	0	369,000	0	0
Chichester Building HVAC replacement	0	0	0	0	0	0	0	0	33,000	0	0
Gov. Complex Paint interior	0	0	0	0	0	0	0	0	0	0	268,000
Fire Station HVAC replacements	0	0	0	0	0	0	0	0	0	0	210,000
Gov. Center Floor renovation	0	0	0	0	0	0	0	0	0	0	280,000
Gov. Complex Energy Management System	0	0	0	0	0	0	0	0	0	0	665,000
Gov. Complex Security Safety	0	0	0	0	0	0	0	0	0	0	210,000
Elevator	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$285,451	\$584,000	\$615,000	\$333,000	\$915,000	\$1,394,282	\$707,000	\$1,253,000	\$0	\$1,633,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
GF Allocation Transfer - 3% Guideline	0	285,451	584,000	615,000	333,000	915,000	1,394,282	707,000	1,253,000	0	1,633,000
Total	\$0	\$285,451	\$584,000	\$615,000	\$333,000	\$915,000	\$1,394,282	\$707,000	\$1,253,000	\$0	\$1,633,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Education

Expenditures	Prior Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
High School #6	0	0	2,000,000	4,500,000	39,200,000	49,771,000	24,744,000	1,125,000	0	0	0	95,471,000	25,869,000	121,340,000
Ferry Farm Elementary Renovation	1,650,800	11,139,200	0	0	0	0	0	0	0	0	0	12,790,000	0	12,790,000
Elementary School Capacity	0	0	0	0	0	0	1,000,000	1,800,000	13,900,000	8,300,000	0	0	25,000,000	25,000,000
Drew Middle School Renovation	0	0	0	0	0	0	0	0	0	1,000,000	6,000,000	0	7,000,000	7,000,000
3R Funded	0	6,130,865	6,593,865	6,577,280	6,622,865	6,588,280	6,615,865	6,454,865	6,473,865	6,489,865	6,498,865	32,513,155	32,533,325	65,046,480
Total	1,650,800	17,270,065	8,593,865	11,077,280	45,822,865	56,359,280	33,359,865	11,179,865	34,273,865	24,089,865	12,498,865	140,774,155	115,402,325	256,176,480
Project Revenues	Prior Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Bond Proceeds	172,086	14,523,185	7,023,000	8,484,579	36,424,216	52,133,409	31,209,389	9,734,000	32,828,000	22,644,000	11,053,000	118,760,475	107,468,389	226,228,864
Current Revenue - County Designated 3R	0	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	7,229,325	7,229,325	14,458,650
Current Revenue - Schools	0	1,181,015	0	0	0	0	0	0	0	0	0	1,181,015	0	1,181,015
Use of Prior Year Fund Balance General Fund	1,478,714	0	0	0	0	0	0	0	0	0	0	1,478,714	0	1,478,714
Proffers	0	0	0	1,015,836	1,517,784	2,641,006	561,611	0	0	0	0	5,174,626	561,611	5,736,237
Nutrition Capital Funding	0	120,000	125,000	131,000	135,000	139,000	143,000	0	0	0	0	650,000	143,000	793,000
One-Time Funding	0	0	0	0	6,300,000	0	0	0	0	0	0	6,300,000	0	6,300,000
Total	1,650,800	17,270,065	8,593,865	11,077,280	45,822,865	56,359,280	33,359,865	11,179,865	34,273,865	24,089,865	12,498,865	140,774,155	115,402,325	256,176,480
Operating Impacts		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Personnel		0	0	0	0	0	284,000	3,666,000	3,740,000	3,815,000	3,891,300	0	15,396,300	15,396,300
Operating		0	0	0	0	0	1,150,000	1,769,000	1,226,000	1,251,080	1,276,642	0	6,672,722	6,672,722
Debt Service		0	1,333,000	1,856,000	2,504,000	5,486,000	9,786,000	12,334,000	13,086,000	15,768,000	17,597,538	11,179,000	68,571,538	79,750,538
Total		0	1,333,000	1,856,000	2,504,000	5,486,000	11,220,000	17,769,000	18,052,000	20,834,080	22,765,480	11,179,000	90,640,560	101,819,560

High School 6

Project Code		Square Footage/Acreage	300,000/65
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$237.08/sf + site work
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Education	Student Capacity	2,150
Estimated Project Cost	\$121,340,000	Est. Opening Date	August 2025 (FY2026)
Current Year Cost	\$100,734,464	Funding Source	VPSA
Debt Service	\$	Years Financed	20
Full Year Operating Impact	\$	Tax Rate Equivalent	\$

Project Description:

High School (HS) 6 is planning to house 2,150 students and serve grades ninth through twelfth. HS 6 will be designed and constructed utilizing the most current Stafford County Public Schools high school education specifications and in accordance with the Stafford County Public Schools Facility Design Standards. This project includes the construction of the school building, all outbuildings, site development, all on-site road improvements, any necessary off-site road improvements, parking lots, storm water management requirements, utilities, and athletic fields to include bleachers, stadium, and track. Planning and design requirements are included in the project cost, as are furniture, fixtures, equipment, technology infrastructure, and project management.

SCPS high school education specifications will be updated prior to the start of design, however, staff estimates the total square footage requirement to be at, or near, 300,000 square feet. The Division hired a cost-estimating consultant to provide an accurate cost per square footage for the building, as well as costs associated with the site. These experts have concluded that a rough order magnitude programming level cost estimate of \$237.08 per square foot in current dollars should be used for building only.

HS 6 is planning to be a LEED Silver rated facility and will be designed to achieve an Energy Star rating of 80 or better, as well as an Energy Utilization Index rating of less than 24. Rainwater will be collected and used for irrigation and/or grey water. Additionally, photovoltaic panels will be used to not only supplement energy consumption, but also as a teaching tool for students. It is assumed (by proffer) the developer will have utilities and road access completed prior to construction starting.

High School 6

Operating Impact Summary:

The principal, librarian, administrative assistant V, and an administrative assistant IV will be funded and hired one year prior to HS 6 opening. When the school opens, there will be 71 positions funded, excluding grade-level teachers, to support the new facility. The instructional startup costs one year prior to HS 6 opening include the purchasing of textbooks, library books, and other instructional startup requirements. After the school has been open for one year, expect a noteworthy drop in operational funds to be observed as the result of all one-time startup items being purchased. HS 6 will be a LEED Silver, energy efficient building with approximately 300,000 square feet. Estimated utilities are included in the operating costs.

Location:

The current location for HS 6 is to be determined.

Relationship to Approved County Policy or Plan:

Stafford County School Board's Strategic Plan:

- Goal 1: Engage, challenge, and prepare every student for success
- Goal 3: Resource stewardship

Stafford County Comprehensive Plan:

- Goal 1: Manage growth and development in a sustainable manner
- Goal 3: Preserve and protect environmental resources
- Goal 8: Support Stafford County as a community for superior education

Stafford County Board of Supervisors' Priorities (Education, Infrastructure)

Analysis of Need:

The methodology for determining the need for additional high school capacity is when the cumulative high school enrollment exceeds 100% capacity utilization. The total capacity of the five high schools within Stafford County amounts to 10,650. The student enrollment projections completed in the fall of 2018 indicates the need for a new high school beginning in the 2023-24 school year, when the high school level is projected to be at 100.9% capacity utilization.

High School 6

Change or Reasons for Revisions:

FY2016 – New project in CIP, open in FY2026; \$106.3M.

FY2017 – Project moved from FY2026 to FY2028, updated construction cost; \$120.3M.

FY2018 – No change

FY2019 – Project moved from FY2028 to FY2026, project cost lowered at request of BOS; \$121.3M.

FY2020 – No Change.

Alternative:

The alternative to this project is overcrowding at the high school level as the student population increases with no additional capacity added.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	2,000,000	4,500,000	2,000,000	621,000	450,000	0	0	0	0
Construction / Project	0	0	0	0	35,800,000	46,800,000	23,384,000	1,000,000	0	0	0
Contingency	0	0	0	0	1,400,000	2,350,000	910,000	125,000	0	0	0
Total Project Cost	\$0	\$0	\$2,000,000	\$4,500,000	\$39,200,000	\$49,771,000	\$24,744,000	\$1,125,000	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	2,000,000	3,484,164	31,382,216	47,129,994	24,182,389	1,125,000	0	0	0
Proffers	0	0	0	1,015,836	1,517,784	2,641,006	561,611	0	0	0	0
One-Time Funding	0	0	0	0	6,300,000	0	0	0	0	0	0
Total	\$0	\$0	\$2,000,000	\$4,500,000	\$39,200,000	\$49,771,000	\$24,744,000	\$1,125,000	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Personnel	0	0	0	0	0	284,000	3,666,000	3,740,000	3,815,000	3,891,300
Operating	0	0	0	0	0	1,150,000	1,769,000	1,204,000	1,228,080	1,252,642
Debt Service	0	0	167,000	459,000	3,085,000	7,029,000	9,053,000	9,147,000	9,147,000	9,147,000
Total	\$0	\$0	\$167,000	\$459,000	\$3,085,000	\$8,463,000	\$14,488,000	\$14,091,000	\$14,190,080	\$14,290,942

Ferry Farm Elementary School Renovation

Project Code		Square Footage/Acreage	40,390/0
Project Type	Building Addition & Renovation	Construction Cost per Sq. Ft.	\$309/\$158
Project Status	Design/Engineering	School Board Priority Number	N/A
Functional Area	Education	Student Capacity	0
Estimated Project Cost	\$12,790,000	Est. Opening Date	FY2021
Current Year Cost		Funding Source	Bond/Current Revenue/Prior Year Fund Balance
Debt Service	\$799,000	Years Financed	20
Full Year Operating Impact		Tax Rate Equivalent	\$0.005

Project Description:

Renovate Ferry Farm Elementary School (ES) is currently under design. This project will contain a mixture of renovating existing spaces as well as constructing additional square footage. For the renovation component of this project, a total of 46,900 square feet will be renovated including redesigned spaces and enhancements to student safety. The main office will be relocated and expanded, addressing existing space constraints that currently require the clinic to be housed in a classroom. The library will be renovated and expanded, which will benefit every student in the school. Safety will be improved by enhancing ADA accessibility to building entrances and creating a security vestibule. Mechanically, this project replaces the HVAC and electrical systems, and upgrades plumbing in the 1955 wing. The scope of this renovation project includes renovating the 1966 wing’s lower level to address concerns with air quality and the learning environment as a whole. The 1966 wing’s HVAC system will be replaced, benefitting both the upper and lower levels. Additionally, the lower level will be renovated, resulting in increased daylighting, integrated elementary school education specifications, and efficient learning spaces being created.

This project also incorporates an addition of 7,250 square feet to better align Ferry Farm Elementary School with the elementary school education specifications. As part of this addition, collaborative space will be added. The square footage of the art and music classrooms will be increased and some classrooms displaced by the renovation work will be relocated within the addition. Accessibility will be improved by the relocated classrooms having ADA accessible bathrooms and an ADA accessible elevator will be added to facilitate student movement.

The following milestones must be achieved for this project to be completed by December 2020 (FY2021): design is currently ongoing and must be completed in July 2019. This project should bid in August 2019 and be awarded in September. Construction should start October 2019 and be complete in December 2020, allowing the newly renovated and constructed building to open.

Renovate Ferry Farm Elementary School

Operating Impact Summary:

This project will result in a new portion of building that is more energy efficient than the current facility. Space within the school will better align with educational specifications and ADA accessibility entering and traversing within the school facility will be improved. Swing space in the form of modular buildings will be utilized to house the affected areas of the school while construction is occurring. The square footage that is being built addresses identified programmatic deficiencies. Therefore, no additional personnel or operating costs are associated with this renovation and addition project.

Location:

Ferry Farm Elementary School is located at 20 Pendleton Road, Fredericksburg, VA 22405.

Relationship to Approved County Policy or Plan:

Stafford County School Board's Strategic Plan:

- Goal 1: Engage, challenge, and prepare every student for success
- Goal 3: Resource Stewardship

Stafford County Comprehensive Plan:

- Goal 1: Manage growth and development in a sustainable manner
- Goal 3: Preserve and protect environmental resources
- Goal 8: Support Stafford County as a community for superior education

Stafford County Board of Supervisors' Priorities (Education, Infrastructure)

Analysis of Need:

A 2007 HLA study recommended a rebuild of Ferry Farm ES because the cost of renovating the whole building exceeded 70% of the replacement cost. A facility assessment conducted in 2008 evaluated the condition of the school and provided recommendations on the levels and timing of investments made to critical building systems. This facility assessment was updated in 2017 and shows a significant level of investment needed by FY2022. The firm VMDO also completed an analysis in 2018 to establish a renovation plan and areas of focus for any renovation effort that takes place at Ferry Farm Elementary School.

Change or Reasons for Revisions:

FY2007 – New renovation project in CIP, open FY2012; \$11.3M

FY2008 – Change in scope, additional square footage, change in escalation rate, opening moved to FY2013; \$21.3M

FY2009 – Project moved from FY2013 to FY2014; \$22.9M

FY2010 – Decrease in project scope, opening moved from FY2014 to FY2013; \$7.2M

Renovate Ferry Farm Elementary School

FY2011 – Increase in scope, opening moved back to FY2014; \$8.7M

FY2012 – Increase in scope, project changed from renovation to rebuild, opening moved to FY2019; \$19M

FY2013 – Increased square footage, escalation rate changed, project moved from FY2019 to FY2021; \$25M

FY2014 – No change

FY2015 – Change in escalation rate; \$25.5M

FY2016 – No change

FY2017 – Decreased planned capacity, new education specifications, opening moved from FY2021 to FY2022; \$29.9M

FY2018 – No change

FY2019 – Change in scope, project changed from rebuild to renovation, opening moved to FY2021; \$10.8M

FY2020 – Increase in scope – 1966 Wing lower level added by Resolution R19-58, Dated February 19, 2019

Alternative:

The alternative to this project is the current building continues to need a substantial level of investment to address critical building systems' deficiencies within the original building and part of the second addition. The office and library would continue to be located off-center inside the building, while the clinic remains located within a classroom that could be available to house educational programs.

CAPITAL IMPROVEMENT PROGRAM

FY2020 Adopted Budget

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	Total Project
Planning/Design	1,076,000	0	0	0	0	0	0	0	0	0	0	1,076,000
Construction / Project	574,800	10,679,200	0	0	0	0	0	0	0	0	0	11,254,000
Contingency	0	460,000	0	0	0	0	0	0	0	0	0	460,000
Total Project Cost	\$1,650,800	\$11,139,200	\$0	\$12,790,000								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	172,086	9,958,185	0	0	0	0	0	0	0	0	0
Current Revenue - Schools	0	1,181,015	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	1,478,714	0	0	0	0	0	0	0	0	0	0
Total	\$1,650,800	\$11,139,200	\$0								

Operating Impacts		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Debt Service		0	833,000	833,000	833,000	833,000	833,000	833,000	833,000	833,000	833,000
Total		\$0	\$833,000								

Elementary School Capacity

Project Code		Square Footage/Acreage	107,500/20
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$220/sf + site work
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Education	Student Capacity	964
Estimated Project Cost	\$25,000,000	Est. Opening Date	August 2028 (FY2029)
Current Year Cost	\$	Funding Source	VPSA
Debt Service	\$	Years Financed	20
Full Year Operating Impact	N/A	Tax Rate Equivalent	\$

Project Description:

The Board supports the capacity needs that have been identified by the School Board. Specifically, the Hartwood ES and the lack of County water and sewer is a need that the Board desires to address within the next CIP planning process. The Board does not support construction on the existing Hartwood ES site. Further evaluation of existing schools will occur.

Operating Impact Summary:

The operating impact is dependent on the direction this additional elementary capacity project ultimately takes. This section will be updated once the project has been defined in upcoming capital improvement programs.

Location:

The current location for additional elementary school capacity is to be determined.

Elementary School Capacity

Relationship to Approved County Policy or Plan:

Stafford County School Board's Strategic Plan:

- Goal 1: Engage, challenge, and prepare every student for success
- Goal 3: Resource stewardship

Stafford County Comprehensive Plan:

- Goal 1: Manage growth and development in a sustainable manner
- Goal 3: Preserve and protect environmental resources
- Goal 8: Support Stafford County as a community for superior education

Stafford County Board of Supervisors' Priorities (Education, Infrastructure)

Analysis of Need:

This section will be updated once the project has been defined in upcoming capital improvement programs.

Change or Reasons for Revisions:

FY2013 – New project in CIP, included Head Start, open FY2022; \$36.9M.

FY2014 – Project moved from FY2022 to FY2023; \$37.9M.

FY2015 – Change in scope, finalized site location; \$39.8M.

FY2016 – Change in scope, Head Start removed, project moved from FY2023 to FY2028; \$32.3M.

FY2017 – Change in scope, new elementary educational specification, \$38M.

FY2018 – No change.

FY2019 – Project cost updated, cost per square foot and escalation rate adjusted; \$50.9M.

FY2020 – Project cost lowered at request of BOS, \$25M.

Alternative:

This section will be updated once the project has been defined in upcoming capital improvement programs.

Elementary School Capacity

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,800,000	\$13,900,000	\$8,300,000	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	0	0	0	0	1,000,000	1,800,000	13,900,000	8,300,000	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,800,000	\$13,900,000	\$8,300,000	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$84,000	\$235,000	\$1,398,000	\$2,092,538

Drew Middle School Renovation/Addition

Project Code		Square Footage/Acreage	106,900/0
Project Type	Building Renovation	Construction Cost per Sq. Ft.	\$170/\$275 + site work
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Education	Student Capacity	
Estimated Project Cost	\$25,000,000	Est. Opening Date	August 2031 (FY2032)
Current Year Cost	\$	Funding Source	Bond
Debt Service	\$	Years Financed	20
Full Year Operating Impact	N/A	Tax Rate Equivalent	\$

Project Description:

The Board supports leaving a placeholder for the FY2020-24 CIP, with planning years of FY2025-29. This section will be updated once the project has been defined in upcoming capital improvement programs.

Operating Impact Summary:

This section will be updated once the project has been defined in upcoming capital improvement programs.

Location:

Drew Middle School is located at 501 Cambridge Street, Fredericksburg, VA 22405.

Drew Middle School Renovation/Addition

Relationship to Approved County Policy or Plan:

Stafford County School Board's Strategic Plan:

- Goal 1: Engage, challenge, and prepare every student for success
- Goal 3: Resource stewardship

Stafford County Comprehensive Plan:

- Goal 1: Manage growth and development in a sustainable manner
- Goal 3: Preserve and protect environmental resources
- Goal 8: Support Stafford County as a community for superior education

Stafford County Board of Supervisors' Priorities (Education, Infrastructure)

Analysis of Need:

This section will be updated once the project has been defined in upcoming capital improvement programs.

Change or Reasons for Revisions:

FY2017 – New project approved in CIP, open FY2028; \$24.2M.

FY2018 – No change.

FY2019 – Project not included in approved CIP.

FY2020 – Escalation rate adjusted, project open FY2032, project cost lowered at request of BOS; \$25M.

Alternative:

The alternative to this project is the continuation of the degradation to the existing Drew Middle School building. If renovating this building does not occur in a timely manner, the School Division will be forced to expend funds to address areas of need. Any pre-renovation dollars spent in areas that would be impacted by this project feature a low return on investment.

Drew Middle School Renovation/Addition

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	0	0	0	1,000,000	2,000,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	3,500,000
Contingency	0	0	0	0	0	0	0	0	0	0	500,000
Total Project Cost	\$0	\$1,000,000	\$6,000,000								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	0	0	0	0	0	0	0	1,000,000	6,000,000
Total	\$0	\$1,000,000	\$6,000,000								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Debt Service	0	0	0	0	0	0	0	0	0	84,000
Total	\$0	\$84,000								

Capital Maintenance: Schools Infrastructure

Project Code		Square Footage/Acreage	
Project Type	3R Projects	Construction Cost per Sq. Ft.	
Project Status		Operating Cost per Sq. Ft.	
Functional Area	Education	Student Capacity	
Estimated Project Cost	\$4,565,000 – Bond Projects	Est. Opening Date	
Current Year Cost	\$4,368,000 – Bond Projects	Funding Source	Bonds/Current Revenue/Nutrition
Debt Service	N/A	Years Financed	Bonds 20 years
Full Year Operating Impact		Tax Rate Equivalent	\$0.003

Project Description:

Improvements and upgrades to various schools, facilities, equipment, and grounds to correct deficiencies in safety, maintenance, and repair.

Operating Impact Summary:

These improvement and upgrade projects are needed to continue to supply the students in Stafford County with learning environments that are conducive to learning, poising students for educational success.

Location:

Various Stafford County Public Schools’ facilities across the county.

Relationship to Approved County Policy or Plan:

Stafford County School Board’s Strategic Plan:

- Goal 1: Engage, challenge, and prepare every student for success
- Goal 3: Resource stewardship

Stafford County Comprehensive Plan:

- Goal 1: Manage growth and development in a sustainable manner
- Goal 3: Preserve and protect environmental resources
- Goal 8: Support Stafford County as a community for superior education

Stafford County Board of Supervisors' Priorities (Education, Infrastructure)

Analysis of Need:

Ongoing improvements and upgrades are a necessary component of preparing facilities, equipment, and grounds to promote superior education.

SCHOOL'S 3R PROJECTS

FY2020 Adopted Budget

Education

Project	Location	Funding Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Repair Mechanical Systems - Phase II	RES	Bond Proceeds	1,359,000	0	0	0	0	0	0	0	0	0
Repair Exterior Envelope	NSHS	Bond Proceeds	2,456,000	0	0	0	0	0	0	0	0	0
Repair Track	MVHS	Bond Proceeds	750,000	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems (Replace Building Automation Controls)	Fifteen (15) Sites		366,000	0	0	0	0	0	0	0	0	0
Repair Pavement & Parking Lot Lighting	GMC		1,014,000	0	0	0	0	0	0	0	0	0
Replace Chiller	PRES		627,700	0	0	0	0	0	0	0	0	0
Repair Cafeteria Flooring	BPMS		105,000	0	0	0	0	0	0	0	0	0
Repair Pavement & Parking Lot Lighting	FFES		941,000	0	0	0	0	0	0	0	0	0
Install Generator	Support Services		157,000	0	0	0	0	0	0	0	0	0
Replace Generator	HOES		65,700	0	0	0	0	0	0	0	0	0
Repair Roof (SS)	HES		301,750	0	0	0	0	0	0	0	0	0
Repair Phone, Media Retrieval & PA Systems	SMS		209,000	0	0	0	0	0	0	0	0	0
Repair Main Road Entrances	NSHS		836,000	0	0	0	0	0	0	0	0	0
Install Additional Aiphone Console	All Facilities		67,000	0	0	0	0	0	0	0	0	0
Repair Phone System	HOES		45,659	0	0	0	0	0	0	0	0	0
Convert ES Computer Rooms	GES, GVES, KWBES & WES		69,196	0	0	0	0	0	0	0	0	0
Replace Fire Alarm System	RTMS		261,000	0	0	0	0	0	0	0	0	0
Construct Snow Removal Storage (Salt)	Support Services		261,000	0	0	0	0	0	0	0	0	0
Install Additional Security Lighting - ES Playgrounds	All 17 ES		97,500	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems (Chiller) - Addition	SES		133,000	0	0	0	0	0	0	0	0	0
Upgrade CTE Lab	CFHS		37,000	0	0	0	0	0	0	0	0	0
Repair Chillers	BPMS & MVHS		316,000	0	0	0	0	0	0	0	0	0
Repair Erosion & Drainage - Phases 4, 7 - 9	DSMS		342,500	0	0	0	0	0	0	0	0	0
Replace & Add Storage Buildings	CFHS, HOES, RES & RRES		352,600	0	0	0	0	0	0	0	0	0
Replace HVAC	Support Services		20,293	0	0	0	0	0	0	0	0	0
Install Playground & Play Area	WCES		167,000	0	0	0	0	0	0	0	0	0
Upgrade Library	KWBES		52,000	0	0	0	0	0	0	0	0	0
Replace Auditorium Audio/Lighting	MVHS		183,000	0	0	0	0	0	0	0	0	0
Upgrade Black Boards to White Boards	Various		105,000	0	0	0	0	0	0	0	0	0
Painting	SHS		102,000	0	0	0	0	0	0	0	0	0
Replace Hallway Lockers	SMS		120,560	0	0	0	0	0	0	0	0	0
Repair Tennis Court	NSHS		366,000	0	0	0	0	0	0	0	0	0
Replace Gym/Team Lockers	BPMS		119,245	0	0	0	0	0	0	0	0	0
Repair Exterior (Paint)	GMC & SCHMS		43,400	0	0	0	0	0	0	0	0	0
Repair Bathroom Floor	ABES		158,000	0	0	0	0	0	0	0	0	0
Install Messaging Marquees (Manual)	RTMS		68,000	0	0	0	0	0	0	0	0	0
Install Messaging Marquees (Manual)	AGWMS/GES/RES		68,000	0	0	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	PRES	Nutrition Capital Funding	120,000	0	0	0	0	0	0	0	0	0
Repair Interior Finishes - Phase I	HPMS	Bond Proceeds	0	2,621,000	0	0	0	0	0	0	0	0
Repair Mechanical Systems - Phase I	NSHS	Bond Proceeds	0	2,402,000	0	0	0	0	0	0	0	0
Replace Fiber Optic Cabling (Interior)	BPMS, TBGMS, NSHS & RTMS		0	382,000	0	0	0	0	0	0	0	0
Replace Roof (SS)	FFES		0	382,000	0	0	0	0	0	0	0	0
Repair Mechanical Systems (RTAA Chiller-MDF HVAC)	CFHS		0	355,000	0	0	0	0	0	0	0	0
Upgrade Network (IT) Plant - (ES IT Standard Specs)	ABES, KWBES, MBES, CES, HES & RRES		0	328,000	0	0	0	0	0	0	0	0
Replace Roof (Addition SS & Library Overhang)	GVES		0	382,000	0	0	0	0	0	0	0	0
Replace Roof (Area E & Outbuildings SS)	SES		0	349,000	0	0	0	0	0	0	0	0
Replace Generator	PRES		0	110,000	0	0	0	0	0	0	0	0
Replace Generator	RES		0	110,000	0	0	0	0	0	0	0	0
Repair Phone, Media Retrieval & PA Systems	NSHS		0	328,000	0	0	0	328,000	0	0	0	0
Replace Phone, Media Retrieval & PA Systems	PRES		0	218,000	0	0	0	0	0	0	0	0
Repair Long Jump & South D Ring	SHS		0	294,000	0	0	0	294,000	0	0	0	0
Replace Fire Alarm System	MBES		0	328,000	0	0	0	0	0	0	0	0
Repair Field Drainage	CFHS		0	218,000	0	0	0	0	0	0	0	0
Construct Storage Buildings	ABES, AYBAC, GVES & WCES		0	273,000	0	0	0	0	0	0	0	0

SCHOOL'S 3R PROJECTS

FY2020 Adopted Budget

Education

Project	Location	Funding Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Repair Pavement	PRES		0	874,000	0	0	0	0	0	0	0	0
Repair Tennis Courts	CFHS		0	382,000	0	0	0	0	0	0	0	0
Upgrade CTE Tech Ed Lab	HPMS		0	218,000	0	0	0	0	0	0	0	0
Renovate Aimee Building	SHS		0	273,000	0	0	0	0	0	0	0	0
Construct Stairs at Football Stadium	RTMS		0	146,100	0	0	0	0	0	0	0	0
Repair Library	PRES		0	54,000	0	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	WCES	Nutrition Capital Funding	0	125,000	0	0	0	0	0	0	0	0
Repair Mechanical Systems - Phase II	NSHS	Bond Proceeds	0	0	3,651,000	0	0	0	0	0	0	0
Repair Interior Finishes - Phase II	HPMS	Bond Proceeds	0	0	1,349,415	0	0	0	0	0	0	0
Replace Generator	DMS		0	0	457,000	0	0	0	0	0	0	0
Replace Generator	WES		0	0	457,000	0	0	0	0	0	0	0
Replace Phone, Media Retrieval & PA Systems	CFHS		0	0	285,000	0	0	0	0	0	0	0
Replace Phone, Media Retrieval & PA Systems	HES		0	0	228,000	0	0	0	0	0	0	0
Replace Fire Alarm System	WCES		0	0	343,000	0	0	0	0	0	0	0
Construct Bus Parking - Phase I	TBD		0	0	512,500	0	0	0	0	0	0	0
Repair Interior Finishes	RES		0	0	1,349,415	0	0	0	0	0	0	0
Replace Roof (Area A SS)	RES		0	0	388,000	0	0	0	0	0	0	0
Repair Exterior Envelope (Windows) and Board Room Overhang	AYBAC		0	0	251,000	0	0	0	0	0	0	0
Construct Snow Removal Storage (Salt)	Coal Landing		0	0	343,000	0	0	0	0	0	0	0
Replace CTE Dust Collection Systems	SMS		0	0	285,000	0	0	0	0	0	0	0
Repair Roof (Standing seam & Outbuildings; Ext painting)	BPHS		0	0	799,000	0	0	0	0	0	0	0
Repair Pavement	RES		0	0	684,000	0	0	0	0	0	0	0
Repair Pavement	SMS		0	0	572,000	0	0	0	0	0	0	0
Construct Vehicle and Equipment Canopy	Support Services		0	0	143,000	0	0	0	0	0	0	0
Repair Athletic Fields	TBGMS, HHPMS, RTMS & SMS		0	0	228,000	0	0	0	0	0	0	0
Upgrade CTE Labs - FACS	DMS		0	0	228,000	0	0	0	0	0	0	0
Repair Tracks	RRES & WCES		0	0	171,000	0	0	0	0	0	0	0
Repair Playground & Play Area	PRES		0	0	92,000	0	0	0	0	0	0	0
Install Sound System Gym/Activity Room	GVES & HES		0	0	115,000	0	0	0	0	0	0	0
Repair Library	RRES		0	0	56,000	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	WES	Nutrition Capital Funding	0	0	131,000	0	0	0	0	0	0	0
Repair Mechanical Systems (VAV-AHU-BAS-Kitchen A/C)	PRES	Bond Proceeds	0	0	0	2,350,000	0	0	0	0	0	0
Repair Roof	AYBAC	Bond Proceeds	0	0	0	1,046,000	0	0	0	0	0	0
Repair Interior Finishes - Phase I	NSHS	Bond Proceeds	0	0	0	1,646,000	0	0	0	0	0	0
Replace Generator	SMS		0	0	0	471,000	0	0	0	0	0	0
Replace Phone, Media Retrieval & PA Systems	RRES		0	0	0	235,000	0	0	0	0	0	0
Replace Roof (SS)	FES		0	0	0	376,000	0	0	0	0	0	0
Replace Roof (SS-All areas)	RTMS		0	0	0	2,704,000	0	0	0	0	0	0
Install Kitchen A/C	WES		0	0	0	441,000	0	0	0	0	0	0
Upgrade CTE Labs - FACS & Tech Ed Lab	NSHS		0	0	0	705,000	0	0	0	0	0	0
Repair Tracks	PRES		0	0	0	176,000	0	0	0	0	0	0
Repair Playground & Play Area	GES		0	0	0	95,000	0	0	0	0	0	0
Repair Library	AGWMS		0	0	0	58,000	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	FFES	Nutrition Capital Funding	0	0	0	135,000	0	0	0	0	0	0
Repair Mechanical Systems (O'Shannessy Building)	GMC	Bond Proceeds	0	0	0	0	1,029,000	0	0	0	0	0
Repair Interior Finishes	PRES	Bond Proceeds	0	0	0	0	1,431,415	0	0	0	0	0
Repair Interior Finishes - Phase II	NSHS	Bond Proceeds	0	0	0	0	2,543,000	0	0	0	0	0
Replace Generator	FFES		0	0	0	0	485,000	0	0	0	0	0
Repair Mechanical Systems	FFES		0	0	0	0	2,421,000	0	0	0	0	0
Replace Phone, Media Retrieval & PA Systems	TBGMS		0	0	0	0	242,000	0	0	0	0	0
Replace Fire Alarm System	RRES		0	0	0	0	364,000	0	0	0	0	0
Replace Roof (SS)	PRES		0	0	0	0	423,000	0	0	0	0	0
Repair Pavement	AYBAC		0	0	0	0	787,000	0	0	0	0	0

SCHOOL'S 3R PROJECTS

FY2020 Adopted Budget

Education

Project	Location	Funding Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Repair Tracks	AGWMS & RES		0	0	0	0	181,000	0	0	0	0	0
Repair Tracks	KWBES		0	0	0	0	181,000	0	0	0	0	0
Repair Playground & Play Area	RES		0	0	0	0	194,000	0	0	0	0	0
Upgrade CTE Labs	TBD		0	0	0	0	242,000	0	0	0	0	0
Repair Playground & Play Area	GMC		0	0	0	0	98,000	0	0	0	0	0
Repair Library	CES		0	0	0	0	60,000	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	HES	Nutrition Capital Funding	0	0	0	0	139,000	0	0	0	0	0
Replace Roof	AGWMS/GES	Bond Proceeds	0	0	0	0	0	3,155,000	0	0	0	0
Repair Interior Finishes - Phase III	NSHS	Bond Proceeds	0	0	0	0	0	1,872,000	0	0	0	0
Repair Mechanical Systems	AYBAC		0	0	0	0	0	1,091,000	0	0	0	0
Repair Mechanical Systems	WCES		0	0	0	0	0	2,494,000	0	0	0	0
Repair Mechanical Systems - Phase I	SMS		0	0	0	0	0	1,123,000	0	0	0	0
Repair Pavement	HES		0	0	0	0	0	748,000	0	0	0	0
Repair Pavement - (Student Lot)	NSHS		0	0	0	0	0	748,000	0	0	0	0
Repair Exterior Envelope	AGWMS/GES		0	0	0	0	0	625,000	0	0	0	0
Repair Library	HPMS		0	0	0	0	0	62,000	0	0	0	0
Repair Phone, Media Retrieval & PA Systems	FFES		0	0	0	0	0	249,000	0	0	0	0
Replace Fire Alarm System	PRES		0	0	0	0	0	375,000	0	0	0	0
Replace Walk-In Freezer & Refrigerators	HOES	Nutrition Capital Funding	0	0	0	0	0	143,000	0	0	0	0
Repair Mechanical Systems - Phase I	BPHS	Bond Proceeds	0	0	0	0	0	0	2,440,000	0	0	0
Replace Roof	WCES	Bond Proceeds	0	0	0	0	0	0	2,569,000	0	0	0
Install Kitchen A/C	HOES		0	0	0	0	0	0	482,000	0	0	0
Repair Mechanical Systems - Phase II	SMS		0	0	0	0	0	0	2,506,000	0	0	0
Repair Athletic Fields	NSHS		0	0	0	0	0	0	770,000	0	0	0
Repair Electrical System (Complex)	GMC		0	0	0	0	0	0	995,000	0	0	0
Repair Exterior Envelope	HPMS		0	0	0	0	0	0	1,223,000	0	0	0
Repair Exterior Envelope	WES		0	0	0	0	0	0	644,000	0	0	0
Repair Library	ABES		0	0	0	0	0	0	64,000	0	0	0
Repair Phone, Media Retrieval & PA Systems	KWBES		0	0	0	0	0	0	256,000	0	0	0
Repair Playground & Play Area	KWBES		0	0	0	0	0	0	109,000	0	0	0
Repair Playground & Play Area	RRES		0	0	0	0	0	0	109,000	0	0	0
Upgrade CTE Labs	TBD		0	0	0	0	0	0	256,000	0	0	0
Repair Mechanical Systems - Phase II	BPHS	Bond Proceeds	0	0	0	0	0	0	0	2,251,000	0	0
Repair Pavement	DMS	Bond Proceeds	0	0	0	0	0	0	0	992,000	0	0
Repair Interior Finishes	WCES	Bond Proceeds	0	0	0	0	0	0	0	1,785,000	0	0
Construct Bus Parking - Phase II	TBD		0	0	0	0	0	0	0	926,000	0	0
Construct Storage Buildings	DSMS, FFES, TBGMW & KWBES		0	0	0	0	0	0	0	331,000	0	0
Renovate Front Office Suite	NSHS		0	0	0	0	0	0	0	198,000	0	0
Repair Athletic Fields	BPHS		0	0	0	0	0	0	0	663,000	0	0
Repair Athletic Fields	MVHS		0	0	0	0	0	0	0	663,000	0	0
Repair Exterior Envelope	RES		0	0	0	0	0	0	0	663,000	0	0
Repair Exterior Envelope (Doors & Windows)	GMC		0	0	0	0	0	0	0	663,000	0	0
Repair Library	RTMS		0	0	0	0	0	0	0	66,000	0	0
Repair Playground & Play Area	MBES		0	0	0	0	0	0	0	112,000	0	0
Repair Stormwater Management	SHS		0	0	0	0	0	0	0	1,986,000	0	0
Repair Mechanical Systems (AHU, Chiller, Fans)	RRES	Bond Proceeds	0	0	0	0	0	0	0	0	2,319,000	0
Repair Roof (SS-All Areas)	HOES	Bond Proceeds	0	0	0	0	0	0	0	0	2,725,000	0
Install Kitchen A/C	AGWMS/GES		0	0	0	0	0	0	0	0	683,000	0

SCHOOL'S 3R PROJECTS
FY2020 Adopted Budget

Education

Project	Location	Funding Source	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Repair Pavement	CFHS		0	0	0	0	0	0	0	0	1,773,000	0
Construct Exterior Bleachers	DSMS		0	0	0	0	0	0	0	0	410,000	0
Construct Outdoor Classroom	GVES & RRES		0	0	0	0	0	0	0	0	817,000	0
Repair Athletic Fields	CFHS		0	0	0	0	0	0	0	0	683,000	0
Repair Exterior Envelope	HOES		0	0	0	0	0	0	0	0	683,000	0
Repair Playground & Play Area	CES		0	0	0	0	0	0	0	0	115,000	1,615,000
Repair Mechanical Systems - Phase I	RTMS	Bond Proceeds	0	0	0	0	0	0	0	0	0	1,684,000
Repair Interior Finishes	AYBAC	Bond Proceeds	0	0	0	0	0	0	0	0	0	1,754,000
Repair Interior Finishes - Phase I	SMS	Bond Proceeds	0	0	0	0	0	0	0	0	0	703,000
Repair Pavement	KWBES		0	0	0	0	0	0	0	0	0	913,000
Repair Pavement	MBES		0	0	0	0	0	0	0	0	0	1,826,000
Repair Pavement	MVHS		0	0	0	0	0	0	0	0	0	142,000
Construct Outdoor Classroom	SHS		0	0	0	0	0	0	0	0	0	703,000
Repair Athletic Fields	SHS		0	0	0	0	0	0	0	0	0	70,000
Repair Library	DSMS		0	0	0	0	0	0	0	0	0	118,000
Total Yearly Project Cost			12,863,103	11,152,100	13,118,330	10,438,000	10,820,415	12,685,000	12,423,000	11,299,000	10,208,000	9,646,000

Project Revenues	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	4,565,000	5,023,000	5,000,415	5,042,000	5,003,415	5,027,000	5,009,000	5,028,000	5,044,000	5,053,000
Current Revenue - County (Unallocated)	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865	1,445,865
Current Revenue - Schools (Unfunded)	0	0	0	0	0	0	0	0	0	0
Nutrition Capital Funding	120,000	125,000	131,000	135,000	139,000	143,000	0	0	0	0
Total	\$6,130,865	\$6,593,865	\$6,577,280	\$6,622,865	\$6,588,280	\$6,615,865	\$6,454,865	\$6,473,865	\$6,489,865	\$6,498,865

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Debt Service		382,000	802,000	1,220,000	1,642,000	2,061,000	2,482,000	2,901,000	3,322,000	3,744,000
Total	\$0	\$382,000	\$802,000	\$1,220,000	\$1,642,000	\$2,061,000	\$2,482,000	\$2,901,000	\$3,322,000	\$3,744,000

Transportation

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Includes PY Funding)
Stefaniga - Mountain View Road Intersection	\$0	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0	\$1,500,000	\$2,200,000	\$3,700,000
Route 1 - Enon Road Improvements	0	0	1,200,000	0	2,700,000	5,774,932	925,068	0	0	0	0	9,674,932	925,068	\$10,600,000
Belmont - Ferry Farm Trail - Phase 6	815,943	0	1,700,000	0	0	0	0	0	0	0	0	2,515,943	0	\$2,515,943
Berea Church Road (SR-654) Improvements	2,344,000	2,234,781	1,515,575	0	0	0	0	0	0	0	0	6,094,356	0	\$6,094,356
Courthouse Road (SR-630) @ Route 1 Intersection Improvement	5,390,576	3,963,029	8,866,301	0	0	0	0	0	0	0	0	18,219,906	0	\$18,219,906
Route 1 @ Potomac Creek Drive (SR-761)	300,000	500,000	1,000,000	0	0	0	0	0	0	0	0	1,800,000	0	\$1,800,000
Tech Center Drive	0	0	0	0	0	0	0	0	0	25,000	0	0	25,000	\$25,000
Telegraph Rd (SR-637) and Woodstock Ln (SR-639) @ Route 1 Safety Improvements	1,100,000	3,200,000	4,500,000	0	0	0	0	0	0	0	0	8,800,000	0	\$8,800,000
Flatford Road Sidewalk	91,000	39,130	519,870	0	0	0	0	0	0	0	0	650,000	0	\$650,000
Onville Road Sidewalk	186,000	115,000	746,631	0	0	0	0	0	0	0	0	1,047,631	0	\$1,047,631
Wedge Widening/Safety Improvements	0	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	4,562,780	4,562,780	\$9,125,560
Total Expenditures	\$10,227,519	\$10,964,496	\$20,960,933	\$912,556	\$4,212,556	\$7,587,488	\$4,037,624	\$912,556	\$912,556	\$937,556	\$912,556	\$54,865,548	\$7,712,848	\$62,578,396

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Sources (Includes PY Funding)
Current Revenue - County	1,100,000	0	0	0	0	0	0	0	0	0	0	\$1,100,000	\$0	\$1,100,000
Use of Prior Year Fund Balance Transportation	2,534,732	3,213,029	340,000	0	600,000	400,000	0	0	0	25,000	0	7,087,761	25,000	\$7,112,761
Proffers	1,411,347	0	878,486	0	0	0	0	0	0	0	0	2,289,833	0	\$2,289,833
Service District	355,400	1,148,217	1,011,088	0	0	0	0	0	0	0	0	2,514,704	0	\$2,514,704
TAP - Transportation Alternative Program	874,355	123,304	2,373,201	0	0	0	0	0	0	0	0	3,370,860	0	\$3,370,860
CMAQ - Congestion Mitigation and Air Quality	0	154,000	736,799	0	1,671,150	900,000	925,068	0	0	0	0	3,461,949	925,068	\$4,387,017
RSTP - Regional Service Transportation Program	0	0	519,522	0	100,000	314,125	0	0	0	0	0	933,647	0	\$933,647
Smart Scale	300,000	3,546,000	9,785,300	0	0	4,744,336	2,200,000	0	0	0	0	18,375,636	2,200,000	\$20,575,636
Fuel Tax (CROC)	0	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	4,562,780	4,562,780	\$9,125,560
Revenue Sharing	3,651,685	1,867,391	4,099,303	0	0	0	0	0	0	0	0	9,618,378	0	\$9,618,378
Impact Fees	0	0	304,679	0	928,850	316,471	0	0	0	0	0	1,550,000	0	\$1,550,000
Total Revenues	\$10,227,519	\$10,964,496	\$20,960,933	\$912,556	\$4,212,556	\$7,587,488	\$4,037,624	\$912,556	\$912,556	\$937,556	\$912,556	\$54,865,548	\$7,712,848	\$62,578,396

Use of Prior Year Fund Balance General Fund ⁽¹⁾	0	4,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000	5,000,000	\$13,000,000
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⁽¹⁾ FY2021-FY2029 Use of General Fund Prior Year Fund Balance is dependant on Positive Results of Operation (PRO)

Transportation: Stefaniga Road and Mountain View Road Intersection Improvements

Project Code		Project Length	0.5 miles
Project Type	Road Improvements	Cost per Mile	\$7.400 million
Project Status	Planning	Est. Opening Date	May 1, 2029
Total Project Cost	\$3,700,000	Avg. Annual Daily Traffic	7,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The project will realign Stefaniga Road at the intersection with Mountain View Road. This will shift the intersection north to line up with the existing intersection at Lightfoot Drive and convert the intersection into a roundabout.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are at two intersections of Mountain View Road, Stefaniga Road, and Lightfoot Drive.

Relationship to Approved County Policy or Plan:

- The County’s Comprehensive Plan calls for safety improvements along Mountain View Road.
- On March 20, 2018, the Board of Supervisors (BOS) supported the submission of an application to compete for VDOT’s Smart Scale funding program.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Stefaniga Road and Mountain View Road Intersection Improvements

Analysis of Need:

There is a lack of proper sight distance at the intersection of Stefaniga Road and Mountain View Road due to an existing vertical curve on Mountain View Road that makes it difficult to see oncoming traffic. There have been several accidents at this intersection due to this lack of sight distance. This project seeks to improve the safety of this intersection by realigning the Stefaniga Road and Mountain View intersection so that the roadway is directly across from the Lightfoot Drive and Mountain View intersection which is approximately 200' to the north. The realigned intersection will be converted into a roundabout to improve the safety and sight distance, as well as reduce the delays associated with a stop-controlled intersection. A sidewalk around the roundabout and corresponding curb ramps will be constructed and connected to the existing sidewalk along Lightfoot Drive.

Change or Reasons for Review:

- New Smart Scale Project.

Alternative:

- Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	600,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	900,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	2,200,000	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0

Transportation: Stefaniga Road and Mountain View Road Intersection Improvements

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance Transportation	0	0	0	0	600,000	400,000	0	0	0	0	0
Smart Scale	0	0	0	0	0	500,000	2,200,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Route 1 and Enon Road Improvements

Project Code		Project Length	0.63 miles
Project Type	Road Improvements	Cost per Mile	\$16.825 million
Project Status	Planning	Est. Opening Date	November 1, 2026
Total Project Cost	\$10,600,000	Avg. Annual Daily Traffic	6,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

Project will widen approximately 0.63 miles on Enon Road from 0.02 miles west of the intersection with Beaugard Drive to the intersection with Jefferson Davis Highway (RT 1). The project will provide a continuous two-way left turn lane from the intersection with Beaugard Drive to Stafford Indians Lane. An additional left turn lane will be added to RT 1 and additional receiving and departure lanes will be added to Enon Road between RT 1 and Stafford Indians Lane. The intersection with Porter Lane will also be improved to a 90 degree connection to provide sight distance to current standards. It will also add an additional receiving lane to Enon Rd to accommodate dual left turns. Add a dedicated left, through, and right lanes for traffic exiting Enon onto RT 1. A 5' concrete sidewalk will also be provided on both sides of Enon Road.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned at the intersection of RT 1 and Enon Road, and along Enon Road from RT 1 to Beaugard Drive.

Relationship to Approved County Policy or Plan:

- The County’s Comprehensive Plan calls for Enon Road to be improved to a 2-lane upgrade as well as safety improvements along it.
- On March 20, 2018, the Board of Supervisors (BOS) supported the submission of an application to compete for VDOT’s Smart Scale funding program.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Route 1 and Enon Road Improvements

Analysis of Need:

A traffic study was conducted by staff that highlights the current volumes (approximately 11,000 vehicles per day; multiple peak hours exceeding 900 vehicles per hour) traveling on Enon Road between RT 1 and Stafford Indians Lane (main entrance into Stafford High School). Enon Road is currently a two-lane roadway facility which is not designed to handle this high traffic volume.

Change or Reasons for Revisions:

- Resubmitted new Smart Scale application with revised costs based on VDOT estimates.

Alternative:

- Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	1,200,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	2,700,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	5,774,932	925,068	0	0	0	0
Total	0	0	\$1,200,000	0	\$2,700,000	\$5,774,932	\$925,068	0	0	0	0

Transportation: Route 1 and Enon Road Improvements

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance Transportation	0	0	0	0	0	4,558,461	0	0	0	0	0
CMAQ - Congestion Mitigation and Air Quality	0	0	375,799	0	1,671,150	900,000	925,068	0	0	0	0
RSTP - Regional Service Transportation Program	0	0	519,522	0	100,000	0	0	0	0	0	0
Fuel Tax	0	0	0	0	50,000	0	0	0	0	0	0
Impact Fees	0	0	304,679	0	878,850	316,471	0	0	0	0	0
Total	\$0	\$0	\$1,200,000	\$0	\$2,700,000	\$5,774,932	\$925,068	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Belmont: Ferry Farm Trail: Phase 6

Project Code		Project Length	3,500 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$719 per foot
Project Status	Design/Engineering	Estimated Opening Date	December 31, 2021
Total Project Cost	\$2,515,943		
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The project consists of constructing a portion of the Belmont-Ferry Farm Trail. The target segment is Phase 6, which is from the Chatham Bridge to the existing bike lanes on Cool Springs Drive. 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 Transportation Alternatives Program (TAP) grant money through VDOT.

Operating Impact Summary:

Once completed, county staff will have personnel provide upkeep of the trail. Staff will be tasked with keeping the trail free of debris and vegetation, repair of damage to the trail over time, etc.

Location:

Proposed improvements are from Chatham Bridge to Jett Drive/Cool Springs Drive.

Relationship to Approved County Policy or Plan:

- The adopted 2016-2036 Comprehensive Plan supports this project.
- The County’s Bicycle and Pedestrian Plan calls for the development of a safe, comprehensive and connected regional network of on-road and off-road bicycle and pedestrian corridors and related facilities.
- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Transportation: Belmont: Ferry Farm Trail: Phase 6

Analysis of Need:

Constructing this final phase of the trail would connect pedestrians to existing bicycle lanes which currently run along Cool Springs Drive.

Change or Reasons for Revisions:

FY2019: Through lengthy coordination efforts with the George Washington Foundation, staff was directed to change the terminus of the trail to connect to the bike lanes located at Cool Springs Road/Jett Drive and Kings Highway (Route 3). The projected costs will likely be reduced, however, for the purposes of this Capital Improvement Program, the existing cost estimates of this project remain the same.

Alternative:

Trail will end with phase 4 on the downstream side of the Chatham Bridge.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	599,943	0	0	0	0	0	0	0	0	0	0
Property Acquisition	216,000	0	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	\$815,943	\$0	\$1,700,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance Transportation	163,188	0	340,000	0	0	0	0	0	0	0	0
TAP - Transportation Alternative Program	652,755	0	1,360,000	0	0	0	0	0	0	0	0
Total	\$815,943	\$0	\$1,700,000	\$0	\$0	\$0	0	0	0	0	0

Transportation: Belmont: Ferry Farm Trail: Phase 6

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
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	
Total	\$0	\$0	\$93,000	\$62,000	\$64,000	\$65,000	\$67,000	\$69,000	\$71,000	\$71,000

Transportation: Berea Church Road Improvements

Project Code		Project Length	1.28 miles
Project Type	Road Improvements	Cost per Mile	\$4.761 million
Project Status	Property Acquisition	Estimated Opening Date	June 1, 2022
Total Project Cost	\$6,094,356	Avg. Annual Daily Traffic	3,400 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project will reconstruct 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:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned from Truslow Road to Warrenton Road along Berea Church Road.

Relationship to Approved County Policy or Plan:

- The County’s Comprehensive Plan calls for Berea Church Road to be improved to a 2-lane upgrade.
- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Analysis of Need:

To provide needed roadway safety improvements from Warrenton Road to Truslow Road. The project includes vertical profile and horizontal improvements for ride and safety. Drainage will be improved with new roadway ditches, culverts, and storm water management swales.

Transportation: Berea Church Road Improvements

Change or Reasons for Revisions:

FY2020: Project costs increased due to additional Right-of-Way impacts on residential properties (impacted parcels increased from 14 to 22) and increased construction costs associated with inflation. Additional cost was offset by additional funds from the Warrenton Road Service District.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	894,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	1,450,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	2,234,781	1,515,575	0	0	0	0	0	0	0	0
Total	\$2,344,000	\$2,234,781	\$1,515,575	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Proffers	1,087,603	0	0	0	0	0	0	0	0	0	0
Service District	300,000	1,117,391	757,788	0	0	0	0	0	0	0	0
Revenue Sharing	956,397	1,117,391	757,788	0	0	0	0	0	0	0	0
Total	\$2,344,000	\$2,234,781	\$1,515,575	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Courthouse Road and Route 1 Intersection Improvement

Project Code		Project Length	0.65 miles
Project Type	Road Improvements	Cost per Mile	\$19.967 million
Project Status	Property Acquisition	Est. Opening Date	June 1, 2024
Total Project Cost	\$14,884,567	Avg. Annual Daily Traffic	18,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Jefferson Davis Highway (RT 1) and Courthouse Road Intersection Improvement Project will widen approximately 0.65 miles of RT 1 to provide dedicated left-turn lanes onto Courthouse Road and Bells Hill/Hope Road. RT 1 will be improved to a 4-lane, divided roadway with a concrete median separating northbound and southbound traffic. Dedicated left-turn lanes will be added to RT 1 at Courthouse Road and the Bells Hill/Hope Road intersection to improve traffic signal function and reduce intersection delays. Eastbound Courthouse Road will be widened to provide a dedicated left-turn, right-turn, and through lane. Westbound Courthouse Road will be re-striped to provide a dedicated left-turn, right-turn, and through lane. An 8 foot sidewalk will also be installed along both sides of RT 1.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned at the intersection of Courthouse Road and RT 1.

Relationship to Approved County Policy or Plan:

- On September 15, 2015, the Board of Supervisors (BOS) supported the submission of an application to compete for VDOT’s Smart Scale funding program.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Courthouse Road and Route 1 Intersection Improvement

Analysis of Need:

The intersection of Courthouse Road and RT 1 has a “Level of Service” of "F" during peak morning and afternoon traffic periods. Furthermore, RT 1 serves as the primary alternate route for when backups occur on I-95.

Change or Reasons for Revisions:

Project cost has increased due to increase in Right-of-Way acquisition costs (7-Eleven total take) and increase in construction costs associated with inflation. This cost increase has been offset through the addition of proffer funds.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	950,576	0	0	0	0	0	0	0	0	0	0
Property Acquisition	4,440,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,963,029	8,866,301	0	0	0	0	0	0	0	0
Total	\$5,390,576	\$3,963,029	\$8,866,301	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation: Courthouse Road and Route 1 Intersection Improvement

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance Transportation	2,371,544	3,213,029	0	0	0	0	0	0	0	0	0
Proffers	323,744	0	878,486	0	0	0	0	0	0	0	0
Smart Scale	0	0	4,646,300	0	0	0	0	0	0	0	0
Revenue Sharing	2,695,288	750,000	3,341,515	0	0	0	0	0	0	0	0
Total	\$5,390,576	\$3,963,029	\$8,866,301	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Route 1 and Potomac Creek Drive

Project Code		Project Length	0.32 miles
Project Type	Road Improvements	Cost per Mile	\$5.625 million
Project Status	Design/Engineering	Estimated Opening Date	June 1, 2021
Total Project Cost	\$1,800,000	Avg. Annual Daily Traffic	18,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

Minor widening of Jefferson Davis Highway (RT 1) southbound for approximately 1,600 feet to accommodate a dedicated left turn lane onto Potomac Creek Drive. The project will restripe existing and new pavement to maintain two through lanes southbound. The project will mill and overlay existing pavement as part of the project.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned at the intersection of RT 1 and Potomac Creek Drive.

Relationship to Approved County Policy or Plan:

- On September 15, 2015, the Board of Supervisors (BOS) supported the submission of an application to compete for VDOT’s Smart Scale funding program.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Route 1 and Potomac Creek Drive

Analysis of Need:

This project will reduce accidents by adding a 200 foot left turn lane by partially widening RT 1 for approximately 1,600 feet to separate left turn movements from the main southbound through lanes. It will also help provide a steady flow of traffic by maintaining two through lanes; reducing congestion and delays.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	300,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	500,000	1,000,000	0	0	0	0	0	0	0	0
Total	\$300,000	\$500,000	\$1,000,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
CMAQ - Congestion Mitigation and Air Quality	0	154,000	361,000	0	0	0	0	0	0	0	0
Smart Scale	300,000	346,000	639,000	0	0	0	0	0	0	0	0
Total	\$300,000	\$500,000	\$1,000,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation: Technology Center Drive Improvements

Project Code		Project Length	0.5 miles
Project Type	Road Improvements	Cost per Mile	\$5.200 million
Project Status	Planning	Est. Opening Date	June 1, 2029
Total Project Cost	\$2,600,000	Avg. Annual Daily Traffic	0 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

Road construction that will serve the Technology and Research Park within the Quantico Corporate Center which will include improvements to the intersection with Telegraph Road.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned from where Corporate Drive currently terminates to the intersection of Telegraph Road.

Relationship to Approved County Policy or Plan:

- The project promotes economic development opportunities.
- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Analysis of Need:

This is an Economic Development opportunity for the County.

Transportation: Technology Center Drive Improvements

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	0	0	0	0	0	0	25,000	0
Total Project Cost	\$0	\$25,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Use of Prior Year Fund Balance Transportation	0	0	0	0	0	0	0	0	0	25,000	0
Total Project Cost	\$0	\$25,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Telegraph Road, Woodstock Lane, and Route 1 Safety Improvements

Project Code		Project Length	0.57 miles
Project Type	Road Improvements	Cost per Mile	\$15.439 million
Project Status	Design/Engineering	Est. Opening Date	June 1, 2022
Total Project Cost	\$8,800,000	Avg. Annual Daily Traffic	28,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project will consist of performing lane widening at the intersections of Telegraph Road, Woodstock Lane, and Jefferson Davis Highway (RT 1). Some widening will be on RT 1 southbound to provide for a dedicated, slotted left turn lane onto Woodstock Lane by installing raised medians to prevent lefts out from connecting roadways including onto RT 1 southbound from Woodstock Lane. A future traffic signal at this intersection would be optional (cost of signal not included in submitted project estimate). This project will consist of a right turn lane northbound RT 1 onto Woodstock Lane. This project will realign the intersection of Woodstock Lane and RT 1 to accept the left turn movements from southbound RT 1. This project will allow right turns only from Woodstock Lane onto RT 1 northbound. The Guinns Lane connection/entrance directly across this intersection on the southbound side of RT 1 is proposed as a right-in /right-out. At the southern intersection of RT 1 and Telegraph Road, this project will realign Telegraph Road for a better approach to a signalized intersection. A traffic signal will be installed at this location. The project will provide for two dedicated left turn lanes from Telegraph Road onto southbound RT 1 and one dedicated right turn lane onto northbound RT 1. There will be minor widening on RT 1 southbound to accept dual left turns. There will be construction of a northbound right turn lane on RT 1 onto Telegraph Road. Installation of a small raised median on Telegraph Road is to preclude left turns from RT 1 southbound.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are planned at the intersections of Telegraph Road, Woodstock Lane, and RT 1.

Transportation: Telegraph Road, Woodstock Lane, and Route 1 Safety Improvements

Relationship to Approved County Policy or Plan:

- On September 15, 2015, the Board of Supervisors (BOS) supported the submission of an application to compete for VDOT’s Smart Scale funding program.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Analysis of Need:

VDOT prepared an Intersection Safety Study in 2014 for these two intersections which identified the need for improvements. The improvements will reduce accidents along this stretch of RT 1. It will also help provide a steady flow of traffic by maintaining two through lanes reducing congestion and delays.

Change or Reasons for Revisions:

FY2020: The project scope has changed, but the project remains fully funded.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	1,100,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	3,200,000	4,500,000	0	0	0	0	0	0	0	0
Total	\$1,100,000	\$3,200,000	\$4,500,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Current Revenue - County	1,100,000	0	0	0	0	0	0	0	0	0	0
Smart Scale	0	3,200,000	4,500,000	0	0	0	0	0	0	0	0
Total	\$1,100,000	\$3,200,000	\$4,500,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Flatford Road Sidewalk

Project Code		Project Length	1,200 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$542 per foot
Project Status	Planning	Est. Opening Date	June 1, 2022
Total Project Cost	\$650,000		
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

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 will then extend to Walpole Street, with another crosswalk installed on Winding Creek Road to connect with the existing sidewalk.

Operating Impact Summary:

All sidewalk improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are from the terminus of Parkway Boulevard to the terminus of Walpole Street.

Relationship to Approved County Policy or Plan:

- The adopted 2016-2036 Comprehensive Plan supports this project.
- The County’s Bicycle and Pedestrian Plan calls for the development of a safe, comprehensive and connected regional network of on-road and off-road bicycle and pedestrian corridors and related facilities.
- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Transportation: Flatford Road Sidewalk

Analysis of Need:

Constructing this “missing link” will safely connect pedestrians to public facilities including Rodney Thompson Middle School, Park Ridge Elementary School, and John M. Porter Library.

Alternative:

No sidewalk will exist at this location.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	91,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	39,130	519,870	0	0	0	0	0	0	0	0
Total Project Cost	\$91,000	\$39,130	\$519,870	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Service District	18,200	7,826	103,974	0	0	0	0	0	0	0	0
TAP - Transportation Alternative Program	72,800	31,304	415,896	0	0	0	0	0	0	0	0
Total	\$91,000	\$39,130	\$519,870	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Transportation: Onville Road Sidewalk

Project Code		Project Length	1,600 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$655 per foot
Project Status	Design/Engineering	Est. Opening Date	May 1, 2023
Total Project Cost	\$1,047,631		
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The proposed sidewalk will connect existing sidewalks along Onville Road. It will be constructed as a five foot wide, approximately 1,100 linear foot long concrete sidewalk.

Operating Impact Summary:

All sidewalk improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are from Garrison Woods Drive to Worth Avenue.

Relationship to Approved County Policy or Plan:

- The adopted 2016-2036 Comprehensive Plan supports this project.
- The County’s Bicycle and Pedestrian Plan calls for the development of a safe, comprehensive and connected regional network of on-road and off-road bicycle and pedestrian corridors and related facilities.
- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Analysis of Need:

Constructing this "missing link" from Worth Avenue to Garrison Woods Drive will provide for safer pedestrian movement along a busy roadway that is frequently used by pedestrians traveling between their homes and nearby commercial areas along Garrisonville Road.

Transportation: Onville Road Sidewalk

Change or Reasons for Revisions:

FY2020: Initial estimates for the project of \$550,000 have increased due to the additional length of sidewalk, increasing construction costs, and right of way estimates.

Alternative:

No sidewalk will exist at this location.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	186,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	0	115,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	746,631	0	0	0	0	0	0	0	0
Total	\$186,000	\$115,000	\$746,631	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Service District	37,200	23,000	149,326	0	0	0	0	0	0	0	0
TAP - Transportation Alternative Program	148,800	92,000	597,305	0	0	0	0	0	0	0	\$0
Total	\$186,000	\$115,000	\$746,631	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation: Wedge Widening/Safety Improvements

Project Code		Project Length	Varies
Project Type	Road Improvements	Cost per Mile	\$100K
Project Status	Construction	Est. Opening Date	N/A
Total Project Cost	\$912,556	Avg. Annual Daily Traffic	Varies
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project will provide annual funding to VDOT to trench/wedge widen the sub-standard shoulders of existing roadways. Each year, VDOT identifies County roadways in need of maintenance paving and/or resurfacing. In conjunction with the scheduled VDOT maintenance paving, these funds will be utilized by VDOT to widen and pave the roadway shoulders while they are working on re-paving the road. Improvements will include improved roadway surface and widened, paved shoulders.

Operating Impact Summary:

All roadway improvements are done within VDOT right-of-way and therefore the maintenance of this roadway will continue to be VDOT’s responsibility.

Location:

Proposed improvements are at two intersections of Mountain View Road, Stefaniga Road, and Lightfoot Drive.

Relationship to Approved County Policy or Plan:

- Supports the Board of Supervisors Strategic Priority – Responsive Transportation System.

Transportation: Wedge Widening/Safety Improvements

Analysis of Need:

This project will increase the safety of County roadways and reduce vehicle run-offs. The project includes widened and paved shoulders along with a refreshed roadway surface.

Change or Reasons for Review:

FY2020: This is a new initiative to widen the existing shoulders on a variety of roadways in order to increase the safety of the roads and reduce vehicle run-offs. Project costs are estimated at \$100,000 for every lane mile of trench/wedge widening.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556
Total Project Cost	\$0	\$912,556									

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Fuel Tax (CROC)	0	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556
Total	\$0	\$912,556									

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities

Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Water	1,772,200	8,542,000	6,040,000	8,175,000	10,635,000	3,925,200	9,206,800	11,700,000	7,542,000	3,643,000	3,100,000	39,089,400	35,191,800	74,281,200
Waste Water	2,822,000	10,305,500	12,026,860	12,500,800	17,900,700	3,624,600	6,371,800	6,897,100	2,516,000	4,002,000	2,746,000	59,180,460	22,532,900	81,713,360
Other	2,697,000	2,349,200	1,028,700	878,200	977,800	3,015,300	820,500	555,200	1,008,300	585,300	585,000	10,946,200	3,554,300	14,500,500
Total Expenditures	\$7,291,200	\$21,196,700	\$19,095,560	\$21,554,000	\$29,513,500	\$10,565,100	\$16,399,100	\$19,152,300	\$11,066,300	\$8,230,300	\$6,431,000	\$109,216,060	\$61,279,000	\$170,495,060

Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Bond Proceeds	0	0	8,800,000	0	10,440,000	0	0	0	0	0	0	19,240,000	0	19,240,000
Pro Rata	225,000	6,416,750	1,729,500	7,212,500	5,434,500	270,200	1,780,750	620,550	462,000	2,249,000	0	21,288,450	5,112,300	26,400,750
Availabilities	650,000	250,000	250,000	4,219,650	2,676,850	1,245,000	545,000	2,155,000	450,000	500,000	550,000	9,291,500	4,200,000	13,491,500
User Fees	6,416,200	14,529,950	8,316,060	10,121,850	10,962,150	8,779,900	11,673,350	16,376,750	10,154,300	5,481,300	5,881,300	59,126,110	49,567,000	108,693,110
Regional Contribution	0	0	0	0	0	270,000	2,400,000	0	0	0	0	270,000	2,400,000	2,670,000
Total Revenues	\$7,291,200	\$21,196,700	\$19,095,560	\$21,554,000	\$29,513,500	\$10,565,100	\$16,399,100	\$19,152,300	\$11,066,300	\$8,230,300	\$6,431,300	\$109,216,060	\$61,279,300	\$170,495,360

Water Project Expenditures:	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
342-01 24" Main from Olde Forge Drive to Cambridge Street	0	0	0	6,000,000	0	0	0	0	0	0	0	6,000,000	0	6,000,000
342-02 24" Main from Cambridge Street to Cool Springs Road	0	0	0	0	5,000,000	0	0	0	0	0	0	5,000,000	0	5,000,000
342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank	0	300,000	3,060,000	0	0	0	0	0	0	0	0	3,360,000	0	3,360,000
342-15 24" Main from Enon Road Tank to Centerport Parkway	100,000	4,000,000	0	0	0	0	0	0	0	0	0	4,100,000	0	4,100,000
410-300 Construct PRV between 480/410 Zone along Warrenton Road near Sanford Drive	0	81,000	0	0	0	0	0	0	0	0	0	81,000	0	81,000
410-301: Construct PRV between 480/410 Zone along CVA Parkway near Sanford Drive	0	81,000	0	0	0	0	0	0	0	0	0	81,000	0	81,000
433-05 16" Main along Courthouse Road from PS at 433/370 Zone to Rollinswood Lane	0	0	0	0	0	0	0	0	0	793,000	0	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	145,200	1,306,800	0	0	0	0	145,200	1,306,800	1,452,000
472-200 Construct 0.9 MGD pumping station along Mountain View Road near Lightfoot Road	0	0	0	0	0	0	0	0	292,000	0	0	0	292,000	292,000
480-01 Construct 16" main from the existing 16" main at Celebrate VA Tank to the existing 12" main at Jewett Lane and Celebrate Virginia Parkway	0	0	0	0	418,000	0	0	0	0	0	0	418,000	0	418,000
480-02 Construct 16" main to connect existing 12" main at CVA Parkway under US 17 to existing 12" main at Warrenton Road and International Parkway	0	0	0	0	0	535,000	0	0	0	0	0	535,000	0	535,000
Hydrant Valves Replacement Program	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000	650,000	1,500,000	2,150,000
Lake Mooney Additional Modules for Interconnection	0	0	0	0	0	945,000	0	0	0	0	0	945,000	0	945,000
Lake Mooney Permanganate	0	0	350,000	0	0	0	0	5,000,000	4,650,000	0	0	350,000	9,650,000	10,000,000
LMWTP -002 Lake Mooney Thickner Tank and Equipment	0	0	800,000	0	0	0	0	0	0	0	0	800,000	0	800,000
LMWTP-001 Lake Mooney WTP - Install Second Centrifuge	0	700,000	0	0	0	0	0	0	0	0	0	700,000	0	700,000
LMWTP-005 - Lake Mooney WTP Water Treatment Optimization Studies	0	500,000	0	0	0	0	0	0	0	0	0	500,000	0	500,000
LMWTP-007 - Lake Mooney WTP Replace membrane cassettes	0	0	0	0	0	0	1,500,000	0	0	0	0	0	1,500,000	1,500,000
SLWTP-001 Smith Lake WTP - Filter Repairs	0	0	0	0	0	0	300,000	4,350,000	0	0	0	0	4,650,000	4,650,000
SLWTP-002 Smith Lake WTP - Facility Upgrades	0	0	0	400,000	2,700,000	0	0	0	0	0	0	3,100,000	0	3,100,000
SLWTP-003 Smith Lake WTP - Water Treatment optimization Studies	0	100,000	0	0	0	0	0	0	0	0	0	100,000	0	100,000
Redundant Gate Replacement for Abel Lake and Smith Lake	0	80,000	80,000	0	0	0	0	0	0	0	0	160,000	0	160,000
Regional Water Interconnection	0	0	0	0	0	450,000	4,000,000	0	0	0	0	450,000	4,000,000	4,450,000
Smith Lake Pump Station Replacement	0	1,200,000	0	0	0	0	0	0	0	0	0	1,200,000	0	1,200,000

Water Project Expenditures:	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Tank Removal	0	0	100,000	0	0	0	0	0	0	0	0	100,000	0	100,000
Water Distribution Rehab - Neighborhood Systems	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	3,050,000	3,500,000	6,550,000
Water Distribution Rehab - Small Water Projects	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	1,572,200	2,250,000	3,822,200
Water Distribution Rehab - Transmission Lines Replacement	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	3,050,000	3,500,000	6,550,000
310-10 Construct 24" main from I-95 to 12" main along Jefferson Davis Highway near Sunnyside Drive	0	0	0	175,000	917,000	0	0	0	0	0	0	1,092,000	0	1,092,000
Water Extension Projects	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	1,550,000	2,250,000	3,800,000
Total	\$1,772,200	\$8,542,000	\$6,040,000	\$8,175,000	\$10,635,000	\$3,925,200	\$9,206,800	\$11,700,000	\$7,542,000	\$3,643,000	\$3,100,000	\$39,089,400	\$35,191,800	\$74,281,200

Utilities: Water Main Installation: Olde Forge Drive to Cambridge Street

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Mid 2023
Total Project Cost	\$6,000,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	8,200'
Total Debt Service		Construction Cost per LF.	\$730
Full Year Operating Impact			

Project Description:

This project (342-01) involves design and construction of a 24” water main from Olde Forge Drive to Cambridge Street.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from Old Forge Drive through undeveloped property passing near Belmont; then connects with existing water distribution lines near Cambridge Street.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

This transmission main is necessary to convey water to the southeastern portion of the 342 Pressure Zone as water demands increase through the planning period.

Utilities: Water Main Installation: Olde Forge Drive to Cambridge Street

Change or Reasons for Revisions:

This project has been reconfigured to better reflect the intent and content of the Adopted 2018 Water and Sewer Master Plan.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	6,000,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	6,000,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Main Installation: Cambridge Street to Cool Springs Road

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Mid 2024
Total Project Cost	\$5,000,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	7,100'
Total Debt Service		Construction Cost per LF.	\$700
Full Year Operating Impact			

Project Description:

This project (342-02) involves design and construction of a 24” water main from Cambridge Street to Cools Springs Road.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from Cambridge Street along the Rappahannock River, through St. Claire Brooks Park to Cool Springs Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

This transmission main is necessary to convey water to the southeastern portion of the 342 Pressure Zone as water demands increase through the planning period.

Utilities: Water Main Installation: Cambridge Street to Cool Springs Road

Change or Reasons for Revisions:

This project has been reconfigured to better reflect the intent and content of the Adopted 2018 Water and Sewer Master Plan.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	0	5,000,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	5,000,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Installation: Truslow Road to Enon Road

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$3,360,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	8,400'
Total Debt Service		Construction Cost per LF.	\$400
Full Year Operating Impact			

Project Description:

This project (342-06) involves design and construction of a 24” main from Truslow Road /I-95 to the Enon Road Water Storage Tank.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from the northern end of Truslow/I-95 and either along Truslow Road or through undeveloped land to the Enon Road Water Storage Tank (342-101).

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Water Main Installation: Truslow Road to Enon Road

Analysis of Need:

The purpose of the project is to convey flows from the 30” main connecting Lake Mooney WTP to the northern 342 Pressure Zone. This project is in conjunction with the Enon Road Elevated Water Storage Tank (342-101) and will serve the 342 Pressure Zone and the expected/desired growth in the Centerport/Airport Area.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	300,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,060,000	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Total Project Cost	\$0	\$300,000	\$3,060,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	150,000	1,530,000	0	0	0	0	0	0	0	0
User Fees	0	150,000	1,530,000	0	0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$300,000	\$3,060,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Installation: Enon Road Tank to Centerport Parkway

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$4,100,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	8,800'
Total Debt Service		Construction Cost per LF.	\$466
Full Year Operating Impact			

Project Description:

This project (342-15) involves design and construction of a 24 inch main from the Enon Road Water Storage Tank to Centerport Parkway.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from the Enon Road Elevated Water Storage Tank, along Hulls Chapel Road, then along the Morewood Lane, through Lake Estates to Mountain View Road/Centerport Parkway.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Water Main Installation: Enon Road Tank to Centerport Parkway

Analysis of Need:

This transmission main is necessary to convey water to the northern portion of the 342 Pressure Zone as water demands increase through the planning period. This transmission main will serve the pressure zone as well as convey emergency water needed in the northern part of the County in the event of system failures. This transmission main is also critical for the expected and desired growth in the Centerport/Airport Area.

Change or Reasons for Revisions:

This project was changed from 342-15, 16 to 342-15 as the Adopted Water and Sewer Master Plan combined them into one project to be called 342-15.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	100,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	4,000,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$100,000	\$4,000,00	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	100,000	4,000,000	0	0	0	0	0	0	0	0	0
Total	\$100,000	\$4,000,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Debt Service	0	0	0	0	0	0	0	0	0	0
Total	\$0									

Utilities: PRV Construction: Warrenton Road and South Gateway Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2019
Total Project Cost	\$81,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (410-300) includes the installation of a pressure reducing valve (PRV).

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The valve will be installed on an existing 12 inch main at Warrenton Road and South Gateway Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan and is part of the Board of Supervisors (BOS) proposed Healthy Growth priority.

Utilities: PRV Construction: Warrenton Road and South Gateway Drive

Analysis of Need:

This pressure reducing valve will be the northern boundary for the 410 Pressure Zone. This pressure zone is being expanded to reduce residual pressures in the southeastern quadrant of the I-95 and Warrenton Road interchange. The elevations in this area are at a lower elevation than the general elevation of the 480 Pressure Zone.

Alternative:

If the pressure reducing valve is not installed, customers and our local system will continue to have high pressure issues.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	81,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$81,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	81,000	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$81,000	\$0									

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: PRV Construction: Celebrate Virginia Parkway and Sanford Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2019
Total Project Cost	\$81,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (410-301) includes the installation of a pressure reducing valve (PRV).

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The valve will be installed on an existing 12 inch main at the intersection of Celebrate Virginia Parkway and Sanford Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: PRV Construction: Celebrate Virginia Parkway and Sanford Drive

Analysis of Need:

This pressure reducing valve will be in the western boundary for the 410 Pressure Zone. This pressure zone is being expanded to reduce residual pressures in the southeastern quadrant of the I-95 and Warrenton Road interchange. The elevations in this area are at a lower elevation than the general elevation of the 480 Pressure Zone.

Alternative:

If the pressure reducing valve is not installed, customers and our local system will continue to have high pressure issues.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	81,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$81,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2028	FY2029
User Fees	0	81,000	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$81,000	\$0									

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Construction: Courthouse Road and Rollinswood Lane

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2029
Total Project Cost	\$793,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	2,720'
Total Debt Service		Construction Cost per LF.	\$292
Full Year Operating Impact			

Project Description:

This project (433-05) includes design and construction of a 16 inch water main along Courthouse Road from the pump station located at the 433/370N Zone boundary to Rollinswood Lane.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Courthouse Road from the pump station located at the 433/370 Pressure Zone Boundary and connecting to an existing 12 inch water main at Rollinswood Lane.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Water Main Construction: Courthouse Road and Rollinswood Lane

Analysis of Need:

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).

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	0	0	0	135,000	0
Construction / Project	0	0	0	0	0	0	0	0	0	658,000	0
Total Project Cost	\$0	\$793,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	0	0	0	0	793,000	0
Total Project Cost	\$0	\$793,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Tank Construction: Garrisonville Road

Project Description:

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$1,452,000	Student Capacity	
Functional Area	Utilities	Volume of Tank	500,000 Gal
Total Debt Service		Construction Cost per Gallon	\$2.90
Full Year Operating Impact			

This project (472-100) includes design and construction of a 500,000 gallon elevated water storage tank.

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Garrisonville Road in the area of Ripley Lane.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan

Analysis of Need:

This tank will provide water storage to the northern portion of the 472 Pressure Zone.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Utilities: Water Tank Construction: Garrisonville Road

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	145,200	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	1,306,800	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$145,200	\$1,306,800	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	145,200	1,306,800	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$145,200	\$1,306,800	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Pump Station Construction: Mountain View Road

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2027
Total Project Cost	\$292,000	Student Capacity	
Functional Area	Utilities	Volume of Pumping Station	0.9 MGD
Total Debt Service		Construction Cost per MGD	\$325,000
Full Year Operating Impact			

Project Description:

This project (472-200) includes the design and construction of a 0.9 million gallons a day (MGD) water booster pump station.

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Mountain View Road in the area of Lightfoot Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Pump Station Construction: Mountain View Road

Analysis of Need:

This booster pump station will provide water into elevated storage areas in the northern portion of the 472 Pressure Zone. This is needed as demand rises in the pressure zone.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	0	0	30,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	262,000	0	0
Total Project Cost	\$0	\$292,000	\$0	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	0	0	0	292,000	0	0
Total	\$0	\$292,000	\$0	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Construction: Celebrate Virginia Tank to Jewett Lane

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$418,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	600'
Total Debt Service		Construction Cost per LF.	\$697
Full Year Operating Impact			

Project Description:

This project (480-01) includes the design and construction of 600 feet of a 16 inch water main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from an existing 16 inch water main at Celebrate Virginia Water Storage Tank along Jewett Lane to an existing 12 inch water main at Celebrate Virginia Parkway.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

This water line will provide additional flow and pressure as demands along Warrenton Road increases.

Utilities: Water Main Construction: Celebrate Virginia Tank to Jewett Lane

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	0	418,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	418,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Construction: Celebrate Virginia Parkway and Warrenton Road to International Parkway

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$535,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	500'
Total Debt Service		Construction Cost per LF.	\$1,070
Full Year Operating Impact			

Project Description:

This project (480-02) includes the design and construction of 500 feet of a 16 inch water main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed from an existing 12 inch main at Celebrate Virginia Parkway and Warrenton Road, under Warrenton Road, and connect to an existing 12 inch main at International Parkway.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Water Main Construction: Celebrate Virginia Parkway and Warrenton Road to International Parkway

Analysis of Need:

This water line will provide additional flow and pressure as demands along Warrenton Road increases.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	0	0	535,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$535,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	535,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$535,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Fire Hydrant and Valve Replacement Program

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$100,000	Student Capacity	
Functional Area	Utilities	Number of FH's/Valves	Varies
Total Debt Service		Construction Cost per Unit	Varies
Full Year Operating Impact			

Project Description:

This project includes the programmatic replacement of defective, obsolete, and failing fire hydrants and in-line valves in the general distribution system.

Operating Impact Summary:

The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

The project focuses on fire hydrants and in-line valves in the general distribution system.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisors proposed Healthy Growth priority.

Utilities: Fire Hydrant and Valve Replacement Program

Analysis of Need:

This annual program is dedicated to identifying and replacing defective, obsolete, and failing fire hydrants and in-line valves. These items are critical in the overall operation of the system and are used often for a variety of operational needs. When these items are needed and it is not known that they are non-functioning, it burdens the Field Crews during emergencies to resort to alternative plans on very short notice. Fire hydrants are critical for fire suppression and valves are most critical for isolating sections of pipe to be replaced in the event of a break. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

Non-functioning valves and fire hydrants will remain a part of the system.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000
Total Project Cost	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	100,000	100,000	100,000	100,000	100,000	150,000	200,000	250,000	300,000	350,000	400,000
Total	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$350,000	\$400,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Lake Mooney: Additional Modules for Interconnection

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$945,000	Student Capacity	
Functional Area	Utilities	Number of Modules	5 MGD
Total Debt Service		Construction Cost per Mod.	\$189,000
Full Year Operating Impact			

Project Description:

This project includes purchase and installation of five million gallons a day (MGD) of additional water treatment modules at the Lake Mooney Water Treatment Facility.

Operating Impact Summary:

These modules have minimal operating costs. The modules have a useful life of approximately ten years. The replacement costs will be factored into the appropriate yearly budget cycle or will be included in future Capital Improvement Programs.

Location:

Lake Mooney Water Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program.

Utilities: Lake Mooney: Additional Modules for Interconnection

Analysis of Need:

These modules will provide water treatment capacity at the Lake Mooney Water Treatment Facility as part of the Regional Water Interconnection between Stafford County, Spotsylvania County, and the City of Fredericksburg.

Alternative:

There will continue to be no regional interconnection.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Contingency	0	0	0	0	0	945,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$945,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	0	0	0	0	0	945,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$945,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Lake Mooney: Permanganate

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$1,452,000	Student Capacity	
Functional Area	Utilities	Volume of Tank	500,000 Gal
Total Debt Service		Construction Cost per Gallon	\$2.90
Full Year Operating Impact			

Project Description:

This project consists of the installation of a manganese removal system in addition to the permanganate contact process currently in place at the Lake Mooney Water Treatment Facility.

Operating Impact Summary:

This project has minimal operating costs such as electricity, periodic maintenance, and chemicals. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed at the Lake Mooney Water Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Lake Mooney: Permanganate

Analysis of Need:

This additional 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 occurring element and is currently removed in the water treatment process, but due to the amount, additional treatment capacity is necessary. This process study and equipment cost is a place-holder and will allow the installation upon complete analysis and recommendations by the consulting engineers and staff.

Alternative:

The Lake Mooney Water Treatment Facility will not have the ability to efficiently treat spiked levels of manganese.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	350,000	0	0	0	0	5,000,000	4,650,000	0	0
Total Project Cost	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$5,000,000	\$4,650,000	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	350,000	0	0	0	0	5,000,000	4,650,00	0	0
Total	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$5,000,000	\$4,650,00	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Installation: Lake Mooney Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$800,000	Student Capacity	
Functional Area	Utilities	Volume of Tank	235,000 Gal
Total Debt Service		Construction Cost per Gallon	\$3.40
Full Year Operating Impact			

Project Description:

This project (LMWTP-002) includes the design and construction of a 235,000 gallon sludge thickener storage tank.

Operating Impact Summary:

This project has minimal operating costs. This second thickener will not increase operating costs as both centrifuges will not be operated at the same time.

Location:

The project will be constructed at the Lake Mooney Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

This additional sludge thickener tank will provide the ability for maintenance on the primary sludge thickener tank and equipment. During the initial design of the Lake Mooney Water Treatment Plant, a value engineering exercise eliminated the second sludge thickener tank. This decision was based on adding the additional tank within 5 to 10 years after the facility begins to operate.

Utilities: Installation: Lake Mooney Water Treatment Plant

Alternative:

If the single thickener is taken offline for maintenance, the plant will have to be shut down. The Lake Mooney Water Treatment Plant is a 24-hour facility and taking the plant off line is risky.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2028
Construction/Project	0	0	800,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$800,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	785,140	0	0	0	0	0	0	0	0
User Fees	0	0	14,860	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$800,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$66,000	\$66,000	\$66,000	\$0	\$0	\$0	\$0	\$0

Utilities: Installation: Lake Mooney Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2021
Total Project Cost	\$700,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LMWTP-001) consists of installation of a second centrifuge. This will allow the existing centrifuge to be taken off-line for maintenance.

Operating Impact Summary:

This project has minimal operating costs. This second centrifuge will not increase operating costs as both centrifuges will not be operated at the same time.

Location:

This work is located at the Lake Mooney Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board Of Supervisors proposed “Healthy Growth” priority.

Analysis of Need:

As the Lake Mooney Water Treatment Facility ages, certain elements will begin to require more and more maintenance. As an initial cost savings measure, only one centrifuge was installed. Now that the existing centrifuge will begin to require maintenance, a second centrifuge is necessary when the other is taken offline.

Utilities: Installation: Lake Mooney Water Treatment Plant

Alternative:

If the single centrifuge is taken offline for maintenance, the plant will have to be shut down. The Lake Mooney Water Treatment Facility is a 24-hour facility and taking the plant off line is inefficient.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2028
Construction/Project	0	700,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$700,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	700,000	0	0		0	0	0	0	0	0
Total	\$0	\$700,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Lake Mooney Water Treatment Plant Optimization Studies

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2021
Total Project Cost	\$500,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LMWTP-005) will assess how the Utilities Division can address challenges related to drinking water constituents such as Disinfection by-products, Manganese, and Algal Toxins. The plant is currently performing above regulatory requirements.

Operating Impact Summary:

This project has no direct operational costs.

Location:

This work is located at the Lake Mooney Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board Of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

The Utilities Division anticipates that the United States Environmental Protection Agency (USEPA) will continue to enact more stringent standards and regulations governing drinking water quality. While the County’s drinking water meets all current requirements of the Safe Drinking Water Act (SDWA), this project will assess how the Department Of Utilities can address challenges related to these drinking water constituents.

Utilities: Lake Mooney Water Treatment Plant Optimization Studies

Alternative:

There will be no pro-active treatment studies to ensure Stafford County is keeping up with regulatory trends.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	500,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$500,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	500,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$500,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Cartridge Replacement: Lake Mooney Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2025
Total Project Cost	\$1,500,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LMWTP-007) consists of replacing the membrane cartridges at 10 years of operation.

Operating Impact Summary:

This project has periodic (approximately 10 years) replacement costs.

Location:

This work is located at the Lake Mooney Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board Of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

Lake Mooney Water Treatment Plant went into operation in December 2014. The membrane cartridges which are a key part of the filtration process have an expected useful life of about 10 years. The Utilities Division has therefore programmed the replacement of the existing membrane cassettes when they reach 10 years of operation.

Utilities: Cartridge Replacement: Lake Mooney Water Treatment Plant

Alternative:

The existing membrane cartridges will exceed their use-full life and fail.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,00	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Filter Repairs: Smith Lake Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2026
Total Project Cost	\$4,650,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (SLWTP-001) consists of replacing the existing eight filters.

Operating Impact Summary:

This project will replace existing filters and will not add any operational costs.

Location:

This work is located at the Smith Lake Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

Smith Lake Water Treatment Plant has experienced failures in the existing filter underdrains. The failures have been investigated and it has been determined that the filters must be repaired in order to maintain rated plant capacity and to achieve water quality objectives.

Utilities: Filter Repairs: Smith Lake Water Treatment Plant

Change or Reasons for Revisions:

This project was previously projected to occur in FY 18 or FY19. It was determined by careful analysis that only the filter media materials need replacement.

Alternative:

If filters need replacement and it is not performed, the water treatment plant will fail to meet demand.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	300,000	0	0	0	0
Construction/Project	0	0	0	0	0	0	0	4,350,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$4,350,000	\$0	\$0	\$0

Project Revenues	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	300,000	4,350,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$300,000	\$4,350,000	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Facility Upgrades: Smith Lake Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2023
Total Project Cost	\$3,100,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (SLWTP-002) may consist of upgrading or replacing electrical motor controls, instrumentation, clarification, structural facilities, and the finished water pumps.

Operating Impact Summary:

This project will not increase operational costs. These replacements will be in-kind and likely create a more efficient operation.

Location:

This work is located at the Smith Lake Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: Facility Upgrades: Smith Lake Water Treatment Plant

Analysis of Need:

In addition to planning for more treatment capacity and excellent water quality, the Utilities Division is also committed to meeting its customer’s expectations for a high level of reliability. With aging assets, Smith Lake Water Treatment Plant is now approaching 30 years of reliable operations. Most mechanical and electrical components have useful lifetimes of 15 to 30 years. The Utilities Division expects the need for reinvestment into critical equipment at Smith Lake Water Treatment Plant to increase in the future. A detailed condition assessment is being performed to define and schedule renovations. Until that assessment is completed, this project assumes the need of upgrade or replacement of several systems.

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the water treatment plant may fail to meet demand.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	400,000	0	0	0	0	0	0	0
Construction/Project	0	0	0	0	2,700,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$400,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	400,000	2,700,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$400,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Optimization Studies: Smith Lake Water Treatment Plant

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2020
Total Project Cost	\$100,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (SLWTP-003) will assess how the Utilities Division can address challenges related to drinking water constituents such as Disinfection by-products, Manganese, and Algal Toxins. The plant is currently performing above regulatory requirements.

Operating Impact Summary:

This project has no direct operational costs.

Location:

This work is located at the Smith Lake Water Treatment Plant.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

The Utilities Division anticipates that the United States Environmental Protection Agency (USEPA) will continue to enact more stringent standards and regulations governing drinking water quality. While the County’s drinking water meets all current requirements of the Safe Drinking Water Act (SDWA), this project would assess how the Department of Utilities (DOU) can address challenges related to these drinking water constituents.

Utilities: Optimization Studies: Smith Lake Water Treatment Plant

Alternative:

There will be no pro-active treatment studies to ensure Stafford County is keeping up with regulatory trends.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	100,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	100,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$100,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Abel and Smith Lakes: Gate Replacements and Installations

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2019
Total Project Cost	\$300,000	Student Capacity	
Functional Area	Utilities	Number of Gates	4
Total Debt Service		Construction Cost per Gate	\$75,000
Full Year Operating Impact			

Project Description:

This project includes the design and construction of two replacement spillway sluice gates and two additional redundant sluice gates on the emergency spillways at Abel and Smith Lakes.

Operating Impact Summary:

These gates are exercised periodically, but have no direct operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

These gates will be installed on the emergency spillways at Abel and Smith Lakes.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Plan.

Utilities: Abel and Smith Lakes: Gate Replacements and Installations

Analysis of Need:

The original existing sluice gates, two at both emergency spillways have reached their useful lives. Both gates have been submerged in the water for more than 40 years and 30 years. They are not dependable on being used for lowering the lake level for dam repairs or preemptive flooding control. In addition to replacing the existing gates, a redundant gate will be installed at both emergency spillways in the event the primary gates are actuated and will not close.

Change or Reasons for Revisions:

In the FY19 Capital Improvement Program, only the redundant gates were planned. After additional inspections and risk evaluation, redundant gates will be installed for reliability. The cost increase is primarily attributed to the cost of replacing the existing gates, which are both in 70' of water and require specialty underwater construction crews for installation.

Alternative:

The spillway at Abel Lake will continue to have a non-functioning primary release gate and Smith Lake will continue to have a tenuous release gate system.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	80,000	80,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$80,000	\$80,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	80,000	80,000	0	0	0	0	0	0	0	0
Total	\$0	\$80,000	\$80,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Regional Water Interconnection

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$4,450,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	7,500'
Total Debt Service		Construction Cost per LF.	\$593
Full Year Operating Impact			

Project Description:

This project is a construction of a 24” water transmission pipeline between Stafford County and Spotsylvania County (provides water to City of Fredericksburg).

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will be constructed between the end of Greenbank Road in Stafford County and near the Motts Run Water Treatment Facility in Spotsylvania County.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program. This interconnection embodies the Board of Supervisors proposed Healthy Growth priority as it pertains to public safety. Water is important to the public health of the citizens both for drinking and fire protection. The funding of this project in the Capital Improvement Program is based on a Study Agreement with Spotsylvania County and City of Fredericksburg and is shared 40/40/20. This project will need a formal agreement prior to moving forward.

Utilities: Regional Water Interconnection

Analysis of Need:

These regional partners have long worked to create an interconnection for water transmission. This project is proposed to address that need.

Alternative:

There will continue to be no regional water interconnection.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	450,000	4,000,000	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$450,000	\$4,000,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	180,000	1,600,000	0	0	0	0
Regional Contributions	0	0	0	0	0	270,000	2,400,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$450,000	\$4,000,000	\$0	\$0	\$0	

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Replacement: Smith Lake Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2021
Total Project Cost	\$1,200,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes the complete replacement of most of the functional systems of the Smith Lake Pump Station. This pump station pumps finished water from the Smith Lake Water Storage Tank into the distribution system.

Operating Impact Summary:

This project does not have any direct operational costs. It replaces existing operational costs.

Location:

The project will be constructed at the Smith Lake Pump Station.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program. It is part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

This project is required to repair/replace/rehabilitate an integral part of the water distribution system.

Utilities: Replacement: Smith Lake Pump Station

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	1,200,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,200,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	1,200,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$1,200,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Storage Tank Removal

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$100,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes the removal of the Cranes Corner and Bandy elevated water storage tanks. These two tanks are multi-legged 500,000 gallon tanks. These tanks will require more than \$100,000 to remove. However, the cost of removal is offset by the value of the steel that the contractor will recover for salvage.

Operating Impact Summary:

This project has no operating costs and reduces the cost of overall maintenance for the system.

Location:

The Cranes Corner tank is located just east of Stafford High School, near the football field. The Bandy tank is located on Warrenton Road, across from Old Forge Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan and the Adopted General Water and Sewer Improvement Program.

Utilities: Water Storage Tank Removal

Analysis of Need:

The removal of these tanks will provide more efficiency in the water supply and storage system as they are being replaced with the new Enon Road two million gallon Elevated Water Storage Tank (342-101). These tanks require constant maintenance and more costly maintenance based the tank type.

Alternative:

The tanks will continue to stand and receive no maintenance.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	100,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$100,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	100,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$100,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Distribution System Rehabilitation: Neighborhood Systems

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Student Capacity	
Functional Area	Utilities	Funding per Year	\$500,000
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes rehabilitation of various distribution lines throughout neighborhoods in the County.

Operating Impact Summary:

The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

The locations of these replacement projects are located on distribution lines throughout neighborhoods in the County.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Water Distribution System Rehabilitation: Neighborhood Systems

Analysis of Need:

These projects are typically located in older neighborhoods that consist of pipes made from cast iron, galvanized steel, clay, asbestos concrete, or thin-walled PVC. The goal and intent of this replacement work is to eventually replace all of these types of pipes where they exist in any neighborhood. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There will be no dedicated replacement program for these pipelines. They will continue to merely be repaired when broken, causing substantial dedication of resources.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Distribution System Rehabilitation: Small Water Projects

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$322,000	Student Capacity	
Functional Area	Utilities	Funding per Year (initial)	\$322,200
Total Debt Service			
Full Year Operating Impact			

Project Description:

This includes small rehabilitation projects for various distribution lines throughout the County to solve operational issues such as looping, pipe size increases, conflict resolution, and elimination of deteriorated pipe. These projects are of short distance and isolated.

Operating Impact Summary:

This project does not have any stand-alone operating costs.

Location:

The locations of these replacement projects are located on distribution lines throughout the entire distribution system in the County.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program that embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Water Distribution System Rehabilitation: Small Water Projects

Analysis of Need:

These projects are typically located on older pipelines that consist of cast iron, galvanized steel, clay, asbestos concrete, or thin-walled PVC. Additionally, these projects exist in areas of infill development and are a result of the creation of dead-end lines or conflicts resulting from the cumulative expansion of the system. The goal and intent of this replacement work is to eventually address all of these types of situations to enable the system to operate more efficiently. The proposed FY20-24 Capital Improvement Program shows periodic increases of funding in addition to the yearly escalation factor as feasible. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There will be no dedicated replacement program for these pipelines. They will continue to merely be repaired when broken, causing substantial dedication of resources.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total Project Cost	\$322,200	\$150,000	\$300,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	322,200	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total	\$322,200	\$150,000	\$300,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Distribution System Rehabilitation: Transmission Lines Replacement

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Student Capacity	
Functional Area	Utilities	Funding per Year (initial)	\$500,000
Total Debt Service			
Full Year Operating Impact			

Project Description:

This includes rehabilitation and replacement projects for various transmission lines throughout the County to solve operational issues such as looping, pipe size increases, conflict resolution, and elimination of deteriorated pipe. These projects are of short distance and isolated.

Operating Impact Summary:

This project does not have any stand-alone operating costs.

Location:

The locations of these replacement projects are located on transmission lines throughout the entire distribution system in the County.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Water Distribution System Rehabilitation: Transmission Lines Replacement

Analysis of Need:

These projects are typically located on sections of transmission lines that have problem areas due to break repairs, head loss due to directional changes, deterioration, exposure to, or other impacts from nature. The goal and intent of this replacement work is to eventually address all of these types of situations which will enable the system to operate more efficiently. The proposed FY20-24 Capital Improvement Program shows periodic increases of funding in addition to the yearly escalation factor as feasible. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There will be no dedicated replacement program for these pipelines. They will continue to merely be repaired when broken, causing substantial dedication of resources.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Main Installation: Route 1 and Sunnyside Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	
Total Project Cost	\$1,092,000	Student Capacity	
Functional Area	Utilities	Length of Pipeline	2,120
Total Debt Service		Construction Cost per LF.	\$697
Full Year Operating Impact			

Project Description:

This project (310-10) includes design and construction of a 24” water main from I-95 to the 12” water main along Jefferson Davis Highway (RT 1) near Sunnyside Drive (2,120 feet).

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

From I-95 to the 12-inch main along Jefferson Davis Highway near Sunnyside Drive (2,120 feet)

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of this project is to increase transmission capacity from Smith Lake WTP to the 12-inch mains along Jefferson Davis Highway to improve flows to customers along the Jefferson Davis Highway corridor.

Utilities: Water Main Installation: Route 1 and Sunnyside Drive

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	175,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	917,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$175,000	\$917,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	175,000	917,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$175,000	\$917,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Water Extension Projects

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$250,000	Student Capacity	
Functional Area	Utilities	Funding per Year	\$250,000
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes design and construction of water extension projects throughout the County. These projects are not Master Plan, General Water & Sewer Improvement Program, or 3R. These projects are created for citizens and/or groups of citizens whom apply for connections to the water distribution system and the properties are located more than 300’ away from the County’s infrastructure.

Operating Impact Summary:

The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

These projects vary in location and are infrequent.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Water Extension Projects

Analysis of Need:

These projects are created from the County’s Water and Sewer Extension Policy. Funding is appropriated each year as a placeholder in the event a project application is granted approval for design and construction. Each project differs in size, scope, and does not occur every year. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There will be no dedicated funding for water extension projects.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2028
Construction / Project	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total Project Cost	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Wastewater Expenditures:	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
A-115 - Aquia @ Bridge Force Main	150,000	1,050,000	-	-	-	-	-	-	-	-	-	1,200,000	-	1,200,000
A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station	-	-	-	139,300	1,253,700	-	-	-	-	-	-	1,393,000	-	1,393,000
A-205 - Expand Upper Accokeek Pump Station	-	-	-	-	-	-	-	-	170,000	1,456,000	-	-	1,626,000	1,626,000
A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station	-	-	-	-	55,500	499,500	-	-	-	-	-	555,000	-	555,000
A-40 - Aquia Drive 8" Gravity Line, Delaware Dr. to Vessel Dr.	60,000	470,000	-	-	-	-	-	-	-	-	-	530,000	-	530,000
A-47 - Aquia Harbour 15" Gravity Line at Voyage Drive	40,000	300,000	-	-	-	-	-	-	-	-	-	340,000	-	340,000
A-51 - Coal Landing 15" Main, Greenridge Drive to US1	40,000	410,000	-	-	-	-	-	-	-	-	-	450,000	-	450,000
AWWTF-002 - Aquia WWTF General Upgrades - Concrete repair, Headworks, Power Distribution	380,000	1,520,000	-	-	-	-	-	-	-	-	-	1,900,000	-	1,900,000
AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion	-	-	-	200,000	1,800,000	-	-	-	-	-	-	2,000,000	-	2,000,000
AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous	-	-	-	-	-	-	390,000	3,510,000	-	-	-	-	3,900,000	3,900,000
Gravity Lines & Interceptor Maintenance	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	3,050,000	3,500,000	6,550,000
Infiltration & Inflow Maintenance	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	1,550,000	2,250,000	3,800,000
LFR-120 - Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM	250,000	3,643,000	-	-	-	-	-	-	-	-	-	3,893,000	-	3,893,000
LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station	-	-	264,000	2,376,000	-	-	-	-	-	-	-	2,640,000	-	2,640,000
LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road	-	206,300	1,856,700	-	-	-	-	-	-	-	-	2,063,000	-	2,063,000
LFR-204 - Expand future Celebrate Virginia Pump Station	-	-	-	-	-	45,000	405,000	-	-	-	-	45,000	405,000	450,000
LFR-209 - Replace Falls Run Pump Station	-	684,200	6,158,160	-	-	-	-	-	-	-	-	6,842,360	-	6,842,360
LFR-217 - Expand Stafford Place Pump Station	-	-	-	-	-	80,000	-	-	-	-	-	80,000	-	80,000
LFR-228 - Expand Ingleside Pump Station	-	-	-	-	214,000	-	-	-	-	-	-	214,000	-	214,000
LFR-3 - Falls Run Interceptor, Phase 2	400,000	-	-	3,700,000	-	-	-	-	-	-	-	4,100,000	-	4,100,000
LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station	-	-	-	-	-	118,100	1,062,900	-	-	-	-	118,100	1,062,900	1,181,000
LFR-31 - LFR-31 Replace 15" with 21" gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court	-	-	-	217,000	2,246,000	-	-	-	-	-	-	2,463,000	-	2,463,000
LFR-51 - Construct 10" Line to serve future Central PDA Growth	-	-	-	24,500	220,500	-	-	-	-	-	-	245,000	-	245,000
LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street	-	-	135,000	-	-	-	-	-	-	-	-	135,000	-	135,000
LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive	-	-	-	-	-	-	137,900	1,241,100	-	-	-	-	1,379,000	1,379,000
LFR-226 Expand Potomac Creek Pump Station	-	-	-	-	125,000	866,000	-	-	-	-	-	991,000	-	991,000
Little Falls Run Wastewater Treatment Facility - Filter Replacement	-	250,000	-	-	-	-	-	-	-	-	-	250,000	-	250,000
LWWTF-002 - Little Falls Run WWTF General Upgrades - Concrete Repair, Headworks, UV	-	260,000	1,740,000	-	-	-	-	-	-	-	-	2,000,000	-	2,000,000
LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade	-	-	350,000	3,150,000	-	-	-	-	-	-	-	3,500,000	-	3,500,000
LWWTF-004 - Little Falls Run WWTF Upgrades (Rappahannock Policy, FWNC / NH3 Allowance)	-	-	-	1,160,000	10,440,000	-	-	-	-	-	-	11,600,000	-	11,600,000
LWWTF-005 - Little Falls Run WWTF General Upgrades - Filtration, Miscellaneous	-	-	-	-	-	270,000	2,430,000	-	-	-	-	270,000	2,430,000	2,700,000
Pump Stations	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	3,050,000	3,500,000	6,550,000
Sewer Extension Projects	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000	1,713,000	2,480,000	4,193,000
Total	\$2,822,000	\$10,305,500	\$12,026,860	\$12,500,800	\$17,900,700	\$3,624,600	\$6,371,800	\$6,897,100	\$2,516,000	\$4,002,000	\$2,746,000	\$59,180,460	\$22,532,900	\$81,713,360

Utilities: Force Main Replacement: Aquia Wastewater Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Design/Engineering	Est. Opening Date	Late 2027
Total Project Cost	\$1,200,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	7,000
Total Debt Service		Construction Cost per LF.	\$171
Full Year Operating Impact			

Project Description:

This project (A-115) includes the replacement of 14 inch and 12 inch sections of a force main with an 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:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

This project replaces a force main that conveys flow from near the Aquia Wastewater Pump Station, through Aquia Harbor, to the Aquia Wastewater Treatment Facility. The purpose of the project is to increase the capacity of the force main.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Force Main Replacement: Aquia Wastewater Pump Station

Analysis of Need:

The purpose of the project is to increase the capacity of the force main.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	150,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,050,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$150,000	\$1,050,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2024	FY2024	FY2024	FY2024
User Fees	150,000	1,050,000	0	0	0	0	0	0	0	0	0
Total	\$150,000	\$1,050,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Austin Run

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2023
Total Project Cost	\$1,393,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	2,400
Total Debt Service		Construction Cost per LF.	\$580
Full Year Operating Impact			

Project Description:

This project (A-18) includes the replacement of an existing 24 inch gravity main with a 36 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Austin Run from Whitson’s Run to the Austin Run Pump Station.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Gravity Main Replacement: Austin Run

Analysis of Need:

This project is one of four interceptors (large gravity main) that serves the northern part of the County. This interceptor is currently adequate for buildout conditions for its use for County properties. However, it also serves Quantico Marine Corps Base and is a major source of flow impacting the timing for the replacement this existing interceptor. Delays in the quantity of flow from Quantico Marine Corps Base could delay the construction of this project. Public Works staff continues to work with Base staff regarding the timing of any necessary improvements to this interceptor. The cost estimate and timing is a placeholder in the event the project is necessary.

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes. In addition, if the Base increases its flows through its Camp Barrett Pump Station, it would impact Base operations.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	139,300	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	1,253,700	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$139,300	\$1,253,700	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	0	0	0	69,650	626,850	0	0	0	0	0	0
User Fees	0	0	0	69,650	626,850	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$139,300	\$1,253,700	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Expansion: Upper Accokeek Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2027
Total Project Cost	\$1,626,000	Student Capacity	
Functional Area	Utilities	Volume of Upgrade MGD	1.15
Total Debt Service		Construction Cost per MGD	\$960,000
Full Year Operating Impact			

Project Description:

This project (A-205) includes the expansion of the Upper Accokeek Pump Station by 1.15 million gallons a day (mgd).

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. This project will cause an incremental increase to those costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will occur at the Upper Accokeek Wastewater Pump Station off of Ramoth Church Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Expansion: Upper Accokeek Pump Station

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	0	0	170,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	1,456,000	0
Total Project Cost	\$0	\$170,000	\$1,456,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	0	0	0	170,000	1,456,000	0
Total	\$0	\$170,000	\$1,456,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Construction: Heritage Oaks Pump Station II along Austin Run

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$555,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	2,635
Total Debt Service		Construction Cost per LF.	\$211
Full Year Operating Impact			

Project Description:

This project (A-37) includes the design and construction of an 8 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. However, this project will eliminate an existing pump station and the associated maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Austin Run from Heritage Oaks Pump Station II to an existing gravity main near the intersection of Winding Creek Road and Walpole Street.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The Utilities Division of Public Works accepts pump stations as part of approved development projects on a frequent basis. On certain occasions when land development infills certain areas, it is possible to eliminate the need for existing pump stations.

Utilities: Gravity Main Construction: Heritage Oaks Pump Station II along Austin Run

Alternative:

The pump station will continue to be operational and continue to require regular maintenance and operating costs.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	55,500	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	499,500	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$55,500	\$499,500	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	55,500	499,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$55,500	\$499,500	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Aquia Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Design/Engineering	Est. Opening Date	Late 2021
Total Project Cost	\$530,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	2,030
Total Debt Service		Construction Cost per LF.	\$261
Full Year Operating Impact			

Project Description:

This project (A-40) includes replacement of existing 8 inch gravity main with a 12 inch gravity main along Aquia Drive from Delaware Drive to Vessel Drive. 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:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Aquia Drive from Delaware Drive to Vessel Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Gravity Main Replacement: Aquia Drive

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	60,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	470,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$60,000	\$470,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	60,000	470,000	0	0	0	0	0	0	0	0	0
Total	\$60,000	\$470,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Aquia Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Design/Engineering	Est. Opening Date	Fall 2019
Total Project Cost	\$340,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	1,200
Total Debt Service		Construction Cost per LF.	\$283
Full Year Operating Impact			

Project Description:

This project (A-47) includes the replacement of an existing 8 inch gravity main with a 15 inch gravity main near Voyage Drive.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Aquia Drive in the area of Voyage Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Aquia Drive

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	40,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	300,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$40,000	\$300,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	40,000	300,000	0	0	0	0	0	0	0	0	0
Total	\$40,000	\$300,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Coal Landing Road

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Design/Engineering	Est. Opening Date	Fall 2019
Total Project Cost	\$450,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	1,600
Total Debt Service		Construction Cost per LF.	\$282
Full Year Operating Impact			

Project Description:

This project (A-51) includes the replacement of an existing 12 inch gravity main with a 15 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Coal Landing Road from Jefferson Davis Highway to Knightsbridge Way.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of the gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Coal Landing Road

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	40,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	410,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$40,000	\$410,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	40,000	410,000	0	0	0	0	0	0	0	0	0
Total	\$40,000	\$410,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: General Upgrades: Aquia Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$1,900,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (AWWTF-002) include on-going concrete repair to process units, power distribution main tie-in configuration, and potential headworks upgrade.

Operating Impact Summary:

This project will not increase operational costs. These replacements will be in-kind and likely create a more efficient operation.

Location:

The project will be constructed at the Aquia Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board’s proposed Healthy Growth priority.

Utilities: General Upgrades: Aquia Wastewater Treatment Facility

Analysis of Need:

In addition to planning for more treatment capacity and excellent water quality, the Utilities Division is also committed to meeting its customer’s expectations for a high level of reliability. With aging assets, the Aquia Wastewater Treatment Facility is now approaching 30 years of reliable operations. Most mechanical and electrical components have useful lifetimes of 15 to 30 years. The Utilities Division expects the need for reinvestment into critical equipment at Aquia Wastewater Treatment Facility to increase in the future. A detailed condition assessment is being performed to define and schedule renovations. Until that assessment is completed, this project assumes the need of upgrades or replacements of several systems.

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the water treatment may fail to meet demand.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	380,000	1,520,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$380,000	\$1,520,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	380,000	1,520,000	0	0	0	0	0	0	0	0	0
Total	\$380,000	\$1,520,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Expansion: Aquia Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2023
Total Project Cost	\$2,000,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (AWWTF-003) includes the design and construction of additional sludge dewatering capacity to the existing biological digesters.

Operating Impact Summary:

This project will not increase operational costs. These replacements will be in-kind and likely create a more efficient operation.

Location:

The project will be constructed at the Aquia Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Expansion: Aquia Wastewater Treatment Facility

Analysis of Need:

The Utilities Division 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.

Alternative:

If the required capacity increase is not performed, the water treatment plant may fail to meet demand. There are two processes which dewater the wastewater. When the flow exceeds the dewatering capability of the centrifuges or when the solids need to be pre-removed, the wastewater is allowed to process longer in the digesters. This is a critical part of the treatment process.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	200,000	1,800,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$200,000	\$1,800,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	0	0	0	200,000	1,800,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$200,000	\$1,800,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: General Upgrades: Aquia Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	
Total Project Cost		Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (AWWTF-05) include mechanical and control upgrades to effluent filtration, plant Supervisory Control and Data Acquisition (SCADA), and overall process control system updates, and other miscellaneous treatment upgrades.

Operating Impact Summary:

There are no direct operational costs as these upgrades are in-kind replacement and will likely increase operational efficiency.

Location:

The project will be constructed at the Aquia Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board’s proposed Healthy Growth priority.

Utilities: General Upgrades: Aquia Wastewater Treatment Facility

Analysis of Need:

In addition to planning for more treatment capacity and excellent water quality, the Utilities Division is also committed to meeting its customer’s expectations for a high level of reliability. With aging assets, the Aquia Wastewater Treatment Facility is now approaching 30 years of reliable operations. Most mechanical and electrical components have useful lifetimes of 15 to 30 years. The Utilities Division expects the need for reinvestment into critical equipment at Aquia Wastewater Treatment Facility to increase in the future. A detailed condition assessment is being performed to define and schedule renovations. Until that assessment is completed, this project assumes the need of upgrade or replacement of several systems.

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the water treatment may fail to meet demand.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	0	0	0	0	0	390,000	3,510,000	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$390,000	\$3,510,000	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	0	0	0	0	0	0	195,000	1,755,000	0	0	0
User Fees	0	0	0	0	0	0	195,000	1,755,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$390,000	\$3,510,000	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Lines and Interceptor Maintenance

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This work consists of the replacement of significant lengths of large and small wastewater gravity interceptors throughout the County. The Master Plan identifies which gravity interceptors that require capacity upgrades or replacement, but not replacement due to age or condition.

Operating Impact Summary:

This project does not have any stand-alone operating costs. However, these sections of preemptive replacements avoid future expensive emergency repairs.

Location:

These projects are located on older interceptors throughout the wastewater collection system.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisors proposed Healthy Growth priority.

Utilities: Gravity Lines and Interceptor Maintenance

Analysis of Need:

These projects are located on older interceptors throughout the wastewater collection system that consists of pipes made from asbestos concrete, thin-walled PVC, or have some other existing problem. The goal and intent of this replacement work is to eventually replace all of these types of pipes where they exist in the interceptors. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There would likely need to be expensive emergency repairs to these known areas.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Infiltration and Inflow Maintenance

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$250,000+	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes the continual inspection, assessment, and correction of infiltration and inflow into the sewer collection system.

Operating Impact Summary:

This project is designed to correct as much infiltration and inflow as possible in order to reduce operational costs.

Location:

This project will be performed at various locations throughout the sewer collection system.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed with periodic increases for each fiscal year. It is part of the Utilities Division’s Capital Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Analysis of Need:

Over time, pipes and manholes crack, pipe joints fail and ground water begins to seep into non-pressurized pipelines. This causes an undue treatment burden on the wastewater treatment process.

Utilities: Infiltration and Inflow Maintenance

Alternative:

Infiltration and inflow will continue to burden our wastewater treatment process.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total Project Cost	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	250,000	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Force Main Replacement: Falls Run Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2026
Total Project Cost	\$3,893,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	12,500
Total Debt Service		Construction Cost per LF.	\$312
Full Year Operating Impact			

Project Description:

This project (LFR-120) includes the design and construction for replacement of an existing 16 inch force main with a 24 inch force main. The replacement will be in a new alignment.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be replacing an existing 16 inch force that currently transmit flows from the Falls Run Pump Station in Falmouth to the Claiborne Run Interceptor near the intersection of Butler Road and Chatham Heights Road. The new 24 inch force main will transmit flows from the Falls Run Pump Station through Falmouth, along River Road, under Kings Highway, along Naomi Drive to a tie-in point with the new Parallel Claiborne Run 24 inch Force Main project.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Force Main Replacement: Falls Run Pump Station

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of Falls Run Pump Station. The current operation of the Falls Run Pump Station and the Claiborne Run Pump Station is one of “piggybacking.” The Falls Run Pump Station pumps to an interceptor that flows into the Claiborne Run Pump Station. The previous Master Plan (2007) indicated that both pump stations need an increase to their capacity during the 2015 to 2018 time frame. After careful analysis, the most logical way to address several operational issues between these two pump stations is to convey their flows directly to the Little Falls Run Wastewater Treatment Facility. This new operational scenario would take advantage of the parallel line being added to the Claiborne Run Force Main and dedicate it to the Falls Run Force Main with the addition of the new force main as described in the “Location” section above. This reconfiguration saved between \$6M and possibly as much as \$10M.

Change or Reasons for Revisions:

There is no change to this project from the FY19 Capital Improvement Program (CIP); however, it is important to describe the proposed reconfiguration for the record as part of the FY20 CIP.

Alternative:

There will be substantial and unnecessary costs associated with upgrading both the Falls Run Pump Station and the Claiborne Run Pump Station or significant wastewater overflows would occur. This project is one of two projects that eliminate this need and allows the pump stations to operate well within their current capacity and save substantial costs for construction.

Utilities: Force Main Replacement: Falls Run Pump Station

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	250,000	0	0	0	0	0	0	0	0	0	0
Construction/Project	0	3,643,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$250,000	\$3,643,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	125,000	1,821,500	0	0	0	0	0	0	0	0	0
User Fees	125,000	1,821,500	0	0	0	0	0	0	0	0	0
Total	\$250,000	\$3,643,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Force Main Replacement: Potomac Creek Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2023
Total Project Cost	\$2,640,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	9,100
Total Debt Service		Construction Cost per LF.	\$290
Full Year Operating Impact			

Project Description:

This project (LFR-129) includes the design and construction for replacement of the existing 8 inch force main with a 16 inch force main from Potomac Creek Pump Station.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will be constructed from the Potomac Creek Pump Station southeasterly to near the intersection of Jefferson Davis Highway and Enon Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the capacity of the force main and pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Utilities: Force Main Replacement: Potomac Creek Pump Station

Alternative:

The pump station and force main will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	264,000	0	0	0	0	0	0	0	0
Construction/Project	0	0	0	2,376,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$264,000	\$2,376,000	\$0						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	132,000	1,188,000	0	0	0	0	0	0	0
User Fees	0	0	132,000	1,188,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$264,000	\$2,376,000	\$0						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Claiborne Run

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$2,063,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	6,200
Total Debt Service		Construction Cost per LF.	\$332
Full Year Operating Impact			

Project Description:

This project (LFR-15) includes replacement of existing 12 inch, 15 inch, and 18 inch gravity mains with a 24 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Claiborne Run, near Morton Road to Kings Hill Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Claiborne Run

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	206,300	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	1,856,700	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$206,300	\$1,856,700	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	1,856,700	0	0	0	0	0	0	0	0
Pro Rata	0	103,150	0	0	0	0	0	0	0	0	0
User Fees	0	103,150	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$206,300	\$1,856,700	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$155,000							

Utilities: Expansion: Celebrate Virginia Pump Station

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$450,000	Student Capacity	
Functional Area	Utilities	Volume of Upgrade MGD	1.53
Total Debt Service		Construction Cost per MGD	\$295,000
Full Year Operating Impact			

Project Description:

This project (LFR-204) includes the design and construction of the expansion of the Celebrate Virginia Pump Station by 1.53 million gallons a day (mgd).

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. This project will cause an incremental increase to those costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will occur at the Celebrate Virginia Pump Station just to the east of Del Web along England Run.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Utilities: Expansion: Celebrate Virginia Pump Station

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	45,000	405,000	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$45,000	\$405,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	45,000	405,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$45,000	\$405,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Expansion: Falls Run Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$6,842,400	Student Capacity	
Functional Area	Utilities	Volume of Upgrade MGD	17.6
Total Debt Service		Construction Cost per MGD	\$390,000
Full Year Operating Impact			

Project Description:

This project (LFR-209) includes the design and construction of the expansion of the Falls Run Pump Station by 17.6 million gallons a day (MGD).

Operating Impact Summary:

This project will have significantly more operating costs such as electricity, chemical treatment, and fuel for the emergency generator as the project almost doubles its current capacity. This increase will be realized over time. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will occur at the Falls Run Pump Station on Washington Street in Falmouth. The project will begin with a Preliminary Engineering Report that will assess the needs and any constraints. There will be a significant analysis to determine if the station would be better located at another part of Fall Run. Relocation could benefit the station from an operational standpoint as well as benefiting the local residents of Falmouth Bottom.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Expansion: Falls Run Pump Station

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area. Projects of this nature are continuously modelled as this is a significant investment and a critical station. This project is currently shown in the near term and may be adjusted in a later Capital Improvement Program (CIP).

Change or Reasons for Revisions:

This project shows a change to the estimated cost from last year’s CIP. The estimated cost for this project was increased from \$5,388,000 to \$6,842,400 due to complexities in estimating the required capacity increase associated with the replacement.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	684,200	6,158,160	0	0	0	0	0	0	0	0
Total	\$0	\$684,200	\$6,158,160	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	6,158,160	0	0	0	0	0	0	0	0
Pro Rata	0	342,100	0	0	0	0	0	0	0	0	0
User Fees	0	342,100	0	0	0	0	0	0	0	0	0
Total	\$0	\$684,200	\$6,158,160	\$0							

Utilities: Expansion: Falls Run Pump Station

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000	\$515,000

Utilities: Expansion: Stratford Place Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$80,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LFR-217) includes the design and construction of the expansion of the Stratford Place Pump Station by 0.165 million gallons a day (MGD). This is an electrical upgrade with Dominion Power and does not include any equipment upgrades.

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. This project will cause an incremental increase to those costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will occur at the Stratford Place Pump Station on Little Whim Road near Landsberry Park Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Expansion: Stratford Place Pump Station

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Change or Reasons for Revisions:

The previous Capital Improvement Program (CIP) indicated the project would be performed over a two year period. Additionally, with the completion of the 2018 Master Plan, the estimated construction costs for this project increased from \$45,000 to \$80,000. Also, the FY 2020 CIP includes all the costs for this project in a single year.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	0	0	0	80,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	80,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Expansion: Ingleside Pump Station

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$214,000	Student Capacity	
Functional Area	Utilities	Volume of Upgrade MGD	0.311 MGD
Total Debt Service		Construction Cost per MGD	\$688,100
Full Year Operating Impact			

Project Description:

This project (LFR-228) includes the design and construction of the expansion of the Ingleside Pump Station by 0.311 million gallons a day (MGD).

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. This project will cause an incremental increase to those costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

This project will occur at the Ingleside Drive Pump Station on Ingleside Drive near Belmont.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Utilities: Expansion: Ingleside Pump Station

Change or Reasons for Revisions:

The previous Capital Improvement Program (CIP) indicated the project would be performed over a two year period. Also, the FY 2020 CIP includes all the costs for this project is a single year.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	21,400	0	0	0	0	0	0
Construction/Project	0	0	0	0	192,600	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$214,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	214,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$214,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Falls Run

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$4,100,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	12,400
Total Debt Service		Construction Cost per LF.	\$330
Full Year Operating Impact			

Project Description:

This project (LFR-3) includes replacement of existing 12” with 15” gravity main with a 24” gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Falls Run from the England Run neighborhood, near Stanstead Road to Pennsbury Court.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Falls Run

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	400,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	3,700,000	0	0	0	0	0	0	0
Total Project Cost	\$400,000	\$0	\$0	\$3,700,000	\$0						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Availabilities	400,000	0	0	3,700,000	0	0	0	0	0	0	0
Total	\$400,000	\$0	\$0	\$3,700,000	\$0						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main: England Run

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$1,181,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	4,500
Total Debt Service		Construction Cost per LF.	\$263
Full Year Operating Impact			

Project Description:

This project (LFR-30) includes the design and construction of a 12 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. However, this project will eliminate an existing pump station and the associated maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along a tributary of England Run from the England Run Pump Station to the Days Inn Pump Station.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The Utilities Division of Public Works accepts pump stations as part of approved development projects on a frequent basis. On certain occasions, when land development infills certain areas, it is possible to eliminate the need for existing pump stations.

Utilities: Gravity Main: England Run

Alternative:

The pump station would continue to be operational and continue to require regular maintenance and operating costs.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	118,100	0	0	0	0	0
Construction/Project	0	0	0	0	0	0	1,062,900	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$118,100	\$1,062,900	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	118,100	1,062,900	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$118,100	\$1,062,900	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Falls Run

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2024
Total Project Cost	\$2,462,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	5,987
Total Debt Service		Construction Cost per LF.	\$411
Full Year Operating Impact			

Project Description:

This project (LFR-31) includes the replacement of an existing 15 inch gravity main with a 21 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of periodic maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed along Falls Run from Pennsbury Court to the vicinity of Averil Court.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of the gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Falls Run

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	217,000	0	0	0	0	0	0	0
Construction/Project	0	0	0	0	2,246,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$217,000	\$2,246,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	217,000	2,246,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$217,000	\$2,246,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main: Future Central Priority Development Area Growth

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$245,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	1,000
Total Debt Service		Construction Cost per LF.	\$245
Full Year Operating Impact			

Project Description:

This project (LFR-51) includes the design and construction of a 10 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle

Location:

The project will be constructed along a practical path from an area north of Enon Road and west of I-95, to across the collector road for the Centerport Interchange to the Centerport Area.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of this gravity line is to serve a targeted growth area in the Centerport area. This proposed project is schematic and the project may vary substantially. The estimated cost and timing are placeholders in the event development begins to occur in this area.

Utilities: Gravity Main: Future Central Priority Development Area Growth

Alternative:

There would be no plan to serve this area with sewer.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	24,500	0	0	0	0	0	0	0
Construction/Project	0	0	0	0	220,500	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$24,500	\$220,500	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	24,500	220,500	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$24,500	\$220,500	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Cambridge Street

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$135,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	480
Total Debt Service		Construction Cost per LF.	\$282
Full Year Operating Impact			

Project Description:

This project (LFR-58) includes the replacement of the an existing 8 inch main with a 15 inch gravity main along Cambridge Street.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be replacing a section of an existing gravity main along Cambridge Street between Michael Street and Enon Road.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Cambridge Street

Change or Reasons for Revisions:

This project has changed from the previous CIP. The entire cost of the project was moved into FY 2021.

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	135,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$135,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	67,500	0	0	0	0	0	0	0	0
Availabilities	0	0	67,500	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$135,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Gravity Main Replacement: Nelms Circle to Auction Drive

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2026
Total Project Cost	\$1,379,000	Student Capacity	
Functional Area	Utilities	Length of Pipe	5,650
Total Debt Service		Construction Cost per LF.	\$245
Full Year Operating Impact			

Project Description:

This project (LFR-59) includes the replacement of an existing 8 inch gravity main with a 10 inch gravity main.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be from Nelms Circle, through Carter’s Crossing Shopping Center to Auction Drive.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity main, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity main.

Utilities: Gravity Main Replacement: Nelms Circle to Auction Drive

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	0	0	137,900	0	0	0	0
Construction/Project	0	0	0	0	0	0	0	1,241,100	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$137,900	\$1,241,100	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Pro Rata	0	0	0	0	0	0	68,950	620,550	0	0	0
User Fees	0	0	0	0	0	0	68,950	620,550	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$137,900	\$1,241,100	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Expansion: Potomac Creek Pump Station

Project Code	Budget Office will input	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$991,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LFR-226) includes the expansion of the Potomac Creek Pump Station by 2.04 million gallons a day (MGD).

Operating Impact Summary:

This project has minimal operating costs such as electricity and fuel for the emergency generator. This project will cause an incremental increase to those costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

This project is located at the Potomac Creek Pump Station.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Analysis of Need:

The purpose of the project is to increase the capacity of the pump station. The timing for construction of this project is dependent on the timing of flows in this area.

Utilities: Expansion: Potomac Creek Pump Station

Change or Reasons for Revisions:

The previous Capital Improvement Program (CIP) indicated the project would be performed over a two year period. Also, the FY 2020 CIP includes all the costs for this project in a single year.

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Planning/Design	0	0	0	0	125,000	0	0	0	0	0	0
Construction/Project	0	0	0	0	0	866,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$125,000	\$80,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	125,000	866,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$125,000	\$866,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Mid 2020
Total Project Cost	\$250,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes replacement of sections of structural concrete and filter media material.

Operating Impact Summary:

This project does not have any stand-alone operating costs. The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance. These operating costs are considered and evaluated during each budget cycle.

Location:

The project will be constructed at the Little Falls Run Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Analysis of Need:

The existing filter structure and media material are showing signs of diminished performance. The purpose of this project is to address any performance issues prior to a full replacement project being designed and implemented as a result of the Facilities Assessment being performed in FY2019.

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	0	250,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$250,000	\$0								

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	250,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$250,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$1,900,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (LWWTF-002) include on-going concrete repair to process units, potential headworks upgrade, and UV disinfection updates.

Operating Impact Summary:

This project will not increase operational costs. These replacements will be in-kind and likely create a more efficient operation.

Location:

The project will be constructed at the Little Falls Run Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Analysis of Need:

In addition to planning for more treatment capacity and excellent water quality, the Utilities Division is also committed to meeting its customer’s expectations for a high level of reliability. With aging assets, the Little Falls Run Wastewater Treatment Facility is now approaching 30 years of reliable operations. Most mechanical and electrical components have useful lifetimes of 15 to 30 years. The Utilities Division expects the need for reinvestment into critical equipment at Little Falls Run Wastewater Treatment Facility to increase in the future. A detailed condition assessment is being performed to define and schedule renovations. Until that assessment is completed, this project assumes the need of upgrade or replacement of several systems.

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the water treatment may fail to meet demand.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	260,000	1,740,000	0	0	0	0	0	0	0	0
Total	\$0	\$260,000	\$1,740,000	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	260,000	1,740,000	0	0	0	0	0	0	0	0
Total	\$0	\$260,000	\$1,740,000	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Denitrification Upgrade: Little Falls Run Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$1,900,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LWWTF-003) specifically addresses the likely requirement that the Virginia Department of Environmental Quality (VaDEQ) will modify the post-denitrification (Post-DN) requirements of all discharges into the Rappahannock River over the next two to three years.

Operating Impact Summary:

This project may encounter minimal additional operational costs with the likely addition of small equipment and processes.

Location:

The project will be constructed at the Little Falls Run Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: Denitrification Upgrade: Little Falls Run Wastewater Treatment Facility

Analysis of Need:

The Little Falls Run Wastewater Treatment Facility’s Virginia Pollutant Discharge Elimination System (VPDES) Permit expires in September 2020; the 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. The Fresh Water Nutrient Criteria / Ammonia rule will likely be adopted by VA and DEQ by mid-2019, the Rappahannock Policy is expected by the time of other VPDES Permit renewals in the same reach of the river (Spotsylvania County, City of Fredericksburg; 2017-8). These regulatory changes suggest biological treatment system and/or chemical feed upgrades

Alternative:

If any part of the required upgrades is not performed, the water treatment may fail to meet requirements.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	350,000	3,150,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$350,000	\$3,150,000	\$0						

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	350,000	3,150,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$350,000	\$3,150,000	\$0						

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Upgrades: Little Falls Run Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2025
Total Project Cost	\$11,600,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This Capital Improvement Program (CIP) project (LWWTF-004) specifically addresses nitrogen removal and phosphorus polishing. This CIP line item is an Allowance, which would be defined and detailed as the water quality criteria is adopted, Department of Environmental Quality (DEQ) policies and procedures are reviewed, and the new rule is applied to the Virginia Pollutant Discharge Elimination System (VPDES) Permit renewals in 2018 and 2019.

Operating Impact Summary:

This project will not increase operational costs. These replacements will be in-kind and likely create a more efficient operation.

Location:

The project will be constructed at the Little Falls Run Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: Upgrades: Little Falls Run Wastewater Treatment Facility

Analysis of Need:

The Little Falls Run Wastewater Treatment Facility 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. The Fresh Water Nutrient Criteria / Ammonia rule will likely be adopted by Virginia and DEQ by mid-2018, the Rappahannock Policy is expected by the time of other VPDES Permit renewals in the same reach of the river (Spotsylvania County, City of Fredericksburg; 2017-8). The change in ammonia toxicity water quality criteria will likely result in a lower NH3-N limit (by season) that requires additional nitrification capacity and/or process control to meet monthly average and weekly limits. Additionally, it is likely that Little Falls Run will need to meet lower TN levels than the current 6 mg/L TN goal, on the order of 3-4 mg/L TN annual average concentration. These regulatory changes suggest extensive biological treatment system and/or chemical feed upgrades. There is no property acquisition cost included in this budgetary allowance.

Alternative:

If the Utilities Division fails to meet regulatory requirements, the necessary operational permits will not be acquired.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	0	1,160,000	10,440,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,160,000	\$10,440,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Bond Proceeds	0	0	0	0	10,440,000	0	0	0	0	0	0
User Fees	0	0	0	1,160,000	0	\$0	\$0	\$0	\$0	\$0	0
Total	\$0	\$0	\$0	\$1,160,000	\$10,440,000						\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$874,000	\$874,000	\$874,000	\$874,000	\$874,000	\$874,000

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2026
Total Project Cost	\$2,700,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (LWWTF-005) include mechanical and control upgrades to effluent filtration, plant Supervisory Control and Data Acquisition (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:

There are no direct operational costs as these upgrades are in-kind replacement and will likely increase operational efficiency.

Location:

This project will take place at the Little Falls Run Wastewater Treatment Facility.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each Fiscal Year of the Utilities Division’s Capital Improvement Program as a part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: General Upgrades: Little Falls Run Wastewater Treatment Facility

Analysis of Need:

In addition to planning for more treatment capacity and excellent water quality, the Utilities Division is also committed to meeting its customer’s expectations for a high level of reliability. With aging assets, Little Falls Run Wastewater Treatment Facility is now approaching 30 years of reliable operations. Most mechanical and electrical components have useful lifetimes of 15 to 30 years. The Utilities Division expects the need for reinvestment into critical equipment at Smith Lake WTF to increase in the future. A detailed condition assessment is being performed to define and schedule renovations. Until that assessment is completed, this project assumes the need of upgrade or replacement of several systems.

Alternative:

If the Utilities Division fails to meet regulatory requirements, the necessary operational permits will not be acquired.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	0	0	0	270,000	2,430,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$270,000	\$2,430,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	270,000	2,430,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$270,000	\$2,430,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Pump Station Rehabilitation and Replacement

Project Code		Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This work consists of the replacement of entire small wastewater pump stations or portions of larger wastewater pump stations throughout the collection system. The Master Plan identifies which pump stations require capacity upgrades or replacement, but not rehabilitation or replacement due to age or condition.

Operating Impact Summary:

These projects have minimal operating costs such as electricity and fuel for the emergency generator in the event the station is enlarged. If the project does not increase the power or generator size, the current operating costs remain. These operating costs are considered and evaluated during each budget cycle.

Location:

These projects are located at pump stations throughout the wastewater collection system.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program and embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Pump Station Rehabilitation and Replacement

Analysis of Need:

These projects are located at pump stations throughout the wastewater collection system. They exhibit a serious need for total replacement or equipment rehabilitation. This work is not part of the overall operational budget for maintenance. The goal and intent of this replacement work is to eventually keep the wastewater pump stations fully functional and efficient. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There would likely need to be expensive emergency repairs to these known areas.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	500,000	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Sewer Extension Projects

Project Code		Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$250,000	Student Capacity	
Functional Area	Utilities	Funding per Year	\$250,000
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes design and construction of sewer extension projects throughout the County. These projects are not Master Plan, General Water & Sewer Improvement Program, and are not 3R. These projects are created after citizens and/or groups of citizens apply for connections to the sewer collection system for properties that are more than 300’ away from the County’s infrastructure.

Operating Impact Summary:

The cumulative addition of water and sewer infrastructure will require additional operating costs consisting of maintenance and hard costs. These operating costs are considered and evaluated during each budget cycle.

Location:

These projects vary in location and are infrequent.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted General Water and Sewer Improvement Program and is proposed for each fiscal year of the Utilities Division’s Capital Improvement Program which embodies the Board of Supervisors proposed Healthy Growth priority.

Utilities: Sewer Extension Projects

Analysis of Need:

These projects are created from the County’s Water and Sewer Extension Policy. Funding is appropriated each year as a placeholder in the event a project application is granted approval for design and construction. Each project differs in size and scope and does not occur every year. This work is intended to be performed by the Utilities Division Field Crews.

Alternative:

There will be no dedicated funding for sewer extension projects.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000
Total Project Cost	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$346,000	\$396,000	\$446,000	\$496,000	\$546,000	\$596,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	252,000	262,000	273,000	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000
Total	\$252,000	\$262,000	\$273,000	\$284,000	\$296,000	\$346,000	\$396,000	\$446,000	\$496,000	\$546,000	\$596,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Other Expenditures:	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Public Works - Utilities Division Complex	0	0	0	0	0	0	0	0	423,000	0	0	0	423,000	423,000
Vehicle and Equipment Replacement	1,554,000	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000	4,440,200	6,498,200	10,938,400
Contingency Allowance	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,000	6,506,000	7,579,300	14,085,300
Total	\$2,697,000	\$2,349,200	\$1,028,700	\$878,200	\$977,800	\$3,015,300	\$820,500	\$555,200	\$1,008,300	\$585,300	\$585,000	\$10,946,200	\$14,500,500	\$25,446,700

Utilities: Division Complex

Project Code	Budget Office will input	Square Footage/Acreage	20 acres/18,000 sf
Project Type	Utilities, Other	Construction Cost per Sq. Ft	\$360 incl. site
Project Status	Planning	Est. Opening Date	2031
Total Project Cost	\$6,500,000	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes the design and construction for a Utilities Division Administration and Maintenance Facility (Complex) to enable the Utilities Division to operation its Customer Service Center, Capital Construction, and Field Operations & Maintenance functions.

Operating Impact Summary:

There will be operational costs associated with this new facility. It will be the intent of the design that all additional operating costs will be less than the current operations costs at current facilities.

Location:

This project would be located on land owned by the County near the Regional Jail for use by Fire & Rescue, Parks and Recreation and the Department of Public Works (Utilities Division).

Relationship to Approved County Policy or Plan:

This project will support the Board of Supervisor’s “Healthy Growth” priority.

Utilities: Division Complex

Analysis of Need:

Currently the Customer Service Center is located in the Government Center. For the long term, this may be the best location for this feature. However, it has been envisioned being at a Utilities Division Complex. The Capital Construction offices currently operate from leased space and the Utilities Division Field Operations and Maintenance sections currently operate in space near the Aquia Wastewater Treatment Facility (AWWTF). The space used at the AWWTF has been outgrown and there is no longer expansion area. This operations area has been filled with a variety of multipurpose buildings over the years and has become inefficient. This proposed project would create office and land space for these operations with additional area for future growth. Additionally, in the next decade or so, the AWWTF will need this current field operations area for expansion of its wastewater treatment capacity.

Alternative:

The Utilities Division Field Operations & Maintenance and Capital Construction functions will remain in their current locations.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	0	0	0	0	0	0	0	0	423,000	0	0
Total	\$0	\$423,000	\$0	\$0							

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	0	0	0	0	0	0	0	0	423,000	0	0
Total	\$0	\$423,000	\$0	\$0							

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Utilities: Replacement: Vehicles and Equipment

Project Code		Square Footage/Acreage	
Project Type	Utilities, Other	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$972,200	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These proposed expenditures include the replacement of vehicles and major pieces of equipment due to high mileage, excess repair and maintenance cost, or condition issues.

Operating Impact Summary:

As many of the existing vehicles age and require increasing operational costs, this program is designed to minimize any additional operating costs from new vehicles through greater efficiency. The addition of vehicles will require an increase in operational costs based on individual vehicle operational costs.

Location:

This expenditure applies to the fleet of vehicles and major equipment for the Department Public Works, Utilities Division.

Relationship to Approved County Policy or Plan:

It is part of the Board of Supervisor’s proposed “Healthy Growth” priority.

Utilities: Replacement: Vehicles and Equipment

Analysis of Need:

The vehicles currently operated by the Utilities Division experience significant use and often require replacement prior to vehicles used under normal circumstances. The Utilities Division has a task force to evaluate the use and operational costs of each vehicle, each year. The intent of the task force is to replace only the vehicles and equipment that need replacement and that all vehicles and equipment are used correctly and efficiently.

Alternative:

With no vehicle replacement program, all vehicles and equipment would be used and repaired as necessary. These repair costs would far exceed the value of the vehicle or equipment. The ability of staff to perform assigned duties would diminish.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction/Project	1,554,000	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000
Total	\$1,554,000	\$972,200	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000	\$400,000	\$400,000

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	1,554,000	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000
Total	\$1,554,000	\$972,200	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000	\$400,000	\$400,000

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Contingency Allowance

Project Code		Square Footage/Acreage	
Project Type	Utilities, Other	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$1,507,760	Student Capacity	
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This expenditure is a contingency item for the budget year for all capital projects. For the initial budget year the amount is 8% of proposed expenditures.

Operating Impact Summary:

There are no operating costs for this potential expenditure.

Location:

N/A

Relationship to Approved County Policy or Plan:

N/A

Analysis of Need:

As with any contingency, this expenditure is planned in the event that capital spending exceeds the projected revenue need. The Capital Construction section will work diligently to operate within the planned budget and appropriations. However, in the event additional funds are required to meet the projects’ intent, these funds are available in the Fund Balance.

Utilities: Contingency Allowance

Change or Reasons for Revisions:

This expenditure changes each year based on the proposed expenditures.

Alternative:

If capital spending exceeds its annual budget and appropriation there would be no contingency. This could necessitate the need to borrow or to delay future projects to meeting funding requirements.

Project Summary:

Project Expenditures	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction / Project	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,300
Total Project Cost	\$1,143,000	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300	\$185,300

Project Revenues	Prior Year	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
User Fees	1,143,000	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,300
Total	\$1,143,000	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300	\$185,300

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Debt Management Policy Statement:

The Government Finance Officers Association's Committee on Governmental Debt and Fiscal Policy issued a statement regarding Recommended Practice on Debt Policy Management in 1995, and revised it in 2003. The following comments were made in the introduction to the statement:

“Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.”

Accordingly, Stafford County examined its debt program and the Board of Supervisors adopted debt policy limits to ensure that no undue burden is placed on the County and its citizens. The County's debt policies are included in the Board's Principles of High Performance Financial Management. The Policy was updated June 4, 2019, by Resolution R19-182. The debt limitations are as follows:

- General obligation debt shall not exceed 2.75% 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.
- The County intends to maintain a 10-year pay-out ratio at or above 60%. To the extent possible, future debt for County facilities will be issued with level principal payments.
- When the County finances capital improvements or other projects through bonds or capital leases, it will repay the debt within a period not to exceed the expected useful life of the projects.
- 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.

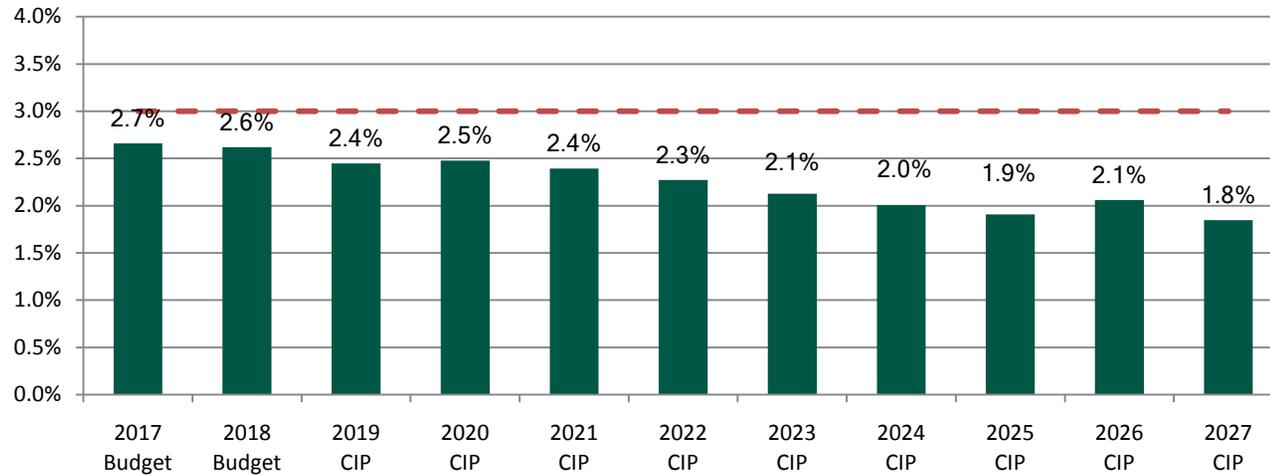
The adopted CIP fully complies with the financial policies.

Financial Analysis:

The following graphs indicate that the FY2020-2029 Adopted CIP is in compliance with the Board’s fiscal policy guidelines.

Debt as a Percentage of Assessed Value:

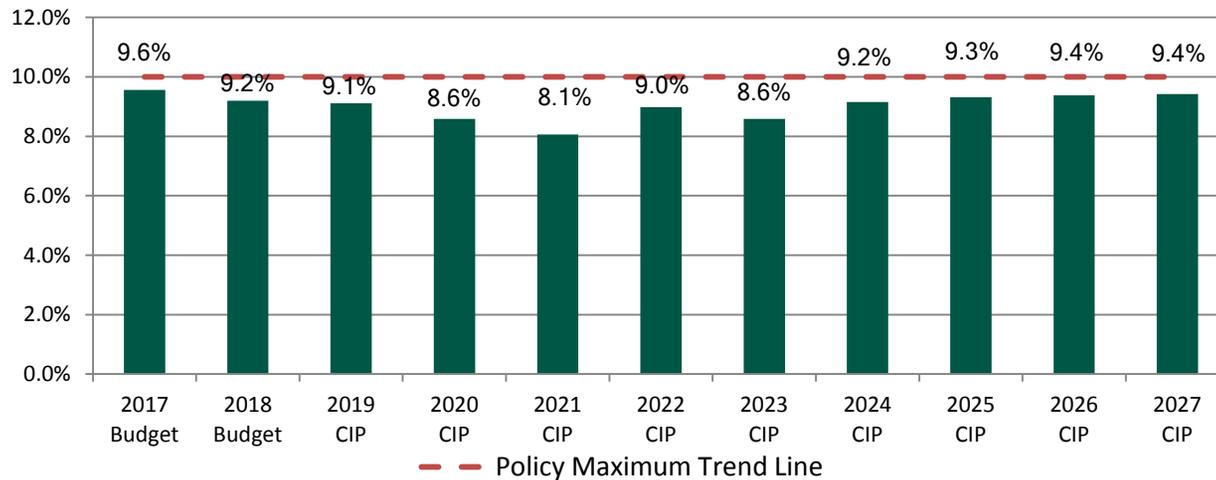
The County’s financial policy “Principles of High Performance Financial Management” state that general obligation debt shall not exceed 3.0% of the assessed valuation of taxable real property. Below is a graph illustrating the County’s compliance with the policy.



Financial Analysis:

Debt Service as a Percentage of General Government Budget:

The County’s Financial Policy states general fund debt service expenditures (County and Schools) shall not exceed 11% of the general government and schools operating budgets and shall not exceed 10%. Below is a graph presenting the County’s compliance with the policy.



Payout Ratio:

The payout ratio is an assessment of the speed at which the County repays its debt. At the beginning of FY2020 the total County debt is estimated at \$410 million. At the end of FY2029 (ten fiscal years beyond FY2020) the County will have repaid \$279 million or 65.3% of that outstanding debt.

10 Year Payout Ratio (Must be 60% or greater)	
Fiscal Year	Payout Ratio
FY2020	65.30%
FY2021	68.40%
FY2022	70.40%
FY2023	71.70%
FY2024	73.50%

Bond Rating:

The County’s bond ratings are shown below:

	Moody’s	Standard & Poor’s	Fitch
General Obligation	Aaa	AAA	AAA

In November, 2018 Stafford County joined 47 counties and 33 cities across the nation in acquiring its third AAA bond rating — the highest credit rating available. Moody’s Investors Service announced the bond rating upgrade this week, citing Stafford’s current healthy financial position as well as its emphasis on strategically planning for the future. Stafford previously received AAA bond ratings from Fitch Ratings in October 2016 and Standard & Poor’s in July 2015.

“Gaining three AAA bond ratings is the result of a lot of hard work by both current and former members of the Board of Supervisors as well as a host of County staff,” said Board of Supervisors Meg Bohmke, Falmouth District.

Moody’s Investors Service reviewed Stafford’s credit strengths and challenges, debts and obligations. Key indicators include the County’s diverse, growing economy along with its proximity to the expanding, stabilizing presence of Quantico and the more than 25,000 direct jobs it provides. Moody’s praised Stafford County on being “positioned favorably to maintain its strong financial position with sound reserve levels, strong financial management and ample financial flexibility.”

“This report from Moody’s confirms the culmination of many years of work and preparation by current and former Board of Supervisors as well as exceptional staff including the leadership and effort from our Chief Financial Officer, Maria Perrotte. This achievement does not happen overnight; financial planning has become a year-round process for us,” said Stafford County Administrator Tom Foley. “In the end, gaining three AAA bond ratings is tangible proof that we are good stewards of taxpayer funds.”

An AAA bond rating indicates a high level of confidence that a locality can meet its obligations today and in the future. More importantly, this rating allows localities to borrow money for essential public facilities at a lower interest rate, saving taxpayers money.

The Board will continue its work to retain the County’s bond rating.

DEPARTMENTAL GOALS/OBJECTIVES:

- Further enhancing the County’s General Obligation Bond rating to promote financial integrity
- Maintain cash capital at 3% of the operating budget
- Ensure fiscal integrity by achieving and maintaining our goal of a 10% debt service to general fund expenditures ratio by 2015
- Maintain and/or update our well-diversified management planning tools and policies in such areas as financials, land use, economic development.
- Maintain our revenue stabilization, capital projects and opportunity fund reserves

The above goals support the Principles of High Performance Financial Management and the Board of Supervisors Priorities for the community.

SERVICE LEVELS:

	FY2018 Actual	FY2019 Budget	FY2020 Plan
Outcomes			
Debt Service	\$46,031,214	\$46,888,500	45,995,678
Debt Service per Capita	\$313	\$313	\$307
Standard & Poor’s	AAA	AAA	AAA
Moody’s	Aa1	Aaa	Aaa
Fitch	AAA	AAA	AAA

DEPARTMENTAL ACCOMPLISHMENTS:

- November 2018 Moody’s upgraded the County’s bond rating to Aaa.
- May 2017 Fitch upgraded the County's bond rating from AA+ to AAA.
- July 2015 Standard & Poor’s upgraded the County’s bond rating to AAA.
- The goal to budget 3% of the operating budget for Repairs, Replacements and Rehabilitations was accomplished in the FY18 adopted budget.

Analysis of Outstanding Debt

General Obligation Bonds

School Bond - VPSA			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	283,938,653	18,981,214	264,957,439
2021	264,957,439	18,685,408	246,272,031
2022	246,272,031	18,830,176	227,441,855
2023	227,441,855	18,635,183	208,806,672
2024	208,806,672	19,276,672	189,530,000

Literary Fund Loans			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	432,292	216,149	216,143
2021	216,143	216,143	0

Bonds for County Projects			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	39,715,000	2,805,000	36,910,000
2021	36,910,001	2,805,000	34,105,001
2022	34,105,001	2,800,000	31,305,001
2023	31,305,001	2,325,000	28,980,001
2024	28,980,001	2,325,000	26,655,001

Total General Obligation Bonds			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	324,085,945	22,002,363	302,083,582
2021	302,083,583	21,706,551	280,377,032
2022	280,377,032	21,630,176	258,746,856
2023	258,746,856	20,960,183	237,786,673
2024	237,786,673	21,601,672	216,185,001

Revenue Bonds

Lease Revenue Bonds			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	8,530,507	1,991,408	6,539,099
2021	6,539,099	2,043,638	4,495,461
2022	4,495,461	895,309	3,600,151
2023	3,600,151	918,923	2,681,229
2024	2,681,229	943,190	1,738,039

General Government - Financing Lease - Crow's Nest			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	4,892,694	495,247	4,397,447
2021	4,397,447	506,703	3,890,744
2022	3,890,745	518,424	3,372,321
2023	3,372,320	530,416	2,841,904
2024	2,841,904	542,686	2,299,218

Financing Lease - VRA

General Government			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	71,560,000	4,620,000	66,940,000
2021	66,940,000	4,705,000	62,235,000
2022	62,235,000	4,810,000	57,425,000
2023	57,425,000	4,920,000	52,505,000
2024	52,505,000	3,400,000	49,105,000

Other Debt

Other- Landfill			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	1,240,000	225,000	1,015,000
2021	1,015,000	235,000	780,000
2022	780,000	245,000	535,000
2023	535,000	260,000	275,000
2024	275,000	275,000	0

Analysis of Outstanding Debt

Utilities Fund

Revenue Bonds			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	93,352,959	3,743,087	89,609,872
2021	89,609,872	3,861,760	85,748,112
2022	85,748,112	3,985,877	81,762,235
2023	81,762,235	4,115,454	77,646,781
2024	77,646,781	4,255,496	73,391,285

Total Utilities Debt			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	93,352,959	3,743,087	89,609,872
2021	89,609,872	3,861,760	85,748,112
2022	85,748,112	3,985,877	81,762,235
2023	81,762,235	4,115,454	77,646,781
2024	77,646,781	4,255,496	73,391,285

All Funds

Total All Funds Debt			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2020	503,662,105	28,457,105	403,645,000
2021	470,585,001	28,353,652	375,291,349
2022	437,526,350	27,274,786	348,016,563
2023	405,441,562	26,784,976	321,231,587
2024	373,736,587	27,618,044	293,613,543

General Fund Bond Debt

Virginia Resource Authority, Crows Nest Series 2008				
Fiscal Year	Principal	Interest	Total	Balance
2008				\$9,500,001
2009	352,741	269,707	622,448	9,147,260
2010	363,402	271,713	635,115	8,783,858
2011	374,386	260,729	635,115	8,409,472
2012	385,702	249,413	635,115	8,023,770
2013	397,360	237,755	635,115	7,626,410
2014	420,460	184,487	604,947	7,205,950
2015	441,736	163,211	604,947	6,764,214
2016	451,954	152,993	604,947	6,312,260
2017	462,409	142,538	604,947	5,849,851
2018	473,106	131,841	604,947	5,376,745
2019	484,050	120,897	604,947	4,892,695
2020	495,247	109,700	604,947	4,397,448
2021	506,703	98,244	604,947	3,890,745
2022	518,424	86,523	604,947	3,372,321
2023	530,416	74,530	604,946	2,841,905
2024	542,686	62,261	604,947	2,299,219
2025	555,240	49,707	604,947	1,743,979
2026	568,084	36,863	604,947	1,175,895
2027	581,225	23,722	604,947	594,670
2028	594,670	10,277	604,947	0
	\$9,500,001	\$2,737,111	\$12,237,112	

General Government General Obligation Bonds, Parks, Recreation and Transportation Series 2013				
Fiscal Year	Principal	Interest	Total	Balance
2014				\$18,785,000
2015	935,000	436,923	1,371,923	17,850,000
2016	935,000	840,825	1,775,825	16,915,000
2017	940,000	808,100	1,748,100	15,975,000
2018	940,000	765,900	1,705,900	15,035,000
2019	940,000	718,900	1,658,900	14,095,000
2020	940,000	671,900	1,611,900	13,155,000
2021	940,000	624,900	1,564,900	12,215,000
2022	940,000	577,900	1,517,900	11,275,000
2023	940,000	530,900	1,470,900	10,335,000
2024	940,000	483,900	1,423,900	9,395,000
2025	940,000	436,900	1,376,900	8,455,000
2026	940,000	389,900	1,329,900	7,515,000
2027	940,000	342,900	1,282,900	6,575,000
2028	940,000	295,900	1,235,900	5,635,000
2029	940,000	248,900	1,188,900	4,695,000
2030	940,000	206,600	1,146,600	3,755,000
2031	940,000	169,000	1,109,000	2,815,000
2032	940,000	131,400	1,071,400	1,875,000
2033	940,000	93,800	1,033,800	935,000
2034	935,000	56,200	991,200	0
	\$18,785,000	\$8,831,648	\$27,616,648	

General Fund Bond Debt

General Government General Obligation Bonds, Refunding Series 2012				
Fiscal Year	Principal	Interest	Total	Balance
2012				\$4,810,000
2013	0	191,595	191,595	4,810,000
2014	700,000	205,325	905,325	4,110,000
2015	695,000	177,578	872,578	3,415,000
2016	505,000	148,878	653,878	2,910,000
2017	500,000	125,375	625,375	2,410,000
2018	490,000	102,256	592,256	1,920,000
2019	485,000	79,447	564,447	1,435,000
2020	480,000	56,894	536,894	955,000
2021	480,000	32,294	512,294	475,000
2022	475,000	9,997	484,997	0
	\$4,810,000	\$1,129,639	\$5,939,639	

Transportation Service District General Obligation Bonds, Garrisonville District Series 2013				
Fiscal Year	Principal	Interest	Total	Balance
2014		\$123,076	\$123,076	\$5,290,000
2015	260,000	236,900	496,900	5,030,000
2016	260,000	227,800	487,800	4,770,000
2017	265,000	215,975	480,975	4,505,000
2018	265,000	202,725	467,725	4,240,000
2019	265,000	189,475	454,475	3,975,000
2020	265,000	176,225	441,225	3,710,000
2021	265,000	162,975	427,975	3,445,000
2022	265,000	149,725	414,725	3,180,000
2023	265,000	136,475	401,475	2,915,000
2024	265,000	123,225	388,225	2,650,000
2025	265,000	109,975	374,975	2,385,000
2026	265,000	96,725	361,725	2,120,000
2027	265,000	83,475	348,475	1,855,000
2028	265,000	70,225	335,225	1,590,000
2029	265,000	58,300	323,300	1,325,000
2030	265,000	47,700	312,700	1,060,000
2031	265,000	37,100	302,100	795,000
2032	265,000	26,500	291,500	530,000
2033	265,000	15,900	280,900	265,000
2034	265,000	5,300	270,300	0
	\$5,290,000	\$2,495,776	\$7,785,776	

General Fund Bond Debt

General Government General Obligation Bonds - Series 2015, Parks, Recreation				
Fiscal Year	Principal	Interest	Total	Balance
2016	\$0	\$113,557	\$113,557	\$5,947,629
2017	299,832	235,977	535,809	5,647,797
2018	299,832	226,982	526,814	5,347,965
2019	299,832	214,989	514,821	5,048,133
2020	296,949	200,069	497,018	4,751,184
2021	296,949	185,222	482,171	4,454,235
2022	296,949	170,374	467,323	4,157,286
2023	296,949	155,527	452,476	3,860,337
2024	296,949	140,680	437,629	3,563,388
2025	296,949	125,832	422,781	3,266,439
2026	296,949	110,985	407,934	2,969,490
2027	296,949	96,137	393,086	2,672,541
2028	296,949	81,290	378,239	2,375,592
2029	296,949	69,412	366,361	2,078,643
2030	296,949	60,503	357,452	1,781,694
2031	296,949	51,595	348,544	1,484,745
2032	296,949	42,686	339,635	1,187,796
2033	296,949	33,592	330,541	890,847
2034	296,949	24,313	321,262	593,898
2035	296,949	14,847	311,796	296,949
2036	296,949	5,011	301,960	0
	\$5,947,629	\$2,359,582	\$8,307,211	

General Government General Obligation Bonds - Series 2017, Parks, Recreation				
Fiscal Year	Principal	Interest	Total	Balance
2017				\$2,653,200
2018	0	67,439	67,439	2,653,200
2019	133,100	107,531	240,631	2,520,100
2020	133,100	100,876	233,976	2,387,000
2021	133,100	94,221	227,321	2,253,900
2022	133,100	87,566	220,666	2,120,800
2023	133,100	80,911	214,011	1,987,700
2024	133,100	74,256	207,356	1,854,600
2025	133,100	67,604	200,704	1,721,500
2026	133,100	60,946	194,046	1,588,400
2027	133,100	54,291	187,391	1,455,300
2028	133,100	47,636	180,736	1,322,200
2029	133,100	41,646	174,746	1,189,100
2030	133,100	36,322	169,422	1,056,000
2031	132,000	31,020	163,020	924,000
2032	132,000	26,400	158,400	792,000
2033	132,000	22,440	154,440	660,000
2034	132,000	18,480	150,480	528,000
2035	132,000	14,520	146,520	396,000
2036	132,000	10,478	142,478	264,000
2037	132,000	6,353	138,353	132,000
2038	132,000	2,145	134,145	0
	\$2,653,200	\$1,053,081	\$3,706,281	

General Fund Bond Debt

General Government General Obligation Bonds - Series 2015, Transportation				
Fiscal Year	Principal	Interest	Total	Balance
2016		\$83,386	\$83,386	\$4,367,371
2017	220,168	173,279	393,447	4,147,203
2018	220,168	166,674	386,842	3,927,035
2019	220,168	157,867	378,035	3,706,867
2020	218,051	146,912	364,963	3,488,816
2021	218,051	136,009	354,060	3,270,765
2022	218,051	125,107	343,158	3,052,714
2023	218,051	114,204	332,255	2,834,663
2024	218,051	103,302	321,353	2,616,612
2025	218,051	92,399	310,450	2,398,561
2026	218,051	81,497	299,548	2,180,510
2027	218,051	70,594	288,645	1,962,459
2028	218,051	59,691	277,742	1,744,408
2029	218,051	50,969	269,020	1,526,357
2030	218,051	44,428	262,479	1,308,306
2031	218,051	37,886	255,937	1,090,255
2032	218,051	31,345	249,396	872,204
2033	218,051	24,667	242,718	654,153
2034	218,051	17,853	235,904	436,102
2035	218,051	10,903	228,954	218,051
2036	218,051	3,680	221,731	0
	\$4,367,371	\$1,732,652	\$6,100,023	

General Government General Obligation Bonds Series 2017, Transportation				
Fiscal Year	Principal	Interest	Total	Balance
2017				\$9,406,800
2018	0	239,101	239,101	9,406,800
2019	471,900	381,245	853,145	8,934,900
2020	471,900	357,650	829,550	8,463,000
2021	471,900	334,055	805,955	7,991,100
2022	471,900	310,460	782,360	7,519,200
2023	471,900	286,865	758,765	7,047,300
2024	471,900	263,270	735,170	6,575,400
2025	471,900	239,675	711,575	6,103,500
2026	471,900	216,080	687,980	5,631,600
2027	471,900	192,485	664,385	5,159,700
2028	471,900	168,890	640,790	4,687,800
2029	471,900	147,654	619,554	4,215,900
2030	471,900	128,778	600,678	3,744,000
2031	468,000	109,980	577,980	3,276,000
2032	468,000	93,600	561,600	2,808,000
2033	468,000	79,560	547,560	2,340,000
2034	468,000	65,520	533,520	1,872,000
2035	468,000	51,480	519,480	1,404,000
2036	468,000	37,148	505,148	936,000
2037	468,000	22,523	490,523	468,000
2038	468,000	7,605	475,605	0
	\$9,406,800	\$3,733,618	\$13,140,418	

General Fund Bond Debt

Virginia Resource Authority 2017, Animal Shelter				
Fiscal Year	Principal	Interest	Total	Balance
2017				\$5,430,000
2018	190,000	199,187	389,187	5,240,000
2019	180,000	206,769	386,769	5,060,000
2020	190,000	200,563	390,563	4,870,000
2021	195,000	192,722	387,722	4,675,000
2022	205,000	182,472	387,472	4,470,000
2023	215,000	171,709	386,709	4,255,000
2024	230,000	160,306	390,306	4,025,000
2025	240,000	148,263	388,263	3,785,000
2026	250,000	135,706	385,706	3,535,000
2027	265,000	122,509	387,509	3,270,000
2028	275,000	110,572	385,572	2,995,000
2029	285,000	100,972	385,972	2,710,000
2030	295,000	91,909	386,909	2,415,000
2031	310,000	80,306	390,306	2,105,000
2032	320,000	66,063	386,063	1,785,000
2033	335,000	53,578	388,578	1,450,000
2034	345,000	42,738	387,738	1,105,000
2035	355,000	31,294	386,294	750,000
2036	370,000	19,213	389,213	380,000
2037	380,000	6,484	386,484	0
	\$5,430,000	\$2,323,334	\$7,753,334	

Virginia Resource Authority 2017C, 2008 Refunding				
Fiscal Year	Principal	Interest	Total	Balance
2017				\$4,085,000
2018		68,178		4,085,000
2019	2,485,000	112,753	2,597,753	1,600,000
2020	0	77,650	77,650	1,600,000
2021	0	77,650	77,650	1,600,000
2022	0	77,650	77,650	1,600,000
2023	0	77,650	77,650	1,600,000
2024	0	77,650	77,650	1,600,000
2025	0	77,650	77,650	1,600,000
2026	0	77,650	77,650	1,600,000
2027	0	77,650	77,650	1,600,000
2028	0	77,650	77,650	1,600,000
2029	0	77,650	77,650	1,600,000
2030	0	77,650	77,650	1,600,000
2031	0	77,650	77,650	1,600,000
2032	805,000	58,122	863,122	795,000
2033	795,000	19,297	814,297	0
	\$4,085,000	\$1,190,150	\$5,206,972	

General Fund Bond Debt

Virginia Resource Authority 2017C, Station 14				
Fiscal Year	Principal	Interest	Total	Balance
2018				\$5,890,000
2019	290,000	118,820	408,820	5,600,000
2020	295,000	253,575	548,575	5,305,000
2021	295,000	243,184	538,184	5,010,000
2022	295,000	231,391	526,391	4,715,000
2023	295,000	218,322	513,322	4,420,000
2024	295,000	204,228	499,228	4,125,000
2025	295,000	190,134	485,134	3,830,000
2026	295,000	175,016	470,016	3,535,000
2027	295,000	159,897	454,897	3,240,000
2028	295,000	144,778	439,778	2,945,000
2029	295,000	129,659	424,659	2,650,000
2030	295,000	114,966	409,966	2,355,000
2031	295,000	100,697	395,697	2,060,000
2032	295,000	86,428	381,428	1,765,000
2033	295,000	72,159	367,159	1,470,000
2034	295,000	57,891	352,891	1,175,000
2035	295,000	45,097	340,097	880,000
2036	295,000	33,778	328,778	585,000
2037	295,000	23,509	318,509	290,000
2038	290,000	14,163	304,163	0
	\$5,890,000	\$2,622,404	\$8,507,692	

Virginia Resource Authority 2014B, Refunding of Series 2006 and 2008, Embrey Mill Park Improvements and Indoor Recreation Center				
Fiscal Year	Principal	Interest	Total	Balance
2015	\$0	\$2,034,800	\$2,034,800	\$64,335,000
2016	1,300,000	2,826,863	4,126,863	63,035,000
2017	1,340,000	2,788,831	4,128,831	61,695,000
2018	1,395,000	2,729,547	4,124,547	60,300,000
2019	1,460,000	2,660,663	4,120,663	58,840,000
2020	4,095,000	2,526,641	6,621,641	54,745,000
2021	4,175,000	2,327,122	6,502,122	50,570,000
2022	4,265,000	2,117,097	6,382,097	46,305,000
2023	4,365,000	1,895,953	6,260,953	41,940,000
2024	2,830,000	1,711,581	4,541,581	39,110,000
2025	2,920,000	1,568,763	4,488,763	36,190,000
2026	3,020,000	1,422,975	4,442,975	33,170,000
2027	3,115,000	1,276,966	4,391,966	30,055,000
2028	3,215,000	1,133,659	4,348,659	26,840,000
2029	3,315,000	985,878	4,300,878	23,525,000
2030	3,420,000	833,494	4,253,494	20,105,000
2031	3,515,000	691,959	4,206,959	16,590,000
2032	2,685,000	578,791	3,263,791	13,905,000
2033	2,790,000	477,813	3,267,813	11,115,000
2034	2,885,000	372,109	3,257,109	8,230,000
2035	2,995,000	262,572	3,257,572	5,235,000
2037	2,675,000	52,828	2,727,828	0
	\$64,335,000	\$33,433,122	\$97,768,122	

General Fund Bond Debt

Virginia Resource Authority 2016C, Hidden Lake				
Fiscal Year	Principal	Interest	Total	Balance
				460,000
2020	40,000	22,175	62,175	420,000
2021	40,000	20,350	60,350	380,000
2022	45,000	18,322	63,322	335,000
2023	45,000	16,016	61,016	290,000
2024	45,000	13,709	58,709	245,000
2025	45,000	11,403	56,403	200,000
2026	45,000	9,097	54,097	155,000
2027	50,000	6,663	56,663	105,000
2028	50,000	4,100	54,100	55,000
2029	55,000	1,409	56,409	0
	\$460,000	\$123,243	\$583,243	

Virginia Resource Authority 2015D, LandFill				
Fiscal Year	Principal	Interest	Total	Balance
				1,855,000
2016		39,830		1,855,000
2017	195,000	84,922	234,830	1,660,000
2018	205,000	76,622	289,922	1,455,000
2019	215,000	65,859	291,622	1,240,000
2020	225,000	54,584	290,859	1,015,000
2021	235,000	44,397	289,584	780,000
2022	245,000	33,697	289,397	535,000
2023	260,000	20,756	293,697	275,000
2024	275,000	7,047	295,756	0
	\$1,855,000	\$427,714	\$2,275,667	

General Fund Lease Debt

Communications System				
Fiscal Year	Principal	Interest	Total	Balance
2011	\$0	\$0	\$0	\$8,707,998
2012	845,765	269,390	1,115,155	7,862,233
2013	880,846	234,309	1,115,155	6,981,387
2014	908,562	206,593	1,115,155	6,072,825
2015	937,149	178,006	1,115,155	5,135,676
2016	966,636	148,519	1,115,155	4,169,040
2017	997,051	118,104	1,115,155	3,171,990
2018	1,028,423	86,732	1,115,155	2,143,567
2019	692,504	58,641	751,145	1,451,062
2020	714,294	36,851	751,145	736,769
2021	736,769	14,376	751,145	0
	\$8,707,998	\$1,351,522	\$10,059,520	

Fire Rescue Self-Contained Breathing Apparatus (SCBA), Fire Rescue Heavy Rescue, Public Safety Computer Aided Dispatch				
Fiscal Year	Principal	Interest	Total	Balance
2014				\$5,980,906
2015	776,915	129,278	906,193	5,203,991
2016	792,808	113,386	906,193	4,411,183
2017	809,044	97,149	906,193	3,602,139
2018	825,634	80,560	906,193	2,776,506
2019	842,583	63,610	906,193	1,933,923
2020	366,915	48,281	415,196	1,567,008
2021	376,591	38,605	415,196	1,190,416
2022	386,523	28,674	415,196	803,894
2023	396,716	18,480	415,196	407,178
2024	407,178	8,018	415,196	0
	\$5,980,906	\$626,042	\$6,606,948	

Radio System FCC Mandated Upgrade to TDMA				
Fiscal Year	Principal	Interest	Total	Balance
2016	\$0	\$0	\$0	\$2,100,000
2017	405,709	33,511	439,220	1,694,291
2018	412,732	26,488	439,220	1,281,560
2019	419,876	19,344	439,220	861,684
2020	427,145	12,075	439,220	434,539
2021	434,539	4,681	439,220	0
	\$2,100,000	\$96,100	\$5,575,775	

Fire Rescue Heavy Rescue				
Fiscal Year	Principal	Interest	Total	Balance
2016				\$3,028,339
2017	276,506	58,209	334,715	2,751,833
2018	282,049	52,665	334,715	2,469,784
2019	287,704	47,011	334,715	2,182,080
2020	293,472	41,242	334,715	1,888,607
2021	299,356	35,359	334,715	1,589,251
2022	305,358	29,357	334,715	1,283,893
2023	311,480	23,235	334,715	972,413
2024	317,725	16,990	334,715	654,688
2025	324,095	10,620	334,715	330,593
2026	330,593	4,122	334,715	0
	\$3,028,339	\$318,810	\$3,347,149	

General Fund Lease Debt

2 Fire Trucks				
Fiscal Year	Principal	Interest	Total	Balance
				\$2,194,073
2019	\$92,314	\$39,010	131,325	2,101,759
2020	189,582	73,067	262,649	1,912,177
2021	196,383	66,266	262,649	1,715,793
2022	203,429	59,220	262,649	1,512,364
2023	210,727	51,922	262,649	1,301,638
2024	218,287	44,362	262,649	1,083,351
2025	226,118	36,531	262,649	857,232
2026	234,230	28,419	262,649	623,002
2027	242,633	20,016	262,649	380,369
2028	251,338	11,311	262,649	129,031
2029	129,031	2,294	131,325	0
	\$2,194,073	\$432,419	\$2,626,492	

Utilities Fund Bond Debt

Virginia Resource Authority - Little Falls Run				
Fiscal Year	Principal	Interest	Total	Balance
				\$9,326,573
2012	179,131	640,886	820,017	9,147,442
2013	365,351	321,513	686,864	8,782,091
2014	378,429	308,435	686,864	8,403,662
2015	393,034	260,813	653,847	8,010,628
2016	405,681	215,150	620,831	7,604,947
2017	416,791	204,039	620,830	7,188,156
2018	428,204	192,626	620,830	6,759,952
2019	439,931	180,899	620,830	6,320,021
2020	451,978	168,852	620,830	5,868,043
2021	464,356	156,474	620,830	5,403,687
2022	477,072	143,758	620,830	4,926,615
2023	490,137	130,694	620,831	4,436,478
2024	503,559	117,271	620,830	3,932,919
2025	517,349	103,482	620,831	3,415,570
2026	531,516	89,314	620,830	2,884,054
2027	546,072	74,758	620,830	2,337,982
2028	561,027	59,804	620,831	1,776,955
2029	576,390	44,440	620,830	1,200,565
2030	592,174	28,655	620,829	608,391
2031	608,391	12,439	620,830	0
	\$9,326,573	\$3,454,302	\$12,780,875	

Virginia Resources Authority - 2014 Various water distribution projects and infrastructure improvements.				
Fiscal Year	Principal	Interest	Total	Balance
2015		\$597,721		\$16,010,000
2016	525,000	624,678	2,314,858	15,485,000
2017	545,000	605,234	1,150,234	14,940,000
2018	570,000	580,237	1,150,237	14,370,000
2019	600,000	552,006	1,152,006	13,770,000
2020	625,000	529,041	1,154,041	13,145,000
2021	645,000	507,247	1,152,247	12,500,000
2022	670,000	482,450	1,152,450	11,830,000
2023	700,000	454,069	1,154,069	11,130,000
2024	730,000	422,125	1,152,125	10,400,000
2025	765,000	388,616	1,153,616	9,635,000
2026	800,000	350,863	1,150,863	8,835,000
2027	840,000	311,288	1,151,288	7,995,000
2028	880,000	271,063	1,151,063	7,115,000
2029	915,000	236,816	1,151,816	6,200,000
2030	945,000	207,578	1,152,578	5,255,000
2031	975,000	176,184	1,151,184	4,280,000
2032	1,010,000	141,800	1,151,800	3,270,000
2033	1,050,000	104,116	1,154,116	2,220,000
2034	1,090,000	63,656	1,153,656	1,130,000
2035	1,130,000	21,475	1,151,475	0
	\$16,010,000	\$7,628,263	\$24,205,722	

Utilities Fund Bond Debt

Virginia Resources Authority - Aquia				
Fiscal Year	Principal	Interest	Total	Balance
				\$23,386,038
2012	536,481	475,248	1,011,729	22,849,557
2013	1,064,593	353,935	1,418,528	21,784,964
2014	1,074,248	344,280	1,418,528	20,710,716
2015	1,091,505	327,023	1,418,528	19,619,211
2016	1,124,655	247,521	1,372,176	18,494,556
2017	1,152,860	172,967	1,325,827	17,341,696
2018	1,163,838	161,989	1,325,827	16,177,858
2019	1,174,920	150,906	1,325,826	15,002,938
2020	1,186,109	139,717	1,325,826	13,816,829
2021	1,197,404	128,423	1,325,827	12,619,425
2023	1,220,317	105,509	1,325,826	10,190,303
2024	1,231,937	93,889	1,325,826	8,958,366
2025	1,243,668	82,158	1,325,826	7,714,698
2026	1,255,511	70,315	1,325,826	6,459,187
2027	1,267,467	58,359	1,325,826	5,191,720
2028	1,279,537	46,290	1,325,827	3,912,183
2029	1,291,721	34,105	1,325,826	2,620,462
2030	1,304,022	21,804	1,325,826	1,316,440
2031	1,316,440	9,388	1,325,828	0
	\$23,386,038	\$3,140,846	\$26,526,884	

Virginia Resources Authority - 2015				
Fiscal Year	Principal	Interest	Total	Balance
				\$8,620,000
2016		168,467		8,620,000
2017	270,000	367,856	637,856	8,350,000
2018	280,000	356,463	636,463	8,070,000
2019	295,000	341,728	636,728	7,775,000
2020	310,000	326,225	636,225	7,465,000
2021	325,000	312,153	637,153	7,140,000
2022	340,000	297,313	637,313	6,800,000
2023	355,000	279,503	634,503	6,445,000
2024	375,000	260,797	635,797	6,070,000
2025	395,000	241,066	636,066	5,675,000
2027	435,000	202,678	637,678	4,825,000
2028	455,000	182,672	637,672	4,370,000
2029	475,000	161,791	636,791	3,895,000
2030	495,000	143,384	638,384	3,400,000
2031	510,000	127,681	637,681	2,890,000
2032	530,000	107,831	637,831	2,360,000
2033	555,000	83,416	638,416	1,805,000
2034	580,000	59,613	639,613	1,225,000
2035	600,000	36,563	636,563	625,000
2036	625,000	12,391	637,391	0
	\$8,620,000	\$4,291,299	\$12,742,831	

Utilities Fund Bond Debt

Virginia Resources Authority - 2012 Rocky Pen Run Dam and Reservoir, Rocky Pen Run Water Treatment Facility, Various water distribution projects and infrastructure improvements.				
Fiscal Year	Principal	Interest	Total	Balance
				\$15,000,000
2013	0	2,314,858	0	15,000,000
2014	810,000	2,606,713	3,416,713	14,190,000
2015	845,000	2,573,679	3,418,679	13,345,000
2016	885,000	2,531,847	3,416,847	12,460,000
2017	930,000	1,506,616	2,436,616	11,530,000
2018	975,000	479,078	1,454,078	10,555,000
2019	1,020,000	432,531	1,452,531	9,535,000
2020	1,070,000	383,550	1,453,550	8,465,000
2021	1,125,000	327,303	1,452,303	7,340,000
2022	1,180,000	273,487	1,453,487	6,160,000
2023	1,235,000	218,703	1,453,703	4,925,000
2024	0	188,906	188,906	4,925,000
2025	0	188,906	188,906	4,925,000
2026	0	188,906	188,906	4,925,000
2027	455,000	181,797	636,797	4,470,000
2028	475,000	167,266	642,266	3,995,000
2029	495,000	152,109	647,109	3,500,000
2030	0	144,375	144,375	3,500,000
2031	0	144,375	144,375	3,500,000
2032	0	144,375	144,375	3,500,000
2033	0	144,375	144,375	3,500,000
2034	640,000	131,175	771,175	2,860,000
2035	0	117,975	117,975	2,860,000
2036	0	117,975	117,975	2,860,000
2037	0	117,975	117,975	2,860,000
2038	0	117,975	117,975	2,860,000
2039	0	117,975	117,975	2,860,000
2040	0	117,975	117,975	2,860,000
2041	905,000	99,309	1,004,309	1,955,000
2042	950,000	61,050	1,011,050	1,005,000
2043	1,005,000	20,728	1,025,728	0
	\$15,000,000	\$16,313,867	\$28,999,009	

Virginia Resources Authority - 2016				
Fiscal Year	Principal	Interest	Total	Balance
				\$41,140,000
2017		826,134		41,140,000
2018	95,000	1,801,466	2,314,858	41,045,000
2019	95,000	1,798,322	1,893,322	40,950,000
2020	100,000	1,793,775	1,893,775	40,850,000
2021	105,000	1,789,022	1,894,022	40,745,000
2022	110,000	1,783,863	1,893,863	40,635,000
2023	115,000	1,778,097	1,893,097	40,520,000
2024	1,415,000	1,738,891	3,153,891	39,105,000
2025	1,495,000	1,664,322	3,159,322	37,610,000
2026	1,570,000	1,585,781	3,155,781	36,040,000
2027	1,195,000	1,514,928	2,709,928	34,845,000
2028	1,255,000	1,452,147	2,707,147	33,590,000
2029	1,310,000	1,386,419	2,696,419	32,280,000
2030	1,895,000	1,305,941	3,200,941	30,385,000
2031	1,995,000	1,207,909	3,202,909	28,390,000
2032	2,100,000	1,103,225	3,203,225	26,290,000
2033	2,195,000	1,004,391	3,199,391	24,095,000
2034	1,650,000	925,088	2,575,088	22,445,000
2035	2,385,000	841,866	3,226,866	20,060,000
2036	2,490,000	741,319	3,231,319	17,570,000
2037	2,590,000	636,544	3,226,544	14,980,000
2038	2,695,000	530,859	3,225,859	12,285,000
2039	2,800,000	431,344	3,231,344	9,485,000
2040	2,900,000	327,863	3,227,863	6,585,000
2041	2,115,000	228,009	2,343,009	4,470,000
2042	2,195,000	139,116	2,334,116	2,275,000
2043	2,275,000	46,922	2,321,922	0
	\$41,140,000	\$30,383,559	\$71,115,817	

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

ECC – Emergency Communications Center

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

EVOG – 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 – Oversight 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, cities 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 within one year.

Current Liabilities – Obligations due and payable within 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 expendable financial resources. Generally, this means that expenditures that will be paid within a short period after the year-end are subject to year-end accrual.

Expense – FASB Concept number six defines expenses as “outflows or other using up of assets or incurrences of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.”

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 fund is the primary location of all financial activity associated with the ordinary operations of Stafford County. Most taxes are accrued into this fund and transfers are made out of it to the School, Debt Service and 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 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.

Smart Scale - 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.

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.

