

ADOPTED
BUDGET
FY2021

BRIDGING THE GAP

BETWEEN COMMUNITY EXPECTATIONS

AND PRIORITIES



STAFFORD
Virginia



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BOARD OF SUPERVISORS

Meg Boehmke, Chairman
Falmouth District

Thomas C. Coen, Vice Chairman
George Washington District

Tinesha O. Allen
Griffis – Widewater District

L. Mark Dudenhefer
Garrisonville District

Cindy Charlene Shelton
Aquia District

Gary F. Snellings
Hartwood District

Crystal Vanuch
Rock Hill District

This is Stafford County's 32nd GFOA Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Stafford County

Virginia

For the Fiscal Year Beginning

July 1, 2019

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, 2019.

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

Frederick J. Presley
County Administrator

Michael T. Smith
Deputy County Administrator

Donna S. Krauss
Deputy County Administrator

Alex A. Espinosa
Chief Financial Officer

Andrea M. Light
Budget Division Director

Kimberly A. Herman
Principle Budget Analyst

Donna M. Olsen
Senior Budget and Management Analyst

Renee Rosales
Budget and Management Analyst

Shannon L. Wagner
Director of Human Resources

Andrew Spence
Director of Community Engagement

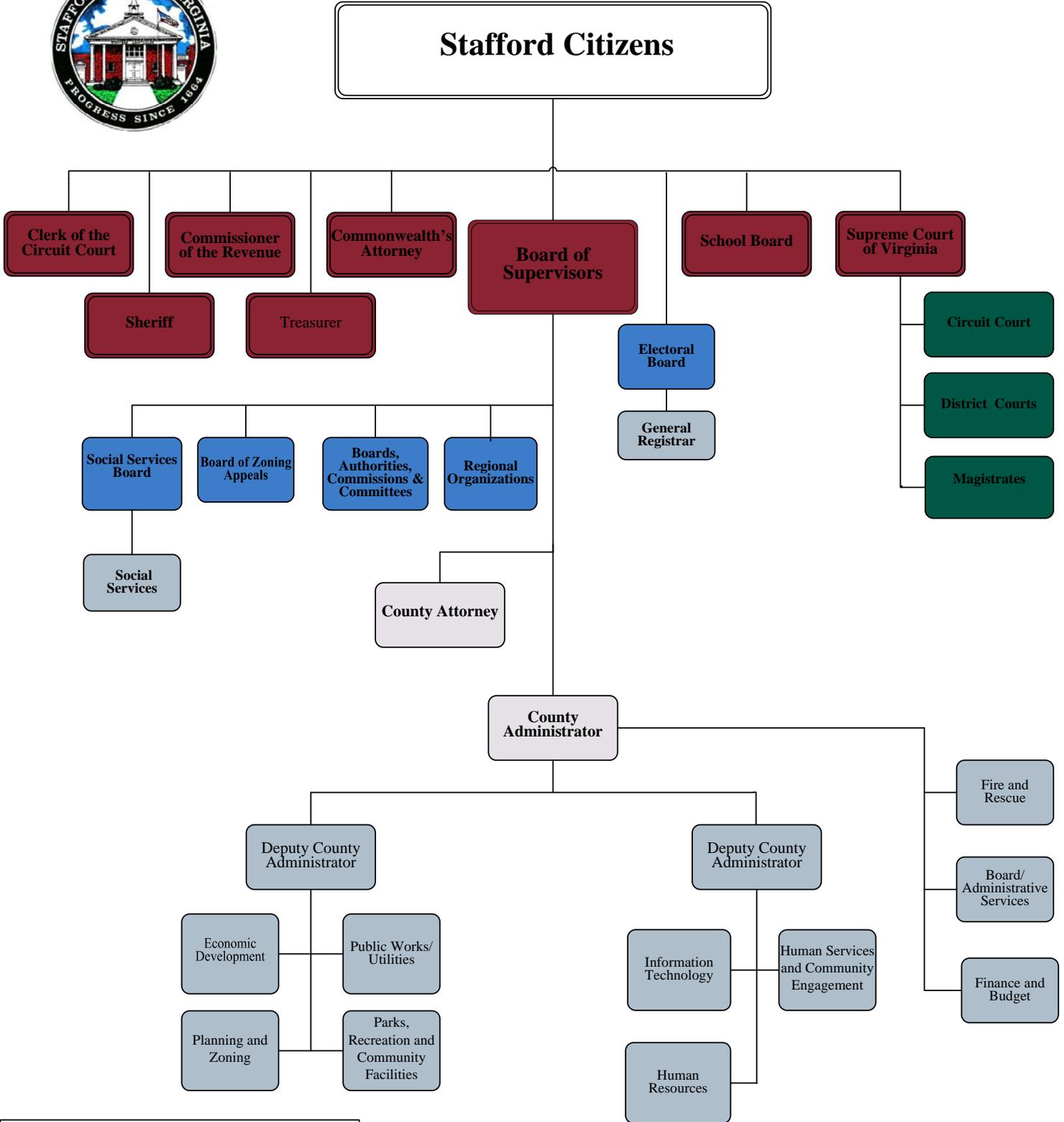
Michael A. Morris
Director of Parks, Recreation and Community Facilities

Jason D. Towery
Public Works Director

Paul J. Santay
Public Works Development Services Assistant Director

Deidre G. Jett
Public Works Budget and Finance Manager

COUNTY OF STAFFORD, VIRGINIA



Legend

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

HOW TO USE THE BUDGET DOCUMENT

FY2021 Adopted Budget

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.

Meg Bohmke, Chairman
Thomas C. Coen, Vice Chairman
Tinesha Allen
L. Mark Dudenhefer
Cindy C. Shelton
Gary F. Snellings
Crystal L. Vanuch

Frederick J. Presley
County Administrator

July 1, 2020

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 2021 County budget totaling \$636,876,655, including all services. This Budget reaffirms the efforts in building the foundation for a stronger future while meeting the unprecedented challenges and budgetary impacts of the COVID-19 pandemic fallout.

The coronavirus pandemic has created a level of uncertainty regarding health and safety but has also impacted financial and economic stability throughout our community. Even with these recent challenges, Stafford has quickly transitioned into the second-fastest-growing county in Virginia, coupled with increasing infrastructure and community needs. Over the years, Stafford has shifted from its rural character into a community that also boasts idyllic neighborhoods, low crime rates, top-tier schools and a quality of life benefiting from a primer location between Washington D.C. and the City of Richmond, which has driven the appeal and growth of our community.

Managing the financial planning process alongside a pandemic: As the public budgetary process began in March 2020, the Board had already invested several months into a deliberate and careful financial process that encompassed input from the Strategic Plan and the Five-Year Financial Plan. Furthermore, this financial planning framework incorporated actions to address both the continuing exponential growth and the lasting effects of the most recent recession. The Board proceeded to gather citizen feedback and listen to the views and opinions from the public regarding the Proposed FY21 Budget. During this time, COVID-19 went from a potential threat to becoming a new reality we continue to face today. Due to this health crisis, this Budget addresses the community impacts of the pandemic through reducing taxes and cutting budgets to manage the financial consequences. Stafford remains strong, and the Board of Supervisors is dedicated to developing new ways to continue the excellent services provided to all residents and visitors, to accommodate these challenging times until the emergency is lifted.

Budget Initiatives

Northern Virginia continues to place significant economic and infrastructure pressures on Stafford. During the Budget process, several Budget initiatives were established to address these ever-pressing

challenges in order to move our strategic priorities forward and to invest in our core values while reducing risk. These goals were restructured to ensure that the wellbeing of our community and our employees were prioritized during this health crisis.

Prioritizing wellness for the betterment of our community: Amidst the fallout from COVID-19, the Board of Supervisors extended deliberations to better comprehend and adequately evaluate the financial impacts of the health crisis on the Budget. Priorities on taxes, budget cuts and pandemic-related costs became major drivers for the development of the FY21 Budget.

- **Taxes:** The Board voted unanimously to reduce the real estate property tax rate to \$0.97 per \$100 assessed value and to maintain the personal property tax rate at \$6.46, resulting in the elimination of dedicated transportation funding. By reducing the tax rate by four cents, the Board virtually level-funded the General Fund Budget, reducing \$15 million from the proposed Budget presented in February 2020. This proactive measure was based on the current and future challenges of business shutdowns and employment losses in our community and across the country. Additionally, the Board voted to lower penalties and interest to zero for overdue personal property taxes and accommodate late utility payments, ushering in helpful solutions for residents hit with hard times. With sound financial practices in place, the County is prepared to manage the economic challenges while continuing to uphold high-quality service levels for our residents.
- **COVID-19:** With the onset of the pandemic and from a budgetary standpoint, the County was faced with several short and long-term fiscal impacts. The County immediately began orchestrating supportive community measures required in an emergency. These actions included the procuring of emergency supplies for residents and the health department, establishing a warehouse for donations and activating the emergency operations center to support our government and public safety operations. These unforeseen costs were addressed both in the FY20 and FY21 budgets, prioritizing the safety of our community.
- **Balancing the Budget:** With the tax rate equalized, the challenge was to balance the Budget while still maintaining several priorities for the future and then recognizing the impacts from the coronavirus. To account for this fiscal challenge, all nonessential spending and hiring were frozen, and budgeted reserves were leveraged to offset revenue loss in FY20. Concerning the FY21 Budget, the Board eliminated new expenditures, including the cost of living salary increases for non-public safety employees, and maintained the freeze on all nonessential purchasing and hiring, until the economic picture becomes clearer. Moreover, all departments were reverted to FY20 funding levels and received up to a 10% budget cut to accommodate

ongoing commitments.

Meeting new and continuing obligations: The Budget included a total of \$4.3 million in additional mandates and partner agency increases. These obligations were largely addressed by identifying \$3.9 million of reductions in expenditures while still upholding Stafford's commitments.

- Education. After providing additional support in FY20 to the Schools that funded a 5% pay increase alongside dedicated funding increases over recent years, the Board of Supervisors remains committed to quality education to support our excellent K-12 system and post-education opportunities. Likewise, the school system faces similar challenges due to the growth in our population, especially in our student base. After working hard to identify priorities with the Schools, the pandemic created a problematic situation, which necessitated the removal of any school increases outside of mandated expenditures. This school budget increase, of \$1.69 million, lessened the financial impacts from the pandemic. And through judicious capital discussions, the new high school capital project schedule will move forward as provided in the Capital Improvement Plan.
- Other commitments. The equalization of the tax rate made it challenging to account for several new mandates included in the Budget. Commitments such as increases from the Virginia Retirement System, budget escalations from the Rappahannock Jail and the Juvenile Detention Center, the continued growth of the Veteran Tax Relief Program and several other commitments were incorporated into the FY21 Budget without affecting the County's assurance to deliver the highest-quality customer service to residents.

Moving strategic priorities forward: By identifying budget savings and making difficult but necessary decisions to cancel summer recreation programs, apply reserve funds and reduce library funding, the Board was able to move on several strategic priorities. The FY21 Budget supports our core values and reduces risk by strategically investing in priorities most needed for the future in these unpredictable times.

- Public Safety. The Board approved a bold step pay plan for public safety in January 2020 aligned with their Strategic Plan three-year priority and designed to ensure competitive public safety pay into the future. The FY21 Budget begins the implementation of this model that addresses recruitment and retainment in staffing and adapts to the quickly-changing, competitive markets within our region. The Budget also invests in essential positions for Fire and Rescue to manage and improve internal operations that support the current 24-hour response system. This budget strengthens the commitment to public safety, building on the foundation that keeps Stafford a safe and healthy community.

- Organizational Excellence. This Budget finalizes the implementation of the Classification and Compensation Study addressing recruitment and market challenges for all staff. Even with the health crisis, this Budget continues to invest in our core values to meet community expectations and strategic priorities.
- Transportation. Building a responsive transportation system is a top priority for County residents and the Board, especially with over 75% of voters approving a \$50 million road bond. Understanding that the health crisis will impact transportation revenues, the initial major road bond project will only move out by one year, regaining momentum in 2021. The Board adopted these changes along with other fiscal modifications in the 2021-2025 Capital Improvement Plan.

As the County navigates through the pandemic, we will continue to face many new challenges, but will also find opportunities ahead. The Board is committed to a fiscal process that incorporates the community's input, strategic priorities and a five-year financial plan that only strengthens our ability to work with and evaluate the needs of our schools, neighborhoods, public safety, parks, community health and courts. With a Triple-AAA credit rating, fiscal stewardship is paramount during these times as Stafford looks to improve operations and invest strategically to build the foundation for a stronger future. This Budget balances the diverse needs of the County with sound financial management while navigating through this health crisis. Still, we must continue to come together to make our way to a community where heart, home and a healthy business environment thrive.

I would like to thank all County staff and constitutional officers for their excellent work in the development of this Budget. I also show my appreciation to the Budget Office in working through a challenging and demanding process. And most notably, thank you to the citizens of Stafford County for allowing us to serve you and making our community better every day. For further detail on these budget initiatives, I present you with Stafford County's Adopted Fiscal Year 2021 Budget.


Frederick J. Presley
County Administrator

STAFFORD COUNTY

2020 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.

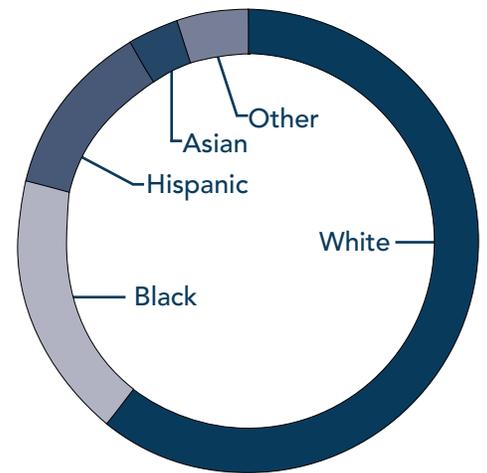
The conclusion of the Civil War represented a time of reconstruction. Stafford remained mostly a rural community until the construction of Interstate 95 in the late 1960s. Since that time, Stafford has experienced a population boom. With a 2018 population of 149,110, Stafford is now the 3rd fastest growing 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



2019 Population Demographics

Source: Weldon Cooper Center, University of Virginia, 2018

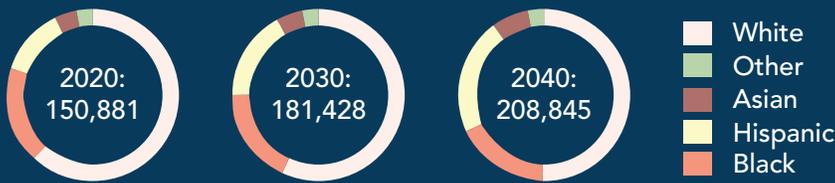


2020 County Profile

Population and Demographic Data

County	2019 Population	Median Age	Median Household Income	Median Home Market Price	Avg. Work Travel Time
Albemarle	109,722	39	\$72,265	\$344,500	21 mins.
Fauquier	70,580	39	\$94,775	\$384,100	40 mins.
Hanover	107,928	43	\$84,955	\$275,800	25 mins.
Loudoun	413,546	36	\$129,588	\$492,300	34 mins.
Prince William	465,498	35	\$101,059	\$369,300	39 mins.
Spotsylvania	135,715	38	\$81,434	\$267,800	38 mins.
Stafford	151,689	35	\$106,773	\$334,600	41 mins.

Future Population



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.

Source: Weldon Cooper Center, University of Virginia, 2019 and US Census 2019

ECONOMY

42,964

Number of Jobs

2.8%

Unemployment Rate

\$106,773

Median Household Income

2,278

Number of Businesses

\$0.97

FY20 Adopted Tax Rate

77%

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+

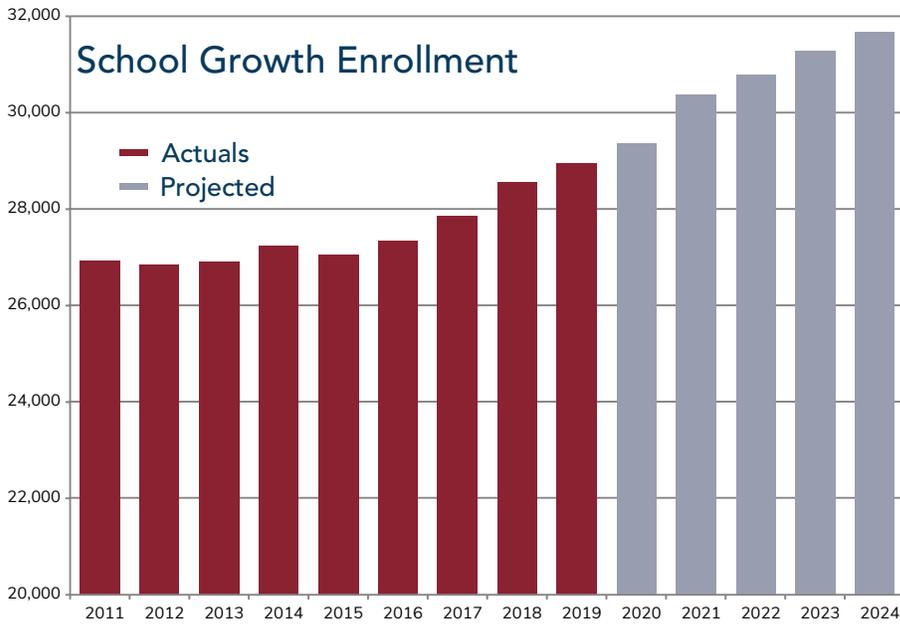
Stafford County is comprised of 277 square miles. The County offers a business-friendly environment. Low business and real estate tax rates are designed to promote commercial growth and expand job opportunities for our citizens.

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

Source: VA Employment Commission, QCEW, 2019
US Census 2019

2020 County Profile

Student 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. The School growth is will reach 30,000 students by 2021.

2nd Highest per capita enrollment in Northern Virginia during the 2017-2018 school year.

Permitting

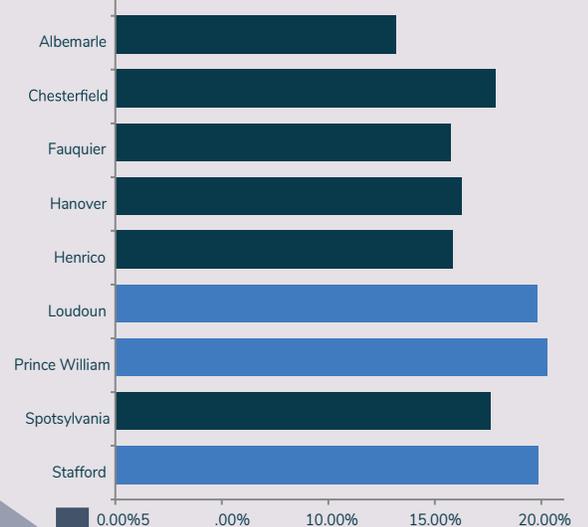
Stafford County is one of the fastest growing counties in Virginia, and has seen increases in occupancy permits over the last few years that reflect this exponential growth pattern.

Enrollment continues to grow for all comparable localities.

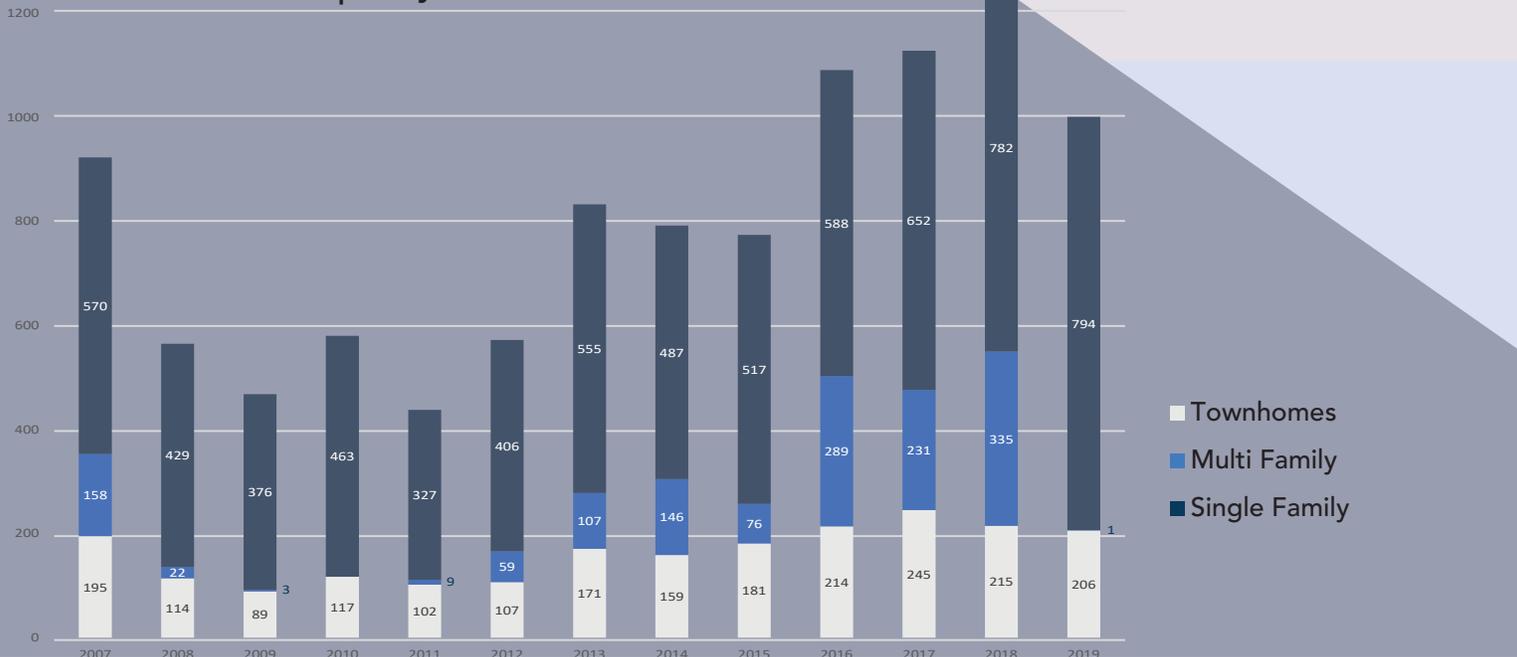
Stafford is now second highest per capita enrollment. Prince William is the only comparable with more students per its population.

2018 Per Capita

Source: Weldon Cooper Center, University of Virginia, 2019



2006-2019 Occupancy Permits Issued



2020 County Profile

Stafford County at a glance

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019 Actuals	FY2020 Adopted	FY2021 Adopted
Dollars (000)											
General Fund Revenues	\$247,028	\$249,558	\$256,235	\$264,973	\$267,160	\$274,319	\$285,151	\$287,745	\$306,956	\$318,853	\$320,937
Local School Funding	\$124,906	\$127,028	\$136,084	\$135,595	\$133,116	\$143,718	\$143,836	\$147,722	\$151,125	\$160,644	\$162,698
People											
Resident Population	131,067	132,719	135,141	138,230	140,176	141,915	144,584	147,095	149,885	152,954	156,302
Authorized County Positions (1)	984	984	987	997	998	1,010	1,063	1,076	1,121	1,143	1,147
School Positions (2)	3,827	3,744	3,729	3,751	3,739	3,767	3,926	3,993	4,069	4,156	4,291
School Enrollment (ADM) (3)	26,928	26,838	26,904	27,229	27,048	27,340	27,850	28,551	28,934	29,351	29,860
Assessed Value (000)											
Real Property (4)	12,719,092	13,002,326	13,262,151	14,372,802	14,698,934	15,856,658	16,176,100	17,203,940	17,203,940	17,549,521	18,728,794
Tax Rates											
Real Property	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	0.97
Personal Property	6.89	6.89	6.89	6.89/6.61	6.61	6.61	6.50	6.46	6.46	6.46	6.46
Personal Property Effective Rate	2.76	2.76	2.76	2.76/2.64	2.64	2.64	2.60	2.60	2.58	2.58	2.58

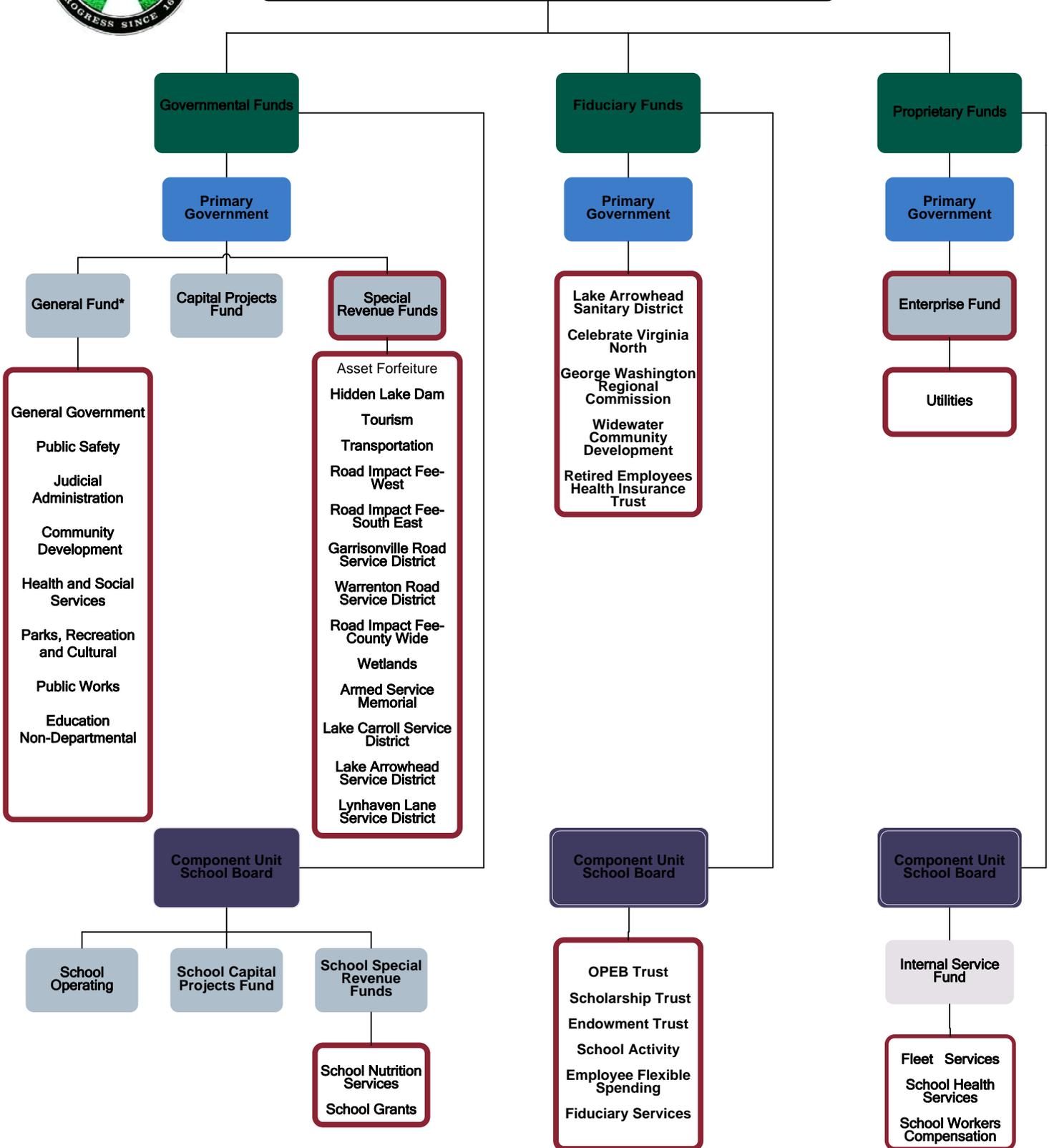
(1) Full-Time and Part-Time Positions
 (2) All School Funds positions are Full-Time Equivalent totals and rounding may apply
 (3) (ADM) Average Daily Membership
 (4) Calendar Year Value

Average Residential 2020 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 the district.
Warrenton Road Service District Fund Non-major Governmental - Special Revenue Fund	The Warrenton Road Service District was established by Ordinance O07-56 in July, 2007, to fund road improvements within the District, primarily to Warrenton Road, and any other transportation enhancements within the District. This fund accounts for ad valorem tax receipts from property owners in the District.

Note:

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

ALL FUNDS SCHEDULE: REVENUE

FY2021 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	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes "20 to '21		
General Fund						
Property Taxes	\$214,042,524	\$222,686,365	\$226,122,377	\$3,436,012	1.5%	
Other Local Taxes	40,669,876	41,091,994	42,244,321	1,152,327	2.8%	
Permits, Fees, and Licenses	4,346,390	4,575,008	3,794,707	(780,301)	-17.1%	
Fines & Forfeitures	895,106	906,769	700,327	(206,442)	-22.8%	
Use of Money & Property	2,638,461	1,689,386	759,151	(930,235)	-55.1%	
Charges for Services	6,093,443	6,061,422	5,347,672	(713,750)	-11.8%	
State Revenue	19,555,835	20,064,203	20,140,986	76,783	0.4%	
Shared Expenses	6,520,816	6,704,087	6,705,087	1,000	0.0%	
Federal Funds	4,647,523	4,230,860	4,219,465	(11,395)	-0.3%	
Miscellaneous Revenue	2,203,943	2,195,394	3,529,571	1,334,177	60.8%	
Transfers In/Other	994,012	344,798	318,439	(26,359)	-7.6%	
Prior Year Fund Balance	0	4,469,931	3,907,644	(562,287)	-12.6%	
Total	\$302,607,929	\$315,020,217	\$317,789,747	\$2,769,530	0.9%	
Transportation Fund (PRTC)						
Gasoline Sales Tax	4,750,315	4,638,900	4,089,500	(549,400)	-11.8%	
State Recordation Tax	862,306	865,000	0	(865,000)	-100.0%	
Use of Money & Property	155,628	108,952	55,500	(53,452)	-49.1%	
Federal Revenue	411,790	0	1,449,188	1,449,188	100.0%	
State Revenue	3,919,035	3,950,000	13,702,823	9,752,823	246.9%	
Prior Year Fund Balance	1,321,509	750,000	1,904,709	1,154,709	154.0%	
Total	\$11,420,583	\$10,312,852	\$21,201,720	\$10,888,868	105.6%	
Asset Forfeiture Fund						
Drug Seizure	75,442	250,000	156,929	(93,071)	-37.2%	
Prior Year Fund Balance	146,252	10,000	10,000	0	0.0%	
Total	\$221,694	\$260,000	\$166,929	(\$93,071)	-35.8%	
Tourism Fund						
5% Transit Occupancy Tax	1,918,455	2,027,020	954,548	(1,072,472)	-52.9%	
Prior Year Fund Balance	59,496	0	227,470	227,470	100.0%	
Other Revenue	4,500	5,000	4,500	(500)	-10.0%	
Total	\$1,982,451	\$2,032,020	\$1,186,518	(\$845,502)	-41.6%	
Hidden Lake Special Revenue Fund	Total	\$116,986	\$111,700	\$123,882	\$12,182	10.9%
Armed Service Memorial	Total	\$3,600	\$0	\$2,000	\$2,000	100.0%
Road Impact Fee - West Fund	Total	\$0	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide	Total	\$814,518	\$2,463,029	\$600,000	(\$1,863,029)	-75.6%
Road Impact Fee - South East Fund	Total	\$1,288,033	\$0	\$0	\$0	0.0%
Lake Carroll Service District	Total	\$32,376	\$13,875	\$772,740	\$758,865	5469.3%
Lake Arrowhead Service District	Total	\$231,172	\$119,511	\$601,111	\$481,600	403.0%
Lynhaven Lane Service District	Total	\$2,761	\$14,000	\$5,500	(\$8,500)	-60.7%

ALL FUNDS SCHEDULE: REVENUE

FY2021 Adopted Budget

Revenue Plan	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes "20 to '21	
Garrisonville Road Service District Fee					
Property Taxes	572,890	579,958	539,500	(40,458)	-7.0%
Use of Money & Property	19,344	1,000	1,000	0	0.0%
Miscellaneous	144,654	0	0	0	0.0%
Prior Year Fund Balance	0	30,826	0	(30,826)	-100.0%
State/Federal Revenue	1,422,809	123,304	415,896	292,592	237.3%
Total	\$2,159,697	\$735,088	\$956,396	\$221,308	30.1%
Warrenton Road Service District Fee					
Property Taxes	0	0	0	0	0.0%
Prior Year Fund Balance	0	1,139,310	1,775,296	635,986	55.8%
State/Federal Revenue	58,690	1,117,391	2,656,087	1,538,696	137.7%
Use of Money & Property	81,458	0	25,000	25,000	100.0%
Total	\$140,148	\$2,256,701	\$4,456,383	\$2,199,682	97.5%
Capital Improvements Fund					
VPSA Bonds	13,404,024	4,565,000	9,445,359	4,880,359	106.9%
Proceeds	2,194,073	3,260,000	2,785,185	(474,815)	-14.6%
Miscellaneous	8,075	0	0	0	0.0%
State Revenue	0	0	0	0	0.0%
Use of Money & Property	233,591	174,965	145,000	(29,965)	-17.1%
Prior Year Fund Balance	4,117,982	0	0	0	0.0%
Total	\$19,957,745	\$7,999,965	\$12,375,544	\$4,375,579	54.7%
Utilities Fund					
Water & Sewer Fees	37,536,141	45,240,830	41,752,473	(3,488,357)	-7.7%
Availability/ Pro Rata Fees	13,642,559	10,268,050	7,961,600	(2,306,450)	-22.5%
Other Charges and Fees	1,617,984	1,832,881	1,280,306	(552,575)	-30.1%
Prior Year Fund Balance	0	0	0	0	0.0%
Revenue Bond Proceeds	0	0	0	0	0.0%
Use of Money/Property	723,657	1,235,203	702,500	(532,703)	-43.1%
Total	\$53,520,341	\$58,576,964	\$51,696,879	(\$6,880,085)	-11.7%
School Funds					
State and Federal	182,956,838	191,681,463	208,918,918	17,237,455	9.0%
Use of Money/Property	174,164	0	0	0	0.0%
Bond Proceeds	0	0	0	0	0.0%
Prior Year Fund Balance	20,244,369	0	1,100,000	1,100,000	100.0%
User Fees	6,635,257	7,549,488	6,979,341	(570,147)	-7.6%
Other Revenue	4,374,364	6,780,772	7,943,047	1,162,275	17.1%
Total	214,384,992	206,011,723	224,941,306	18,929,583	9.2%
Total Revenues - All Funds	\$608,885,026	\$605,927,645	\$636,876,655	\$30,949,010	5.1%

ALL FUNDS SCHEDULE: EXPENDITURES

FY2021 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	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
General Fund - General Government					
Personnel	\$73,563,280	\$83,159,207	\$88,261,210	\$5,102,003	6.1%
Operating	46,375,935	50,191,273	48,587,958	(1,603,315)	-3.2%
Capital	3,336,935	1,878,292	2,388,899	510,607	27.2%
Debt Service	13,783,766	13,782,968	13,786,464	3,496	0.0%
Total	\$137,059,916	\$149,011,740	\$153,024,531	\$4,012,791	2.7%
Transportation - PRTC					
Personnel	86,987	108,098	169,179	61,081	56.5%
Operating	3,287,325	4,065,921	3,289,920	(776,001)	-19.1%
Capital	7,976,364	7,163,029	17,900,302	10,737,273	149.9%
Debt Service	1,446,787	1,403,833	1,363,049	(40,784)	-2.9%
Total	\$12,797,463	\$12,740,881	\$22,722,450	\$9,981,569	78.3%
Asset Forfeiture Fund					
Operating	83,867	260,000	166,929	(93,071)	-35.8%
Capital	137,827	0	0	0	0.0%
Total	\$221,694	\$260,000	\$166,929	(\$93,071)	-35.8%
Tourism Fund					
Operating	1,007,677	938,702	568,229	(370,473)	-39.5%
Personnel	195,551	272,510	226,470	(46,040)	-16.9%
Total	\$1,203,228	\$1,211,212	\$794,699	(\$416,513)	-34.4%
Hidden Lake Special Revenue Fund					
Personnel	1,474	2,080	2,612	532	25.6%
Operating	51,461	47,445	60,920	13,475	28.4%
Debt Service	64,051	62,175	60,350	(1,825)	-2.9%
Total	\$116,986	\$111,700	\$123,882	\$12,182	10.9%
Armed Service Memorial					
Total (Operating)	\$470	\$0	\$2,000	\$2,000	100.0%
Road Impact Fee - West Fund					
Total (Capital)	\$0	\$0	\$0	\$0	0.0%
Transportation Impact Fee - County Wide					
Total (Capital)	\$0	\$0	\$250,000	\$250,000	100.0%
Lake Carroll Service District					
Total (Capital)	\$15,901	\$13,875	\$772,740	\$758,865	5469.3%
Lake Arrowhead Service District					
Total (Capital)	\$150	\$119,511	\$601,111	\$481,600	403.0%
Lynhaven Lane Service District					
Total (Capital)	\$0	\$14,000	\$5,500	(\$8,500)	-60.7%
Road Impact Fee - South East Fund					
Total (Capital)	\$1,288,033	\$0	\$0	\$0	0.0%
Garrisonville Road Service District Fee					
Personnel	6,897	18,309	8,551	(9,758)	-53.3%
Debt Service	454,475	441,225	427,975	(13,250)	-3.0%
Capital	489,415	275,554	519,870	244,316	88.7%
Total	\$950,787	\$735,088	\$956,396	\$221,308	30.1%

ALL FUNDS SCHEDULE: EXPENDITURES

FY2021 Adopted Budget

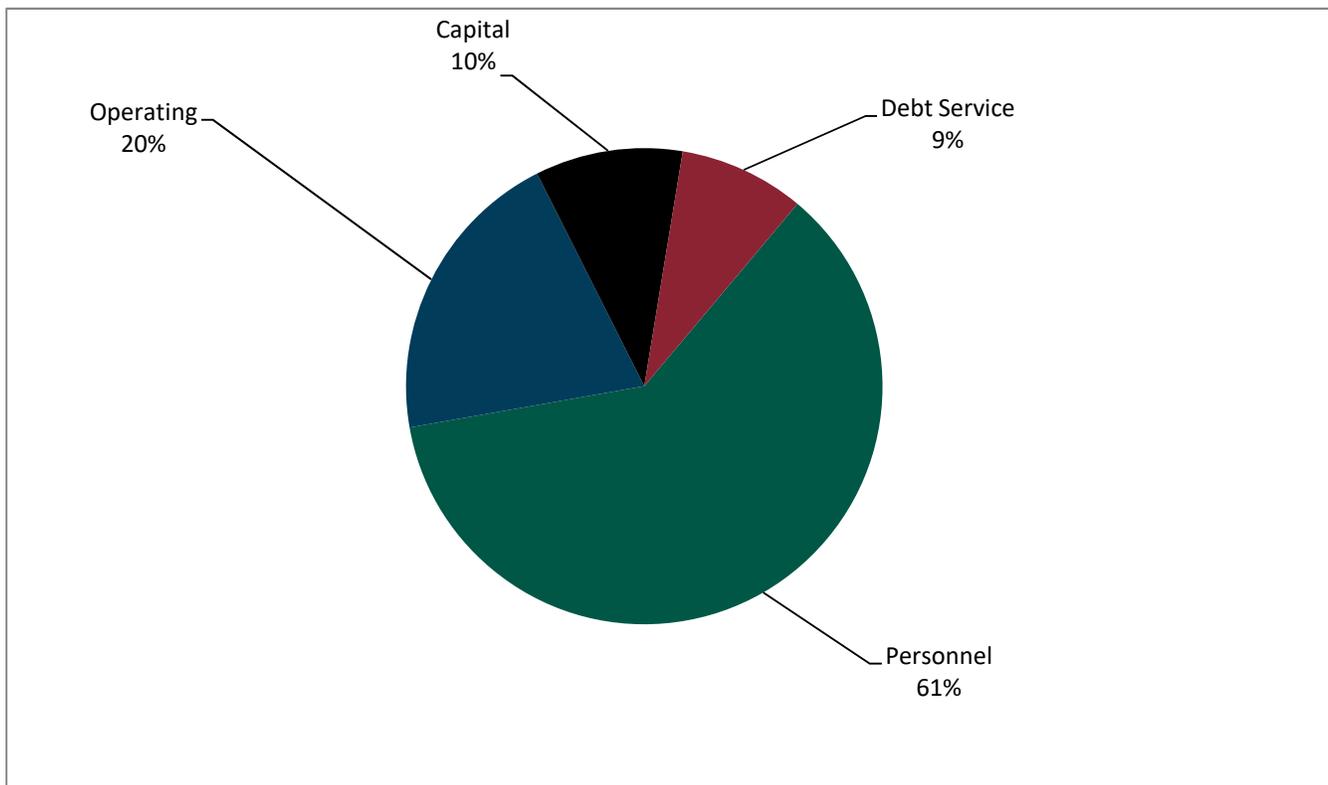
Expenditure Plan	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Warrenton Road Service District Fee					
Personnel	13,982	21,920	22,916	996	4.5%
Capital	110,806	2,234,781	4,433,467	2,198,686	98.4%
Total (Capital)	\$124,788	\$2,256,701	\$4,456,383	\$2,199,682	97.5%
Capital Improvements Fund					
Personnel	139,563	198,267	145,000	(53,267)	-26.9%
Operating	0	0	0	0	0.0%
Capital	9,298,668	12,433,403	6,797,255	(5,636,148)	-45.3%
Total	\$9,438,231	\$12,631,670	\$6,942,255	(\$5,689,415)	-45.0%
Utilities Fund - Water & Sewer					
Operating	12,177,494	13,974,063	14,302,114	328,051	2.3%
Capital	12,858,595	21,531,700	14,228,200	(7,303,500)	-33.9%
Personnel	11,838,309	12,722,830	13,775,381	1,052,551	8.3%
Debt Service	3,112,147	7,987,770	7,082,380	(905,390)	-11.3%
Total	\$39,986,545	\$56,216,363	\$49,388,075	(\$6,828,288)	-12.1%
School Operating & Grant Fund					
Personnel	249,444,459	266,746,999	280,190,849	13,443,850	5.0%
Operating	40,826,882	48,671,305	54,296,224	5,624,919	11.6%
Capital	8,414,158	2,166,464	2,032,700	(133,764)	-6.2%
Debt Service	405,229	406,949	1,236,955	830,006	204.0%
Total	\$299,090,728	\$317,991,717	\$337,756,728	\$19,765,011	6.2%
School Debt Service					
Total	\$31,141,916	\$31,696,129	\$30,358,266	(\$1,337,863)	-4.2%
School Construction Fund					
Personnel	313,909	347,855	211,069	(136,786)	-39.3%
Operating	1,647,522	210,000	110,000	(100,000)	-47.6%
Capital	32,114,803	4,565,000	12,724,700	8,159,700	178.7%
Total	\$34,076,234	\$5,122,855	\$13,045,769	\$7,922,914	154.7%
School Nutrition Service Fund					
Personnel	5,751,593	6,329,351	6,277,191	(52,160)	-0.8%
Operating	6,650,838	8,001,482	8,131,750	130,268	1.6%
Capital	35,178	17,505	1,100,000	1,082,495	6183.9%
Total	\$12,437,609	\$14,348,338	\$15,508,941	\$1,160,603	8.1%
Total Expenditures - All Funds	\$579,950,679	\$604,481,780	\$636,876,655	\$32,394,875	5.4%

SUMMARY OF ALL FUNDS: MAJOR EXPENSE

FY2021 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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Personnel	\$341,356,004	\$369,927,426	\$389,290,428	\$19,363,002	5.23%
Operating	112,109,471	126,360,191	129,516,044	3,155,853	2.50%
Capital	76,076,833	52,413,114	63,754,744	11,341,630	21.64%
Debt Service	50,408,371	55,781,049	54,315,439	(1,465,610)	-2.63%
Total Expenditures	\$579,950,679	\$604,481,780	\$636,876,655	\$32,394,875	5.36%

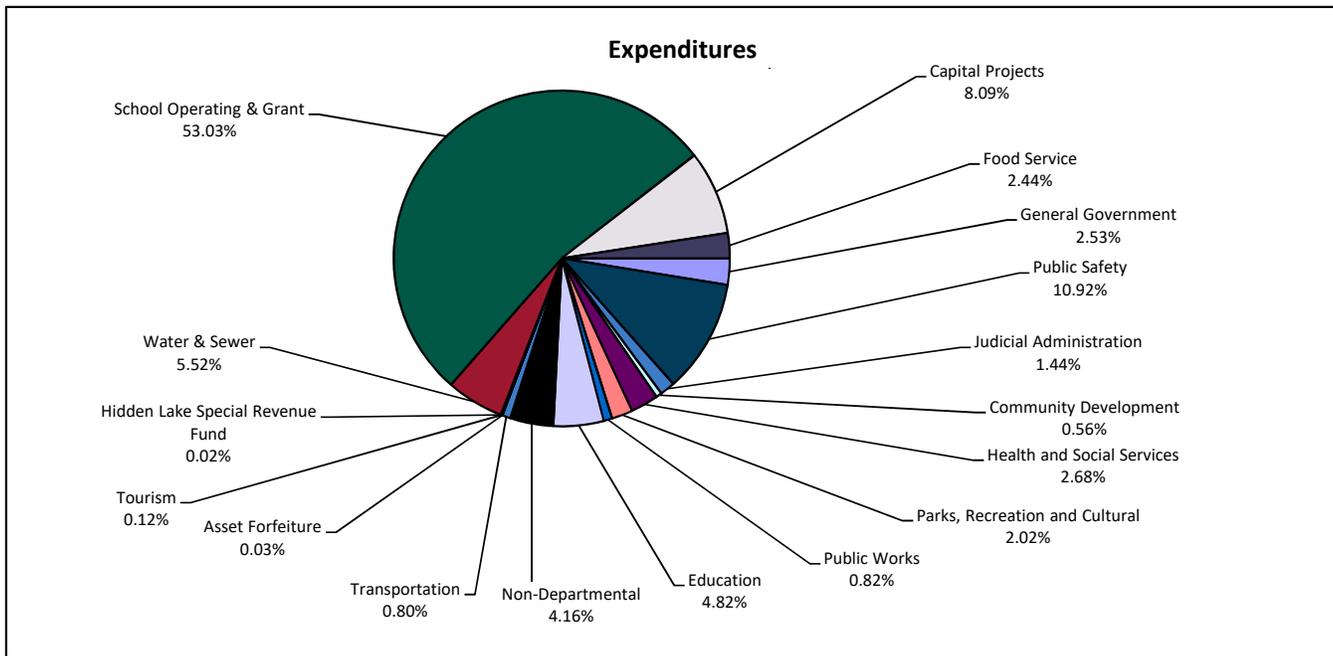
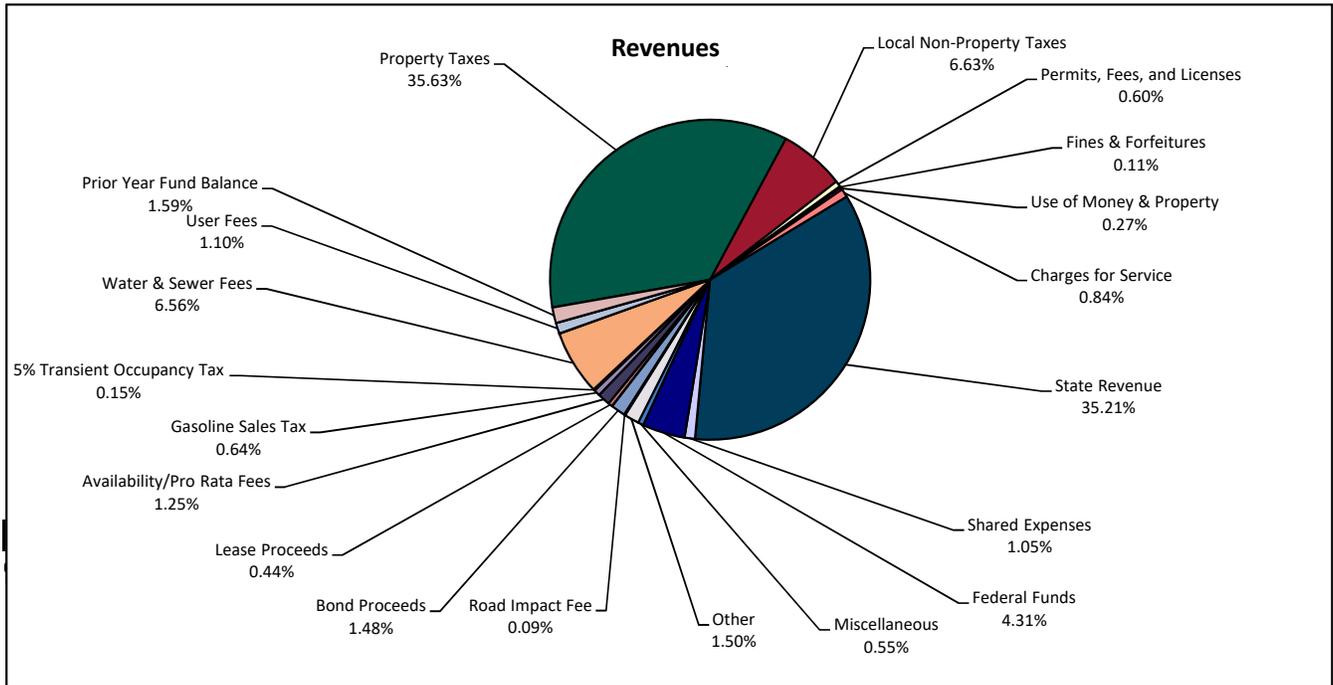


ALL FUND TYPES: GRAPHED

FY2021 Adopted Budget

	Governmental Funds				Proprietary Funds	Total 2021 Adopted Budget
	General Fund	Capital Project Fund	Special Revenue Fund	Component Unit (School Funds)	Enterprise Fund	
Revenues						
Property Taxes	\$226,122,377		\$806,987			\$226,929,364
Local Non-Property Taxes	42,244,321					42,244,321
Permits, Fees, and Licenses	3,794,707					3,794,707
Fines & Forfeitures	700,327					700,327
Use of Money & Property	759,151	145,000	90,500		702,500	1,697,151
Charges for Service	5,347,672		2,000			5,349,672
State Revenue	20,140,986		16,817,239	187,265,826		224,224,051
Shared Expenses	6,705,087					6,705,087
Federal Funds	4,219,465		1,568,184	21,653,092		27,440,741
Miscellaneous	3,529,571					3,529,571
Other	318,439			7,943,047	1,280,306	9,541,792
Road Impact Fee			600,000			600,000
Bond Proceeds		9,445,359				9,445,359
Lease Proceeds		2,785,185				2,785,185
Availability/Pro Rata Fees					7,961,600	7,961,600
Gasoline Sales Tax			4,089,500			4,089,500
5% Transient Occupancy Tax			954,548			954,548
Water & Sewer Fees					41,752,473	41,752,473
User Fees				6,979,341		6,979,341
Prior Year Fund Balance	3,907,644		5,144,221	1,100,000		10,151,865
Total	\$317,789,747	\$12,375,544	\$30,073,179	\$224,941,306	\$51,696,879	\$636,876,655
Expenditures						
General Government	\$15,882,678	\$222,500				\$16,105,178
Public Safety	65,940,805	3,591,419				69,532,224
Judicial Administration	9,195,077					9,195,077
Community Development	3,594,312					3,594,312
Health and Social Services	17,085,280					17,085,280
Parks, Recreation and Cultural	12,685,231	176,000	2,000			12,863,231
Public Works	4,913,698	293,000	31,467			5,238,165
Education	30,707,124					30,707,124
Non-Departmental	23,378,592	2,659,336	427,975			26,465,903
Transportation			5,072,148			5,072,148
Asset Forfeiture			166,929			166,929
Tourism			794,699			794,699
Hidden Lake Special Revenue Fund			123,882			123,882
Water & Sewer					35,159,875	35,159,875
School Operating & Grant				337,756,728		337,756,728
Capital Projects			24,232,990	13,045,769	14,228,200	51,506,959
Food Service				15,508,941		15,508,941
Total	\$183,382,797	\$6,942,255	\$30,852,090	\$366,311,438	\$49,388,075	\$636,876,655
Other Financing Sources (Uses)						
Operating Transfers In	3,146,820	7,291,411	2,321,901	141,784,829	7,864,074	162,409,035
Operating Transfers Out	(137,553,770)	(12,724,700)	(1,542,990)	(414,697)	(10,172,878)	(162,409,035)
Total Other Financing Sources (Uses)	(\$134,406,950)	(\$5,433,289)	\$778,911	\$141,370,132	(\$2,308,804)	\$0
Fund Balance, Beginning of Year	\$80,514,086	\$8,773,455	\$14,903,681	\$20,237,003	\$74,274,060	\$198,702,285
Fund Balance, end of Year	\$76,606,442	\$8,773,455	\$9,759,460	\$19,137,003	\$74,274,060	\$188,550,420

The graphs below present the FY2021 Adopted Budgets for the County Funds by Revenue Category and Expenditure Category.



ALL FUNDS SCHEDULE: REVENUE INTERNAL TRANSFERS

FY2021 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	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
General Fund	\$306,955,865	\$314,382,772	\$317,028,923	\$2,646,151	0.8%
Use of Prior Year Fund Balance	0	4,469,931	3,907,644	(562,287)	-12.6%
Transfer from Transportation Fund	(26,000)	(35,000)	(31,500)	3,500	-10.0%
Transfer from Tourism Fund	(779,223)	(820,808)	(391,819)	428,989	-52.3%
Transfer from Capital Projects Fund	(466,431)	0	0	0	0.0%
Transfer from Lake Carroll Service District	(11,706)	0	0	0	0.0%
Transfer from Lake Arrowhead Service District	(60,965)	0	0	0	0.0%
Transfer from Utilities Fund	(2,808,894)	(2,360,601)	(2,308,804)	51,797	-2.2%
Transfer from School Fund	(194,717)	(616,077)	(414,697)	201,380	-32.7%
Transportation Fund	11,501,954	16,938,437	21,618,912	4,680,475	0.0%
Use of Prior Year Fund Balance	1,321,509	750,000	1,904,709	1,154,709	0.0%
Transfer from County Wide Impact Fee Fund	(600,000)	(2,463,029)	(350,000)	2,113,029	-85.8%
Transfer from General Fund ^{(1), (2)}	(2,880)	(4,000,000)	(1,202,230)	2,797,770	-69.9%
Transfer from Operating Fund	0	(912,556)	(769,671)	142,885	-15.7%
Transfer from School Operating Fund	(800,000)	0	0	0	0.0%
Asset Forfeiture Fund	75,442	250,000	156,929	(93,071)	0.0%
Use of Prior Year Fund Balance	146,252	10,000	10,000	0	0.0%
Tourism Fund	1,922,955	2,032,020	959,048	(1,072,972)	0.0%
Use of Prior Year Fund Balance	59,496	0	227,470	227,470	0.0%
Hidden Lake Special Revenue Fund	113,644	111,700	123,882	12,182	0.0%
Use of Prior Year Fund Balance	3,342	0	0	0	0.0%
Armed Service Memorial	3,600	0	2,000	2,000	0.0%
Transportation Impact Fee - County Wide	814,518	2,463,029	600,000	(1,863,029)	0.0%
Road Impact Fee - South East Fund	12,320	0	0	0	0.0%
Use of Prior Year Fund Balance	1,275,713	0	0	0	0.0%
Lake Carroll Service District	32,376	13,875	27,605	13,730	0.0%
Use of Prior Year Fund Balance	0	0	745,135	745,135	0.0%
Lake Arrowhead Service District	231,172	119,511	119,500	(11)	0.0%
Use of Prior Year Fund Balance	0	0	481,611	481,611	0.0%
Lynhaven Lane Service District	2,761	14,000	5,500	(8,500)	0.0%
Garrisonville Road Service District Fee	2,159,697	704,262	956,396	252,134	0.0%
Use of Prior Year Fund Balance	0	30,826	0	(30,826)	0.0%
Warrenton Road Service District Fee	140,148	1,117,391	2,681,087	1,563,696	0.0%
Use of Prior Year Fund Balance	0	1,139,310	1,775,296	635,986	0.0%
Capital Projects Fund	19,161,298	17,196,670	19,666,955	2,470,285	0.0%
Transfer from General Fund	(3,321,535)	(9,196,705)	(7,291,411)	1,905,294	-20.7%
Use of Prior Year Fund Balance	4,117,982	0	0	0	0.0%
Utilities Fund	53,520,341	69,505,614	59,560,953	(9,944,661)	0.0%
Transfer from Operating Fund	0	(10,928,650)	(7,864,074)	3,064,576	-28.0%
School Operating	287,334,339	305,381,821	323,099,249	17,717,428	0.0%
Transfer from General Fund ⁽³⁾	(117,314,434)	(127,502,264)	(129,060,129)	(1,557,865)	1.2%
Use of Prior Year Fund Balance	2,580,465	0	0	0	0.0%
School Grant Fund	10,143,236	13,237,009	15,072,176	1,835,167	0.0%
Use of Prior Year Fund Balance	27,405	0	0	0	0.0%
School Construction Fund	16,439,735	5,122,855	13,045,769	7,922,914	0.0%
Use of Prior Year Fund Balance	17,636,499	0	0	0	0.0%
Transfer from School Nutrition Service Fund	(22,018)	(120,000)	0	120,000	-100.0%
Transfer from General Fund ⁽⁴⁾	(2,794,863)	0	0	0	0.0%
Transfer from Capital Projects Fund	(13,374,618)	(4,565,000)	(12,724,700)	(8,159,700)	178.7%
Transfer from School Operating Fund	0	0	0	0	0.0%
School Nutrition Service Fund	13,729,246	14,468,338	14,408,941	(59,397)	-0.4%
Use of Prior Year Fund Balance	0	0	1,100,000	1,100,000	0.0%
Transfer from School Operating	0	(11,036)	0	11,036	-100.0%
	\$608,885,026	\$605,927,645	\$636,876,655	\$30,949,010	5.1%

⁽⁴⁾The FY2020 transfer from the General Fund is \$1,445,865 less than the transfer to the School Construction Fund. These funds will be Budgeted and Appropriated for designated repair, replacement and Rehab.

ALL FUNDS SCHEDULE: EXPENDITURES INTERNAL TRANSFERS

FY2021 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	FY2019 Actual	FY2020 Adopted	FY2021 Adopted	Changes '20 to '21	
General Fund - General Government	\$291,635,544	\$318,852,703	\$320,936,567	\$2,083,864	0.7%
Transfer to School Operating Fund	(117,314,434)	(127,502,264)	(129,060,129)	(1,557,865)	1.2%
Transfer to School Construction Fund ⁽¹⁾	(2,794,863)	(1,445,865)	0	1,445,865	-100.0%
School Debt Service	(31,141,916)	(31,696,129)	(30,358,266)	1,337,863	-4.2%
Transfer to Capital Projects Fund	(3,321,535)	(9,196,705)	(7,291,411)	1,905,294	-20.7%
Transfer to Transportation Fund	(2,880)	0	(1,202,230)	(1,202,230)	100.0%
Transportation Fund	12,823,463	13,688,437	23,523,621	9,835,184	0.0%
Transfer to General Fund	(26,000)	(35,000)	(31,500)	3,500	-10.0%
Transfer to Transportation Capital Projects Fund	0	(912,556)	(769,671)	142,885	-15.7%
Asset Forfeiture Fund	221,694	260,000	166,929	(93,071)	0.0%
Tourism Fund	1,982,451	2,032,020	1,186,518	(845,502)	0.0%
Transfer to General Fund	(779,223)	(820,808)	(391,819)	428,989	-52.3%
Hidden Lake Special Revenue Fund	116,986	111,700	123,882	12,182	0.0%
Armed Service Memorial Fund	470	0	2,000	2,000	0.0%
Transportation Impact Fee - County Wide	600,000	2,463,029	600,000	(1,863,029)	0.0%
Transfer to Transportation Fund	(600,000)	(2,463,029)	(350,000)	2,113,029	-85.8%
Lake Carroll Service District	27,607	13,875	772,740	758,865	0.0%
Transfer to General Fund	(11,706)	0	0	0	0.0%
Lake Arrowhead Service District	61,115	119,511	601,111	481,600	0.0%
Transfer to General Fund	(60,965)	0	0	0	0.0%
Lynhaven Lane Service District	0	14,000	5,500	(8,500)	0.0%
Road Impact Fee - South East Fund	1,288,033	0	0	0	0.0%
Garrisonville Road Service District Fee	950,787	735,088	956,396	221,308	0.0%
Warrenton Road Service District Fee	124,788	2,256,701	4,456,383	2,199,682	0.0%
Capital Projects Fund	23,279,280	17,196,670	19,666,955	2,470,285	0.0%
Transfer to School Construction Fund	(13,374,618)	(4,565,000)	(12,724,700)	(8,159,700)	178.7%
Transfer to General Fund	(466,431)	0	0	0	0.0%
Utilities Fund - Water & Sewer	42,795,439	69,505,614	59,560,953	(9,944,661)	0.0%
Transfer to Utilities Capital Projects Fund	0	(10,928,650)	(7,864,074)	3,064,576	-28.0%
Transfer to General Fund Radio System	(107,104)	(110,664)	(98,961)	11,703	-10.6%
Transfer to General Fund Cost Allocation	(1,847,170)	(2,042,834)	(2,087,509)	(44,675)	2.2%
Transfer to General Fund	(854,620)	(207,103)	(122,334)	84,769	-40.9%
School Operating	289,914,804	305,381,821	323,099,249	17,717,428	0.0%
Transfer to Nutrition Service Fund	0	(11,036)	0	11,036	-100.0%
Transfer to Transportation Fund	(800,000)	0	0	0	0.0%
Transfer to General Fund	(194,717)	(616,077)	(414,697)	201,380	-32.7%
School Grant Fund	10,170,641	13,237,009	15,072,176	1,835,167	0.0%
School Debt Service	31,141,916	31,696,129	30,358,266	(1,337,863)	0.0%
School Construction Fund	34,076,234	5,122,855	13,045,769	7,922,914	0.0%
School Nutrition Service Fund	12,459,627	14,468,338	15,508,941	1,040,603	7.2%
Transfer to School Construction Fund	(22,018)	(120,000)	0	120,000	-100.0%
Total Expenditures - All Funds	\$579,950,679	\$604,481,780	\$636,876,655	\$32,394,875	5.4%

⁽¹⁾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.

**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.

Tax Response to COVID-19 - The Board voted unanimously to reduce the real estate property tax rate to \$0.97 per \$100 assessed value and to maintain the personal property tax rate at \$6.46. By reducing the tax rate by six-cents, the Board virtually level-funded the Budget, distinguishing an \$18 million difference from the proposed Budget presented in February 2020. This proactive measure was based on the current and future challenges of business shutdowns and employment losses in our community and across the country due to the COVID-19 pandemic. Additionally, the Board voted to lower penalties and interest to zero for overdue personal property taxes and utility payments ushering in helpful solutions for residents hit with hard times.

Completion of a Comprehensive Transportation Study that Led to Voter Approval of a \$50 Million Transportation Bond Referendum – The projects were identified through an objective, data-driven Comprehensive Road Study performed by Stafford County that studied roads most in need of improvement throughout the County, over and above the construction already planned by the Virginia Department of Transportation (VDOT), who is the primary entity responsible for roads construction. Within the Comprehensive Road Study, road evaluations with traffic counts above 1,700 vehicles per day (vpd) were considered as major reconstruction candidates. Whereas, roads with counts under 1,700 vpd were considered for safety and widening improvements. Voters approved a referendum with over 75% support for eight major road projects and 35 safety and widening projects.

Completion and Approval of a New Public Safety Salary Scale – The Board approved a bold and future-proof step plan for public safety in January 2020 aligned with their Strategic Plan three-year priority. The FY21 Budget begins the implementation of this model that addresses shortfalls in staffing and adapts to the quickly-changing, competitive markets within our region.

Capital Projects – Several capital projects were completed, including the construction and design of Fire Station 14, which will be used as a blueprint for future firehouses. Station 14 also multiplies the ability to meet needs along the Garrisonville corridor, both currently and into the future. Significant enhancements were also made to key water and wastewater facility infrastructure by completing critical 3R projects resulting in enhanced water quality and improved customer service.

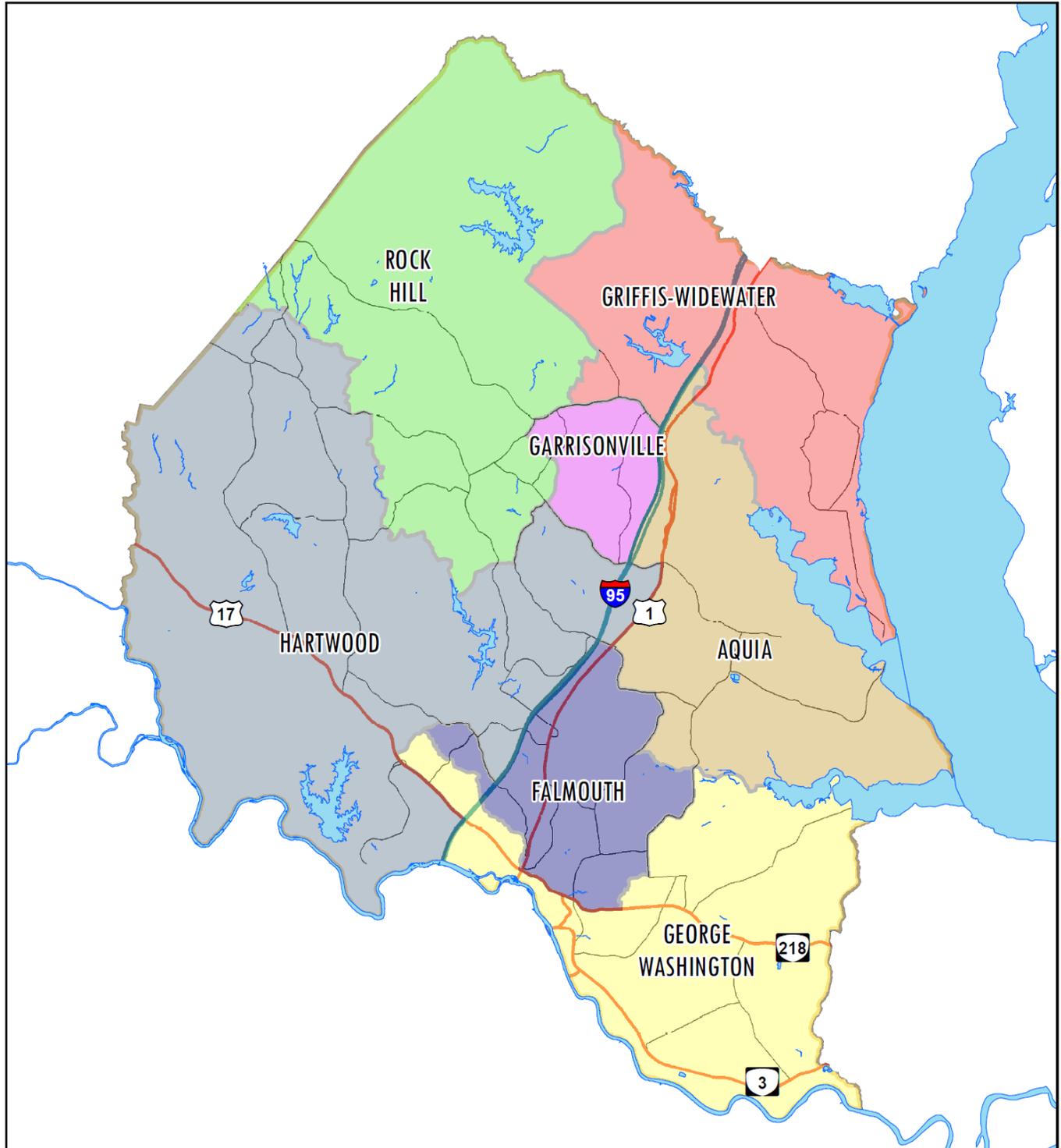
Education – After providing additional support in FY20 to the schools that funded a 5% pay increase alongside robust funding increases over recent years, the Board of Supervisors is committed to quality education to support our excellent K-12 system and post-education opportunities. Likewise, the school system faces similar challenges due to the growth in our population, especially in our student base. After working hard to identify priorities with the schools, the pandemic created a problematic situation in necessitating the removal of any school increases outside of mandated expenditures. This school budget increase, funded to the tune of \$1.69 million, lessened the financial impacts from the pandemic. And through judicious capital discussions, the new high school capital project schedule will move forward as planned.

Employee Class and Compensation Study – The County has worked diligently on ensuring that employees are committed to providing the most efficient and effective service for our community. By conducting a class and compensation study, it was identified in the last budget process that several positions throughout the organization were at the low end of the market with the need to move up to a more competitive level of compensation. The County developed a two-year phased approach for those critical positions. In FY21, the County completes the second phase of that compensation plan, improving organizational excellence.

Broadband Initiatives – The County received an \$874,000 Virginia Telecommunication Initiative grant to partner with a private fixed wireless provider to provide broadband to Marlborough Point and the Widewater peninsula. As well, the County is pursuing multiple other projects via the CARES Act funding to ensure residents and students can access the internet.

ELECTION DISTRICTS

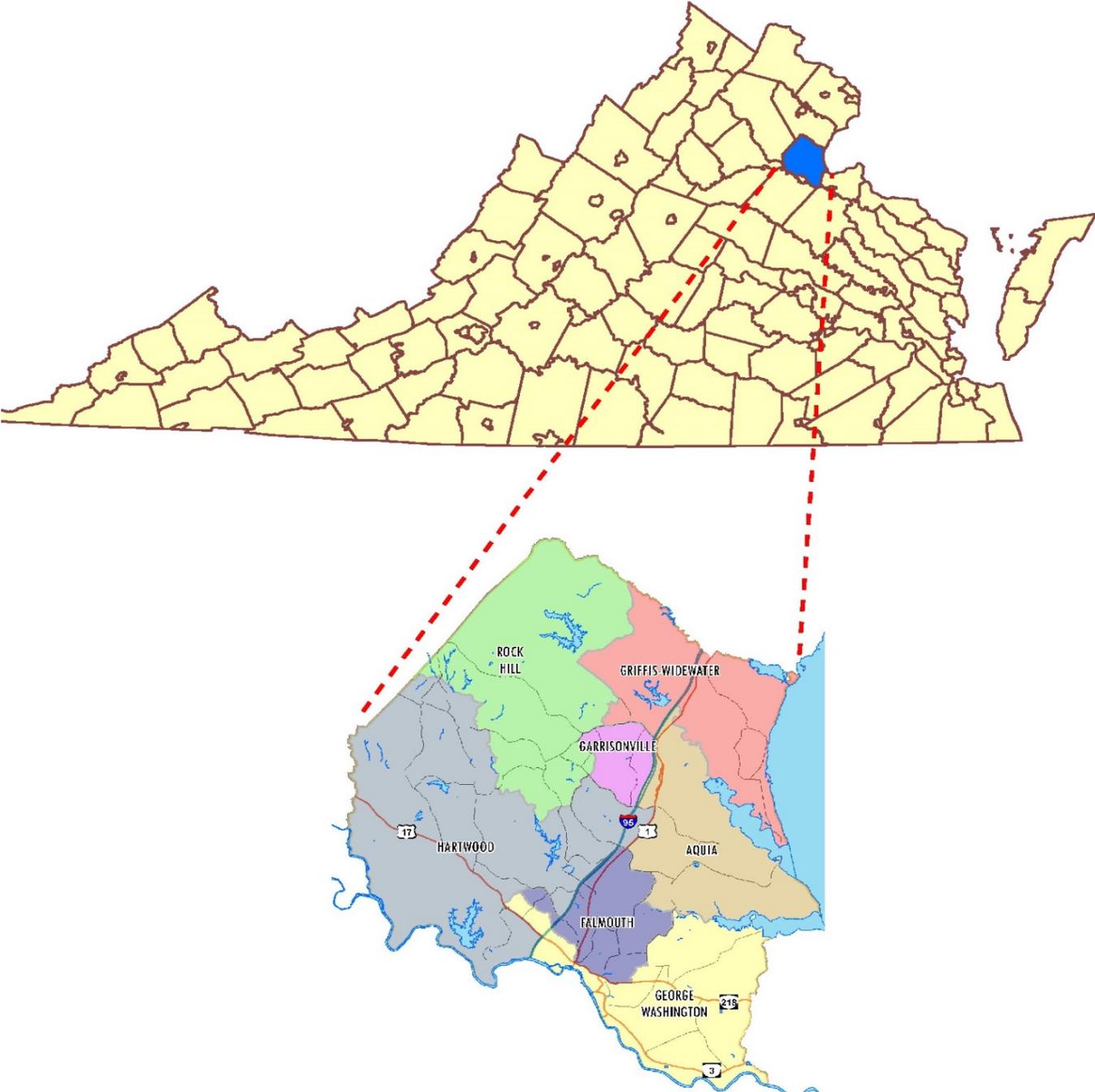
FY2021 Adopted Budget



STAFFORD COUNTY, VIRGINIA

FY2021 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 21st day of April, 2020:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Thomas C. Coen, Vice Chairman	Yes
Tinesha O. Allen	No
L. Mark Dudenhefer	Yes
Cindy C. Shelton	No
Gary F. Snellings	Yes
Crystal L. Vanuch	Yes

On motion of Mr. Dudenhefer, seconded by Mr. Coen, which carried by a vote of 5 to 2, the following was adopted:

A RESOLUTION TO ESTABLISH THE CALENDAR YEAR 2020
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 2020 tax rates was held on April 7, 2020, at 7:00 P.M., at the George L. Gordon, Jr. Government Center, located at 1300 Courthouse Road, Stafford, Virginia; and

WHEREAS, the public hearing was continued on April 21, 2020, at 7:00 P.M., at the George L. Gordon, Jr. Government Center located at 1300 Courthouse Road, Stafford, Virginia and was held via web and mail due to COVID-19; 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 21st day of April, 2020, that the following tax rates be and they hereby are established for the calendar year beginning January 1, 2020:

<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 0.97
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

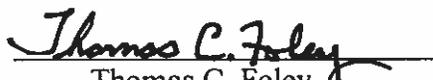
<u>Classification</u>	<u>Rate Per One Hundred Dollars of Assessed Valuation</u>
Programmable computer equipment and peripherals employed in a trade or business (Section 58.1-3506(A)(27), Code of Virginia (1950), as amended.)	5.49
Personal property—Sheriff's Deputy volunteers (Section 58.1-3506(A)(32), 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 wholesale distribution centers that have warehouses over 100,000 square feet (Section 58.1-3510.01, Code of Virginia (1950), as amended.)	.0001
Merchants' capital of pharmaceutical wholesalers (Section 58.1-3510.01, Code of Virginia (1950), as amended.)	.0001
Computer equipment and peripherals used in a data center (Section 58.1-3506(A)(43), Code of Virginia (1950), as amended.)	1.25
Mobile homes (Section 58.1-3506(A)(10), Code of Virginia (1950), as amended.)	0.99 0.97
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.)	0.082 0.085
Warrenton Road Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.000
Lake Arrowhead Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	0.10 0.093

Lake Carroll Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.27 .26
Hidden Lake Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	0.368 0.347
Hartlake Special Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.00
Lynhaven Lane Service District (Section 15.2-2403(6), Code of Virginia (1950), as amended.)	.20 .155
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 2020, qualifying vehicles will be granted 36% 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 5th day of May, 2020:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Thomas C. Coen, Vice-Chairman	Yes
Tinesha O. Allen	Yes
L. Mark Dudenhefer	Yes
Cindy C. Shelton	Yes
Gary F. Snellings	Yes
Crystal L. Vanuch	Yes

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

A RESOLUTION TO APPROVE THE FISCAL YEAR 2021 COUNTY BUDGET

WHEREAS, the Board received public comment and held a public hearing on the proposed FY2021 County budget on April 7, 2020 and continued the hearing on April 21, 2020, at 7:00 P.M., virtually in the Board Chambers at the George L. Gordon, Jr., Government Center, 1300 Courthouse Road Stafford, Virginia; and

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

WHEREAS, the Board's consideration and adoption of the FY2021 budget is against the backdrop of declared national, state, and local health emergencies, which have greatly affected the economy; and

WHEREAS, by approving the FY2021 budget, the Board sets aside its Utility Financial Policies, which entail water and sewer fees to be increased annually by a minimum of 75% of the Consumer Price Index, and maintains the current water and sewer fee rates; and

WHEREAS, by approving the FY2021 budget, the Board has included a revenue assumption based on an increase of the meals (food and beverage) tax from 4% to 5% effective January 1, 2021, which the Board will need to enact by ordinance; and

WHEREAS, by approving the FY2021 budget, the Board sets aside its Financial Policies, which entail the first \$150,000 of rollback taxes be used for funding Board

priorities and funds above this level be used for on-going revenue for the County's Purchase of Development Rights program; and

WHEREAS, by approving the FY2021 budget, the Board sets aside its Financial Policies and desires to use fund balance reserves to implement ongoing expenses; and

WHEREAS, by approving the FY2021 budget, the Boards sets aside its Financial Policies, which entail the dedication of 3% of on-going revenue to Repair, Replacement, and Rehabilitation (3R) projects, and reduces the dedication for 3R projects to 2% for FY 2021; and

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

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 5th day of May, 2020, that the FY2021 County budget be and it hereby is adopted as follows for the various General Government Funds:

I. County Funds:

General Fund:	320,936,567
Board of Supervisors	680,618
Commissioner of the Revenue	3,017,044
County Administration	1,309,080
County Attorney	1,191,865
Registrar and Electoral Board	590,945
Finance and Budget	2,213,507
Geographic Information System	686,385
Human Resources	869,663
Information Technology	2,473,066
Community Engagement	507,500
Treasurer	2,343,650
Sheriff	27,908,558
Fire & Rescue Services	23,911,882
15th District Court Unit	381,561
Code Compliance	5,186,302
Rappahannock Juvenile Detention Center	1,425,133
Rappahannock Regional Jail	7,198,159
Circuit Court	402,488
Clerk of the Circuit Court	1,745,893
Commonwealth's Attorney	3,619,292
Court Deputies	3,192,628
General District Court	115,883
Juvenile and Domestic Relations	112,979
Magistrate	8,698

Cooperative Extension Program	195,760
Economic Development	630,973
Planning and Zoning	2,457,463
Human Services	6,953,405
Social Services	8,494,796
Parks and Recreation	7,416,265
Central Rappahannock Regional Library	5,276,334
Engineering	327,179
Community Facilities	4,589,252
Schools' Operating Budget Transfer	128,314,664
Schools' Shared Serviced/Audit	115,307
Public Day School Transfer	630,158
Transfer to Schools Designated Repairs, Replacement and Rehab	1,445,865
Schools' Debt Service	30,358,266
Transfer to Capital Projects Fund	5,845,546
Transfer to Transportation Fund	1,202,230
Non-Departmental Compensation/Benefits	458,000
Non-Departmental Public Safety Staffing Planning	3,526,257
Non-Departmental Economic Development	138,406
Non-Departmental Insurance	970,328
Non-Departmental Operating Budget Contingency Reserve	664,889
Non-Departmental Other Non-Departmental	1,586,669
Fuel Cost reduction - Needs distributed among Department	(84,880)
Partner Agencies	2,296,613
Purchase of Development Rights	100,000
Vehicle Replacement Program County	100,000
Vehicle Replacement Program Sheriff	1,051,861
One time Projects	995,718
County Debt Service	13,786,464
<u>Other Funds</u>	
Asset Forfeiture Fund	166,929
Armed Services Memorial	2,000
Capital Improvements Fund	19,666,955
Fleet Services Fund	5,001,333
Garrisonville Road Service District Fund	956,396
Hidden Lake Special Revenue Fund	123,882
Lake Arrowhead Service District Fund	601,111
Lake Carroll Service District Fund	772,740
Lynhaven Lane Service District	5,500
Tourism Fund	1,186,518
Transportation Fund	23,523,621
Transportation Impact Fee - County-Wide Fund	600,000

Utilities Funds	59,560,953
Warrenton Road Service District Fund	4,456,383

; and

BE IT FURTHER RESOLVED that the FY2021 Schools budget be and it hereby is approved in the following amounts:

II. SCHOOLS FUNDS:

Construction Fund	1,766,934
Grants Fund	15,072,176
Health Services Fund	31,666,750
Nutrition Services Fund	15,508,941
Schools' Operating Fund	323,099,249
Workers' Compensation Fund	790,798

; 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 \$630,158. 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 Board acknowledges that the School Board proposed in its FY2021 Operating Budget to provide an enhanced Summer School Program for \$500,000 and to purchase buses, normally paid for with recurring funds, for \$500,000, for a total amount of \$1,000,000 from yearend savings from FY2020. It is the Board's policy to hold yearend funding until completion of the audit. The Board will consider approving this use of yearend funds after the audit; however, other fund balance reserves may temporarily serve as a funding source until such time as the audit is complete; and

BE IT FURTHER RESOLVED that the Board acknowledges that its approval of the the Schools Operating budget is predicated on a state funding increase of \$14,483,738; County funding increase of \$1,797,158; federal funding increase of \$397,000; use of prior year carryforward funds of \$1,000,000; and other miscellaneous funding increases of \$39,532; 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 following restricted revenue items that may occur during FY2021 are budgeted in amounts not to exceed established State law and County policy without further action by the Board:

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 (PDR) Program pursuant to the County's financial policies;
7. Incentive payments to economic development incentive recipients in compliance with Board-approved agreements; and
8. Advance refunding of debt.

; and

BE IT FURTHER RESOLVED that the County's authorized full-time strength is stated below, and recruitment and maintaining full-time positions up to the authorized strength is permitted:

General Fund		
• Non-Public Safety	384	386
• Public Safety	440	442
Utilities Fund	152	153
Capital Projects Fund	2	2
Transportation Fund	0	0
Total	978	983

; and

BE IT FURTHER RESOLVED that within the County's authorized strength, upon receipt of state and federal revenues providing for 84.5% of the costs of the position, the Board authorizes one Social Services position and commits the County's local portion of said position; and

BE IT FURTHER RESOLVED that within the County's authorized strength, a Security Analyst position is authorized for the Information Technology Department beginning January 2021; and

BE IT FURTHER RESOLVED that within the County's authorized strength, a Service District/3R Program Manager position is authorized for the Public Works Department with funding provided from Lake Carroll, Lake Arrowhead, and Lynhaven Lane Service Districts as costs are incurred and with the remaining funding from the Public Works Department, Utilities Division Fund; and

BE IT FURTHER RESOLVED that within the County's authorized strength, an EMS CQI Coordinator position is authorized for the Fire and Rescue Department, with funding supported primarily from Ambulance Billing Fee recoveries; and

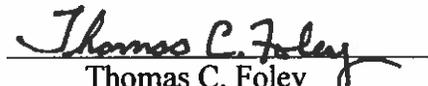
BE IT FURTHER RESOLVED that within the County's authorized strength, a part-time to full-time conversion is authorized for the Logistician position with Fire and Rescue Department; and

BE IT FURTHER RESOLVED that implementation of the Public Safety Step Plan is authorized, effective July 1, 2020, for all eligible full-time and regular part-time public safety employees, which includes placement on the scale and year one of the step increase; and

BE IT FURTHER RESOLVED that market pay adjustments are authorized to continue the implementation of the compensation study completed in FY2019; and

BE IT STILL FURTHER RESOLVED that the Board approves the FY2021 Potomac and Rappahannock Transportation Commission (PRTC) subsidy which has been amended due to the COVID-19 Pandemic of One Hundred Thirty Thousand Five Hundred Dollars (\$130,500) and the Virginia Railway Express (VRE) subsidy of Two Million Four Hundred Seventy-seven Thousand One Hundred Seventy-five Dollars (\$2,477,175), and authorizes the payment of the subsidies during FY2021 from the County's Motor Fuels Tax Revenue Fund.

A Copy, teste:


Thomas C. Foley
County Administrator

TCF:AL: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 2nd day of June, 2020:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Thomas C. Coen, Vice Chairman	Yes
Tinesha O. Allen	Yes
L. Mark Dudenhefer	Yes
Cindy C. Shelton	Yes
Gary F. Snellings	Yes
Crystal L. Vanuch	Yes

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

A RESOLUTION TO APPROPRIATE THE FISCAL YEAR (FY) 2021
COUNTY BUDGETS

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

WHEREAS, the Board intends to appropriate funds for FY2021 based on the following general guidance and percentage of the FY2021 budget:

- Debt service 100%
- General Fund transfer to other funds 100%
- Partner agencies funding 95%
- Departmental budgets under \$125,000 95%
- All other Departmental budgets 75%
- Schools local funding transfer 75%
- Utilities Fund 75%
- Non-departmental insurance 95%
- One-time funding 0%

; and

WHEREAS, the Board requests staff to provide quarterly updates to the Board on revenue receipt and expenditures, and the Board may consider appropriation of all or a portion of the funds held;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 2nd day of June, 2020, that the following funds be and they hereby are appropriated in the amounts specifically provided in the appropriation column:

I. GENERAL GOVERNMENT FUNDS:

	Adopted	Appropriation	Hold Amount	% Hold
<u>General Fund:</u>	320,936,567	256,742,282	64,194,285	
Board of Supervisors	680,618	510,463	170,155	25%
Commissioner of the Revenue	3,016,399	2,262,299	754,100	25%
County Administration	1,309,080	981,810	327,270	25%
County Attorney	1,191,865	893,899	297,966	25%
Registrar and Electoral Board	590,945	443,209	147,736	25%
Finance and Budget	2,213,507	1,660,130	553,377	25%
Geographic Information System	686,385	514,789	171,596	25%
Human Resources	869,663	652,247	217,416	25%
Information Technology	2,473,066	1,854,799	618,267	25%
Community Engagement	507,500	380,625	126,875	25%
Treasurer	2,343,650	1,757,737	585,913	25%
Sheriff	27,868,520	20,901,390	6,967,130	25%
Fire & Rescue Services	23,883,515	17,912,636	5,970,879	25%
15 th District Court Unit	381,434	286,075	95,359	25%
Code Compliance	5,184,044	3,888,033	1,296,011	25%
Rappahannock Juvenile Detention Center	1,425,133	1,353,876	71,257	5%
Rappahannock Regional Jail Operating Budget	5,056,565	4,803,737	252,828	5%
Rappahannock Regional Jail Debt Service	2,141,594	2,141,594	0	0%
Circuit Court	402,488	301,866	100,622	25%
Clerk of the Circuit Court	1,745,893	1,309,420	436,473	25%
Commonwealth's Attorney	3,619,292	2,714,469	904,823	25%
Court Deputies	3,189,844	2,392,383	797,461	25%
General District Court	115,883	110,089	5,794	5%
Juvenile and Domestic Relations Magistrate	112,979	107,330	5,649	5%
	8,698	8,263	435	5%
Cooperative Extension Program	195,760	185,972	9,788	5%
Economic Development	630,973	473,230	157,743	25%
Partner Agencies - Community Development	310,277	294,763	15,514	5%
Planning and Zoning	2,457,302	1,842,976	614,326	25%
Human Services	6,953,405	5,215,054	1,738,351	25%

Partner Agencies - Health and Social Services	1,637,478	1,555,602	81,876	5%
Social Services	8,494,397	6,370,798	2,123,599	25%
Parks and Recreation	7,408,897	5,556,673	1,852,224	25%
Central Rappahannock Regional Library	5,276,334	5,012,517	263,817	5%
Engineering	326,908	245,181	81,727	25%
Community Facilities	4,586,790	3,440,092	1,146,698	25%
Schools' Operating Budget Transfer	128,314,664	96,235,998	32,078,666	25%
Schools' Shared Serviced/Audit	115,307	86,480	28,827	25%
Public Day School Transfer	630,158	472,618	157,540	25%
Transfer to Schools Designated Repairs, Replacement and Rehabilitation (3R)	1,445,865	1,445,865	0	0%
Debt Service	30,358,266	30,358,266	0	0%
Partner Agencies - Germanna Community College	348,858	331,415	17,443	5%
Transfer to Capital Projects Fund	5,845,546	5,845,546	0	0%
Transfer to Transportation Fund	1,202,230	1,202,230	0	0%
Non-Departmental - Market Adjustments	438,000	328,500	109,500	25%
Non-Departmental - Reclassifications	20,000	15,000	5,000	25%
Non-Departmental - Public Safety Staffing Planning	3,526,257	2,644,693	881,564	25%
Non-Departmental - Economic Development	138,406	103,804	34,602	25%
Non-Departmental - Insurance	970,328	921,812	48,516	5%
Non-Departmental - Operating Budget Contingency Reserve	664,889	498,667	166,222	25%
Non-Departmental - Other	1,586,669	1,190,002	396,667	25%
Purchase of Development Rights	100,000	75,000	25,000	25%
Vehicle Replacement Program - County	100,000	75,000	25,000	25%
Vehicle Replacement Program - Sheriff	1,051,861	788,896	262,965	25%
One-time Projects	995,718	0	995,718	100%
County Debt Service	13,786,464	13,786,464	0	0%

Other Funds:

	Adopted	Appropriation	Hold Amount	% Hold
Asset Forfeiture Fund	166,929	166,929	0	0%
Armed Services Memorial	2,000	2,000	0	0%
Capital Improvements Fund	19,666,955	456,000	19,210,955	98%
Fleet Services Fund	5,001,333	5,001,333	0	0%
Garrisonville Road Service District Fund	956,396	956,396	0	0%
Hidden Lake Special Revenue Fund	123,882	123,882	0	0%
Lake Arrowhead Service District Fund	601,111	120,341	480,770	80%
Lake Carroll Service District Fund	772,740	107,451	665,289	86%
Lynhaven Lane Service District Fund	5,500	5,500	0	0%
Tourism Fund	1,186,518	1,186,518	0	0%
Transportation Fund	23,523,621	23,523,621	0	0%
Transportation Impact Fee - County-wide Fund	600,000	600,000	0	0%
Warrenton Road Service District Fund	4,456,383	4,456,383	0	0%
Utilities Funds				
Utilities Funds - Operating	28,511,995	21,383,996	7,127,999	25%
Utilities Funds - Indirect cost Allocation	2,186,470	2,186,470	0	0%
Utilities Funds - Transfer to General Fund	122,334	122,334	0	0%
Utilities Funds - Transfer to Capital	7,864,074	7,864,074	0	0%
Utilities Funds - Debt Service	7,082,380	7,082,380	0	0%
Utilities Funds - Capital	13,793,700	4,114,025	9,679,675	70%
Total Utilities Fund	59,560,953	42,753,279	16,807,674	28%

II. SCHOOL FUNDS:

	Adopted	Appropriation	Hold Amount	% Hold
Construction Fund ¹	13,045,769	321,069	12,724,700	98%
Grants Fund	15,072,176	15,072,176	0	0%
Health Services Fund	31,666,750	31,666,750	0	0%
Nutrition Services Fund	15,508,941	15,383,941	125,000	1%
School Operating Fund	323,099,249	290,834,216	32,265,033	10%

Workers' Compensation Fund	790,798	790,798	0	0%
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¹ Updated in accordance with proposed Resolution R20-167, which would increase the FY21 Construction Fund budget to account for Virginia Public School Authority funded projects.

; and

BE IT FURTHER RESOLVED that the Board will review the Tourism Fund revenue from the Transient Occupancy Tax at the first quarter, mid-year, and third quarter financial reports to consider trends that may allow the Board to appropriate additional revenue; and

BE IT FURTHER RESOLVED that in compliance with the County's Capital Projects Budget and Appropriation Policy, all large scale capital projects beginning in the first year of the Capital Improvement Program (CIP) shall be budgeted in whole and considered for appropriation in phases as projects move forward; and

BE IT FURTHER RESOLVED that the Board will review and consider appropriation of funds for the County's Repair, Rehabilitation, and Replacement (3R) Projects later in FY2021; and

BE IT FURTHER RESOLVED that the Board intends to consider the appropriation of the budgeted but held funds following the first quarter, mid-year, and third quarter reviews and completion of the FY2020 audit, and in consideration of the then current financial conditions; and

BE IT FURTHER RESOLVED that at the close of FY2020, all appropriations shall lapse for budgeted and appropriated items other than the following appropriations, which 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 the following restricted revenue items that may occur during FY2021 are appropriated in the amounts budgeted, which shall not exceed established State law and County policy without further action by the Board:

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 (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.

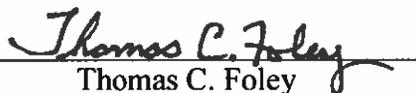
; and

BE IT FURTHER RESOLVED that the County Administrator is authorized to 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 adjustments; 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

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 2nd day of June, 2020:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Thomas C. Coen, Vice Chairman	Yes
Tinesha O. Allen	Yes
L. Mark Dudenhefer	Yes
Cindy C. Shelton	Yes
Gary F. Snellings	Yes
Crystal L. Vanuch	Yes

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

A RESOLUTION APPROVING TECHNICAL ADJUSTMENTS
TO THE FY2021 SCHOOLS' CAPITAL PROJECTS FUND

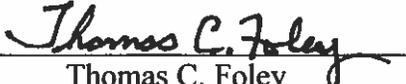
WHEREAS, on May 5, 2020, the Board adopted the FY2021 Budget and approved the Schools' Capital Projects Fund Budget, which was based on the School Board's budget request; and

WHEREAS, Virginia Public School Authority (VPSA) funds and Fund Balance Reserve prior-year funds were not included in the approved Budget;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the 2nd day of June, 2020, that it be and hereby does approve the following technical adjustment and amendment to the Schools' FY2021 Capital Projects budget:

	Approved	Amended
Schools Construction Fund	\$1,766,934	\$13,045,769

A Copy, teste:


Thomas C. Foley
County Administrator

TCF:

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 5th day of May, 2020:

<u>MEMBERS:</u>	<u>VOTE:</u>
Meg Bohmke, Chairman	Yes
Thomas C. Coen, Vice-Chairman	Yes
Tinesha O. Allen	Yes
L. Mark Dudenhefer	Yes
Cindy C. Shelton	Yes
Gary F. Snellings	Yes
Crystal L. Vanuch	Yes

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

A RESOLUTION TO ADOPT THE FISCAL YEARS 2021-2025
CAPITAL IMPROVEMENT PROGRAM WITH THE INTENT TO
REIMBURSE CERTAIN CAPITAL IMPROVEMENT EXPENDITURES

WHEREAS, a public hearing on the proposed Fiscal Years (FY) 2021-2025 Capital Improvement Program (CIP) was held on April 7 and continued to April 21, 2020, at 7:00 P.M., virtually in the Board Chambers at the George L. Gordon, Jr., Government Center, 1300 Courthouse Road Stafford, Virginia; and

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

WHEREAS, by approving the FY2021 budget, the Boards set aside its Financial Policies, which entail the dedication of 3% of on-going revenue to Repair, Replacement, and Rehabilitation (3R) projects, and reduced the dedication for 3R projects to 2% for FY 2021; 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 summary of sources and uses for County, Transportation, Schools and Utility Projects are attached; 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 5th day of May, 2020, that the FY2021-2025 CIP be and it hereby is adopted, with the intent to reimburse certain capital improvement expenditures for projects indicated, as follows:

Repair, Rehabilitation, and Replacement (3R)	
To Be Determined	
Public Safety	
Public Safety Joint Training Center	Apparatus Replacement
Station Rebuild Placeholder	Cardiac Equipment Replacement
Body Camera	Storm Water - Brooks Park Stream Restoration
Judicial	
Courthouse	
Parks and Recreation	
Mountain View Property	Library #4
Duff Green Park	Carl Lewis Community Center
Patawomeck Park	
Musselman Property	
Transportation	
Stefaniga Road and Mountain View Road Intersection Improvements	Enon Road and Route 1 Improvements
Belmont - Ferry Farm Trail (Phase 6)	Berea Church Road (SR-654) Improvements
Courthouse Road and Route 1 Intersection Improvement	Tech Center Drive
Route 1 & Telegraph Rd/Woodstock Ln Improvements	Flatford Road Sidewalk
Salisbury Drive Sidewalk	Staffordboro Boulevard Sidewalk
Shelton Shop Road Improvements	Leeland Road Widening
Layhill Road Improvements	Morton Road Widening
Onville Road Widening	Garrisonville Road Widening (Eustance Rd to Shelton Shop Rd)
Roadway Safety/Widening Improvements	Mountain View Road Improvement (Kellogg Mill Rd to Choptank Rd)
Education	
High School #6	High School #7
Elementary School #18	Early Childhood Special Education Additional Capacity, Phase I
Drew Middle School Renovation	Schools Repair, Replacement and Rehabilitation

Utilities (Water)	
310-10 Construct 24" main from I-95 to 12" main along Jefferson Davis Highway near Sunnyside Drive	342-01 24" Main from Olde Forge Drive to Cambridge Street
342-02 24" Main from Cambridge Street to Cool Springs Road	342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank
342-15 24" Main from Enon Road Tank to Centreport Parkway	433-05 16" Main along Courthouse Road from PS at 433/370 Zone to Rollinswood Lane
472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road	472-200 Construct 0.9 MGD pumping station along Mountain View Road near Lightfoot Road
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	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
Hydrant Valves Replacement Program	Lake Mooney Additional Modules for Interconnection
Lake Mooney Permanganate	LMWTP -002 Lake Mooney Thickener Tank and Equipment
LMWTP-007 - Lake Mooney WTP Replace membrane cassettes	SLWTP-001 Smith Lake WTP - Filter Repairs
SLWTP-002 Smith Lake WTP - Facility Upgrades	Redundant Gate Replacement for Abel Lake and Smith Lake
Regional Water Interconnection	Tank Removal
Water Distribution Rehab - Neighborhood Systems	Water Distribution Rehab - Small Water Projects
Water Distribution Rehab - Transmission Lines Replacement	Water Extension Projects
Utilities (Wastewater)	
A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station	A-205 - Expand Upper Accokeek Pump Station
A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station	AWWTF-002 - Aquia WWTF General Upgrades - Electrical, Headworks and Ancillary
AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion	AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous
Gravity Lines & Interceptor Maintenance	Infiltration & Inflow Maintenance
LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM	LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station
LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road	LFR-204 - Expand future Celebrate Virginia Pump Station
LFR-209 - Replace Falls Run Pump Station	LFR-217 - Expand Stratford Place Pump Station
LFR-228 - Expand Ingleside Pump Station	LFR-3 - Falls Run Interceptor, Phase 2

LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station	LFR-31 Replace 15" with 21" gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court
LFR-51 - Construct 10" Line to serve future Central PDA Growth	LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street
LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive	LFR-226 Expand Potomac Creek Pump Station
LWWTF-002 - Little Falls Run WWTF General Upgrades - Headworks and Effluent Filter	LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade Solids Handling Silos and Systems
LWWTF-004 - Little Falls Run WWTF Bio Treatment and Chem Feed	Pump Stations Rehabilitation and Replacement
Sewer Extension Projects	
Utilities (Other)	
Public Works - Utilities Division Complex	Vehicle and Equipment Replacement
Contingency Allowance	

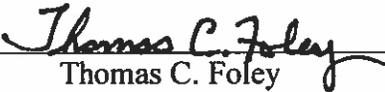
**NOTICE OF INTENT TO REIMBURSE
CERTAIN CAPITAL IMPROVEMENT EXPENDITURES**

Section 1: Statement of Intent. The County presently intends, at one time or from time-to-time, to finance projects in the FY2021-2025 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 FY2021-25 Capital Improvement Program. The maximum amount of the Bonds expected to be issued for the Projects is \$398,842,804.

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 17th day of September, 2019:

<u>MEMBERS:</u>	<u>VOTE:</u>
Gary F. 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 Mr. Coen, seconded by Mrs. Maurer, which carried by a vote of 7 to 0, the following was adopted:

A RESOLUTION TO AMEND THE FY2021 BUDGET CALENDAR

WHEREAS, the Fiscal Year 2021 budget calendar (Budget Calendar) includes new processes for the Board and County staff; and

WHEREAS, the Board has adopted a Capital Improvement Program (CIP) Development Policy; and

WHEREAS, staff is preparing a long term financial projection to be presented in November, and advance scheduling of follow up work sessions is necessary to meet that deadline; and

WHEREAS, the Board adopted a FY2021 Budget Calendar pursuant to Resolution R19-208 on July 2, 2019, which needs to be amended as reflected below;

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this the day 17th of September, 2019, that it be and hereby does adopt the FY2021 Amended Budget Calendar as follows, which dates may be changed based on need and availability, with prior notice being provided in compliance with all applicable State laws:

**STAFFORD COUNTY BOARD OF SUPERVISORS
FISCAL YEAR 20201 BUDGET CALENDAR**

August

Friday August 16, 2019 CIP - All requests for County and Schools projects due

September

Tuesday September 10, 2019 CIP - School Board adopts its CIP priorities

Monday, September 16, 2019 CIP - Technical Review Committee (TRC) receives projects

Tuesday, September 17, 2019* Presentation of the preliminary FY2019 Schools and County year-end summary of financial results

Monday, September 30, 2019 CIP - TRC meeting: Review all Schools projects

October

Tuesday, October 01, 2019 CIP - TRC meeting: Review all Public Works, Utilities, projects

Friday, October 04, 2019 CIP - TRC meeting: Review all Public Safety projects

Monday, October 07, 2019 CIP - TRC meeting: Review all Parks & Rec projects

Tuesday, October 08, 2019 CIP - TRC meeting: Review all General Government projects

Friday, October 11, 2019 CIP - TRC meeting: Review of all Public Works, Transportation, and projects

Tuesday, October 15, 2019* Presentation of First Quarter Review: FY2020 and preliminary FY2021 overview

Tuesday, October 15, 2019* CIP - Joint School Board and Board meeting to review School Board CIP priorities

November

Wednesday, November 6, 2019* Five Year Financial Plan (FYFP) - Work session: General Fund ~~and Utilities Fund~~

Wednesday, November 6, 2019* CIP - Schools submits updated enrollment projections to TRC for review

Tuesday, November 19, 2019* ~~FYFP—Work session: Transportation plan and consideration of the results of a referendum and/or other funding sources~~

Tuesday, November 19, 2019* Presentation of debt capacity

Tuesday, November 19, 2019* CIP – Work session: CIP projects overview, TRC recommendations; school enrollment projections and five year comparison including Transportation

Tuesday, November 19, 2019* FYFP – Evening work session: Utilities, Other Funds, General Fund, and final review of Public Safety salary scale

~~Thursday, November 21, 2019 CIP – Work session: CIP projects overview and project review~~

December

~~Tuesday, December 3, 2019 CIP – Joint Board and School Board meeting to review Schools CIP projects~~

Tuesday, December 17, 2019* FYFP - Final Work Session for Board recommendations

Tuesday, December 17, 2019* CIP - Joint Board and School Board meeting to review Schools CIP projects

~~Tuesday, December 17, 2019* CIP – Work session: Final Board review~~

Tuesday, December 17, 2019* Presentation of the comprehensive Annual Financial Report and Audit

January

Tuesday, January 21, 2020* Presentation of the FY20 County and Schools Mid-Year Financial review

Tuesday, January 21, 2020* Final Board review of the CIP

February

Tuesday, February 18, 2020* Presentation of the FY21 proposed Budget and CIP

Tuesday, February 25, 2020 Budget Work Session (BWS) - Review of General Fund revenue, expenditures, and assumptions, and review of the tax rates and advertisements

Wednesday, February 26, 2020 BWS - Follow up/continuation of February 25, 2020, if needed

March

Tuesday,	March 03, 2020*	School Staff presentation of FY2021 Budget objectives
Tuesday,	March 03, 2020*	Authorize public hearings for the FY21 Budget, the Calendar Year (CY) 2020 tax rates, CIP, and VPSA bond borrow
Tuesday,	March 10, 2020	Joint BWS - School Board presents its approved Budget
Tuesday,	March 17, 2020*	BWS - Debt, Financial Policy on Limitations (debt capacity) and CIP
Thursday,	March 19, 2020	BWS - Follow up/continuation of March 17, 2020, if needed
Tuesday,	March 24, 2020	BWS - Other funds, including Public Works, Transportation and Utilities Funds
Thursday,	March 26, 2020	BWS - Follow up/continuation of March 24, 2020, if needed
Tuesday,	March 31, 2020	BWS - as needed

April

Tuesday,	April 7, 2020*	Public hearings for FY21 Budget, CY20 tax rates, and CIP
Tuesday,	April 14, 2020	BWS - as needed
Tuesday,	April 21, 2020*	Presentation of the Third Quarter Financial review
Tuesday,	April 21, 2020*	BWS - as needed
Tuesday,	April 21, 2020*	Adoption of CY20 tax rates, FY21 Budget, and CIP

May

Tuesday,	May 5, 2020*	Commissioner of the Revenue has prepared the tax bills and Treasurer has mailed to residents and businesses
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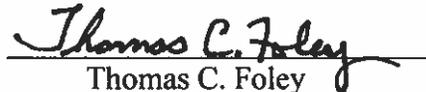
June

Friday, June 5, 2020

Tax bill payment is due to the Treasurer's Office

* Board of Supervisors regularly scheduled meeting date.

A Copy, teste:


Thomas C. Foley
County Administrator



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
- Policy Non-Compliance
- 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
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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.

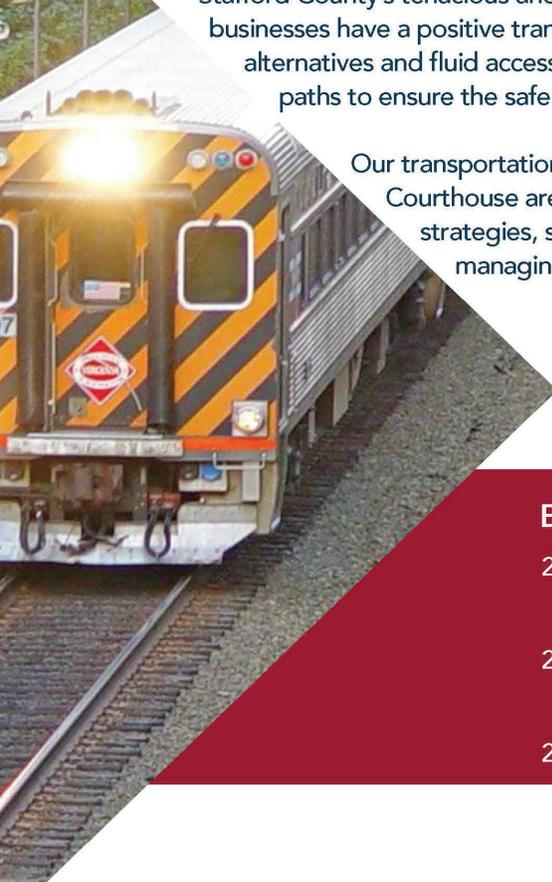


Desired Future State - 2040

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

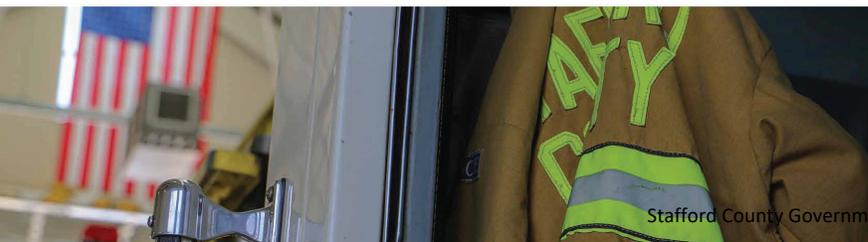
- 5.1. Begin construction of the first phase of Downtown Stafford through a public-private partnership to enhance Stafford's identity and promote economic development.
- 5.2. Update our ordinances, streamline our permitting processes and improve coordination with other regulatory agencies to be more 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

FY2021 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

FY2021 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.

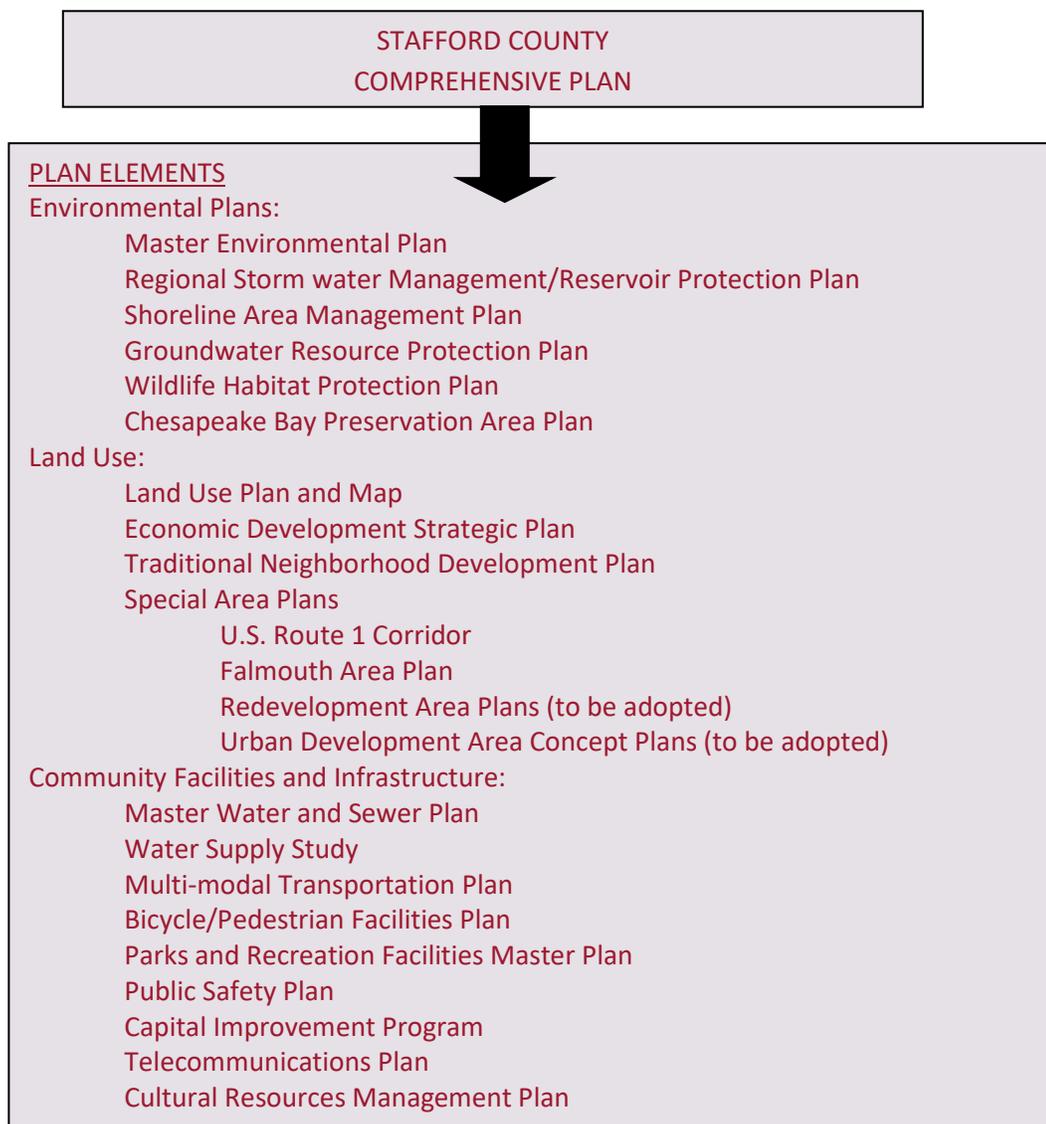
Public Facility Projections – are estimated based on the anticipated growth over the next 20 years. These facilities include schools, fire and rescue stations, parks, libraries, and government facilities.

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.

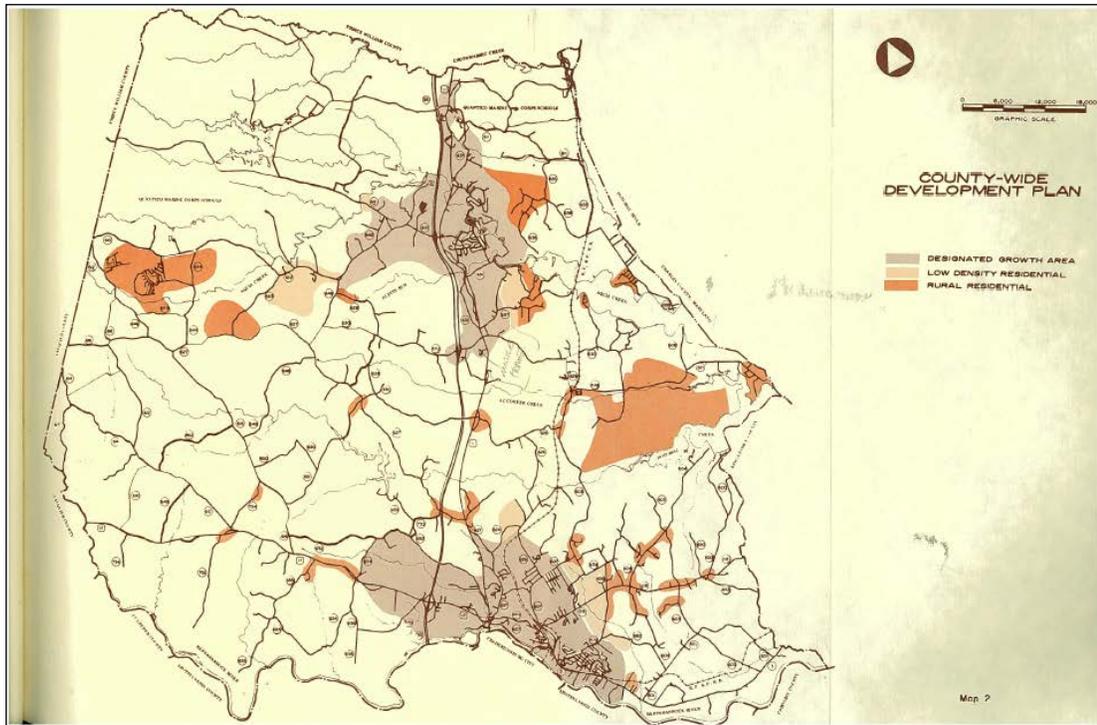
The plan shall include: the designation of areas and implementation of measures for the construction, rehabilitation and maintenance of affordable housing, which is sufficient to meet the current and future needs of residents of all levels of income in the locality, while considering the current and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



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

The Comprehensive Development Plan - 1979

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:

- o 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.

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

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- 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.
 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.

PRINCIPLES OF HIGH PERFORMANCE FINANCIAL MANAGEMENT

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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.
- 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.
- 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.

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

Fund Balance Classification Policies and Procedures:

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

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

Budget Procedures/Calendar

MONTH	PROCEDURE
October	Work Session <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.

POLICY NON-COMPLIANCE

FY2021 Adopted Budget

Due to the COVID-19 health pandemic and the ensuing economic decline, the Board of Supervisor's was faced with balancing a budget that was \$15M less in revenues than the County Administrator's and reflective of the Strategic Plan and the Stafford 2040 vision for the community. Due to strained revenues, the Board set aside the financial policy directions listed below.

The County budget shall be balanced within all available operating revenues.

- The Board approved the use of fund balance in the amount of \$236,950 to finalize and adopt the FY2021 Budget. This represents .07% of the projected revenues. It is anticipated as economic recovery occurs that increases revenues from consumption taxes will be levied in future budgets for a structurally sound budget.
- The Board approved the use fund balance to balance the Tourism Budget. Due to the COVID pandemic, funding from Transient Occupancy Tax in FY2021 is anticipated to be 52.9% less than FY2020. This phenomenon is not anticipated to continue into FY2022 and revenue will be sufficient to offset expenditures.

Rollback Taxes will be dedicated to the County's Purchase of Development Rights (PDR)

- The County maintains fund balance for future PDR purchases. As the Board continues their commitment to open spaces in the County, the Board may opt in the future to restore this budget in whole. The program will not be negatively affected in FY2021 but the reduction of Rollback Tax projections from \$250,000 to \$100,000.

An amount equivalent to 3% of general government expenditures will be set aside for pay-as-you go capital projects.

- The Board adopted the FY2021 budget with 2% of general government expenditures directed to capital projects. Through fiscal recovery, and the upcoming long term fiscal planning, the Board will be engaged in strategies to return the adopted financial policies.

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.

- The Board was compelled to remove additional economic strains for citizens, thus put aside this financial policy of a rate increase. Expenditures in the Utilities Fund were reduced to provide a structurally balanced budget. During the upcoming long term fiscal planning, the Board will consider how to minimize volatility for residents while providing quality water and sewer services.

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

BUDGET GUIDELINES, BASIS OF ACCOUNTING, AND BASIS OF BUDGETING

FY2021 Adopted Budget

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 February. 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 FY2021 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

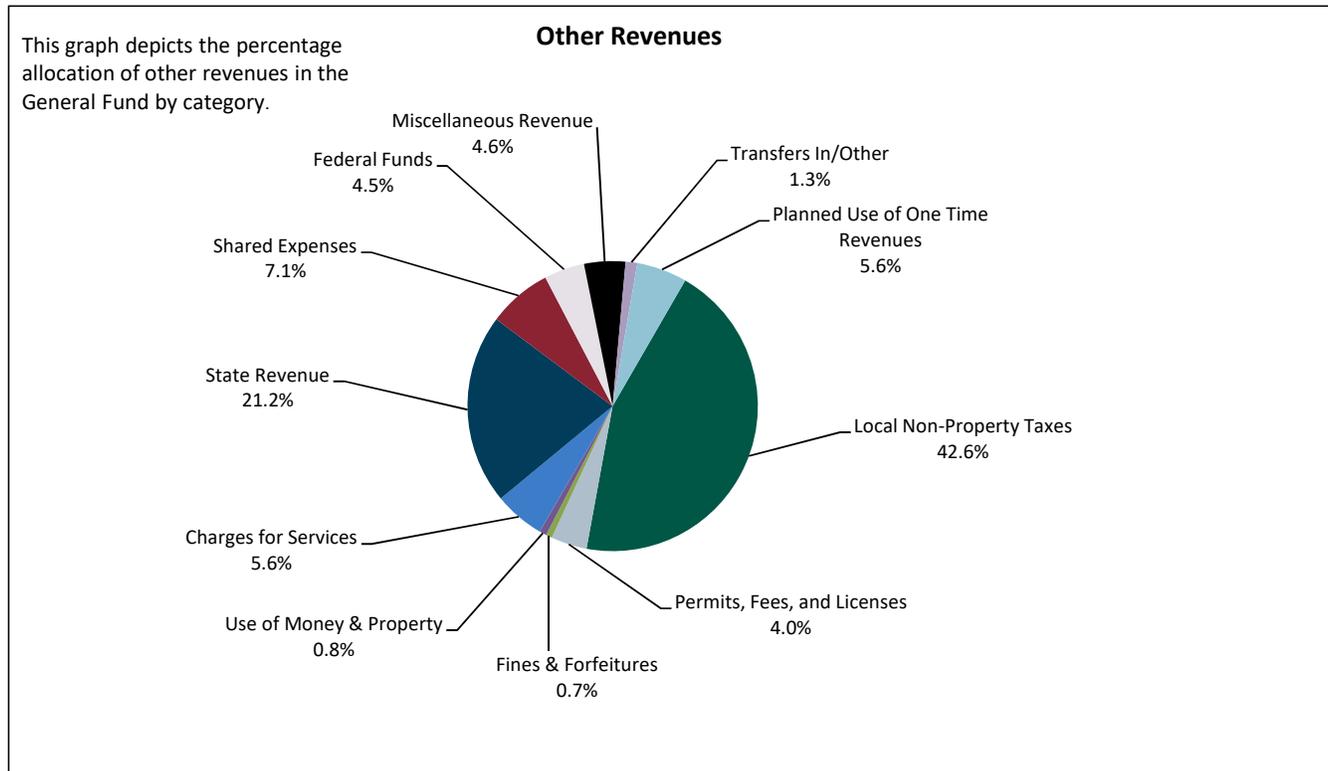
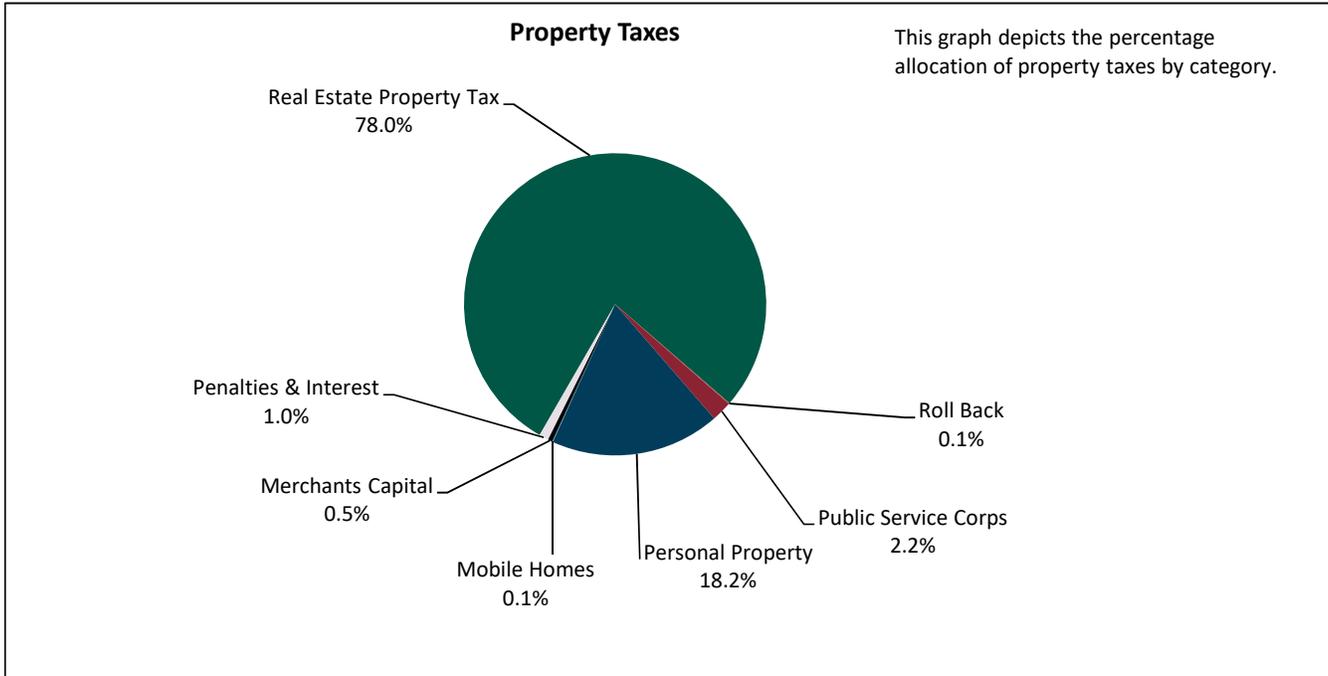
FY2021 Adopted Budget

Operating Revenue	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Property Taxes					
Real Estate Property Tax	\$173,284,552	\$183,605,214	\$185,045,442	\$1,440,228	0.8%
Exonerations and State Mandated Relief	(6,003,793)	(7,343,462)	(8,659,619)	(1,316,157)	17.9%
Roll Back	237,104	250,000	250,000	0	0.0%
Public Service Corps	4,701,847	4,540,522	4,920,619	380,097	8.4%
Personal Property	38,577,046	38,652,000	41,066,000	2,414,000	6.2%
Mobile Homes	173,587	150,398	140,078	(10,320)	-6.9%
Merchants Capital	913,703	656,693	1,118,000	461,307	70.2%
Penalties & Interest	2,158,478	2,175,000	2,241,857	66,857	3.1%
Total Property Taxes	\$214,042,524	\$222,686,365	\$226,122,377	\$3,436,012	1.5%
Local Non-Property Taxes					
Sales & Use	14,974,136	15,566,953	15,404,729	(162,224)	-1.0%
Consumer Utility	9,739,385	9,615,395	9,837,993	222,598	2.3%
Motor Vehicle Licenses	2,737,472	2,725,269	2,792,221	66,952	2.5%
Bank Stock Taxes	620,560	535,000	664,759	129,759	24.3%
Recordation Taxes	3,410,207	3,447,177	3,612,158	164,981	4.8%
Meals Tax	9,103,132	9,118,000	9,844,873	726,873	8.0%
Other Taxes	84,984	84,200	87,588	3,388	4.0%
Total Local Non-Property Taxes	\$40,669,876	\$41,091,994	\$42,244,321	\$1,152,327	2.8%
Permits, Fees, and Licenses					
Animal License & Fees	30,188	22,260	23,160	900	4.0%
Zoning Permits & Fees	923,564	819,350	819,169	(181)	0.0%
Fire and Rescue Charges	412,247	417,555	368,584	(48,971)	-11.7%
Building Permits & Fees	2,645,724	3,029,906	2,312,672	(717,234)	-23.7%
Securities Fees	334,667	285,937	271,122	(14,815)	-5.2%
Total Permits, Fees, and Licenses	\$4,346,390	\$4,575,008	\$3,794,707	(\$780,301)	-17.1%
Fines & Forfeitures					
Court Fines and Fees	468,766	525,566	250,000	(275,566)	-52.4%
Court Maintenance Fees	47,738	53,603	47,750	(5,853)	-10.9%
Delinquent Court Fines and Fees	373,383	325,000	399,977	74,977	23.1%
Other	5,219	2,600	2,600	0	0.0%
Total Fines & Forfeitures	\$895,106	\$906,769	\$700,327	(\$206,442)	-22.8%
Use of Money & Property					
Interest	2,314,998	1,018,500	445,531	(572,969)	-56.3%
Rental of Property	323,463	670,886	313,620	(357,266)	-53.3%
Total Use of Money & Property	\$2,638,461	\$1,689,386	\$759,151	(\$930,235)	-55.1%
Charges for Services					
Excess Fees of Clerk	127,029	177,100	127,000	(50,100)	-28.3%
Miscellaneous Charges	397,319	404,502	373,509	(30,993)	-7.7%
Animal Services Fees	21,305	27,972	21,216	(6,756)	-24.2%
Ambulance Charges	2,369,240	2,000,000	2,486,747	486,747	24.3%
Parks and Recreation Charges	1,533,151	1,545,629	769,527	(776,102)	-50.2%
Planning Charges	379,009	542,500	486,998	(55,502)	-10.2%
Code Administrative Charges	1,266,390	1,363,719	1,082,675	(281,044)	-20.6%
Total Charges for Services	\$6,093,443	\$6,061,422	\$5,347,672	(\$713,750)	-11.8%
State Revenue					
Other State Sources	1,143,051	866,299	1,366,052	499,753	57.7%
Personal Property PPTRA	12,542,261	12,542,261	12,542,261	0	0.0%
DMV Revenue	86,185	71,000	92,324	21,324	30.0%
State Social Services	1,878,578	2,145,994	2,129,920	(16,074)	-0.7%
Other State Grants	703,326	619,209	650,417	31,208	5.0%
Children's Services Act	3,202,434	3,819,440	3,360,012	(459,428)	-12.0%
Total State Revenue	\$19,555,835	\$20,064,203	\$20,140,986	\$76,783	0.4%

REVENUE PROJECTION

FY2021 Adopted Budget

Operating Revenue	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Shared Expenses					
Commonwealth's Attorney	1,142,919	1,166,131	1,166,131	0	0.0%
Sheriff	4,013,871	4,230,873	4,230,873	0	0.0%
Commissioner of Revenue	257,987	266,272	266,272	0	0.0%
Treasurer	264,804	274,906	274,906	0	0.0%
Registrar/Electoral Board	53,899	53,000	54,000	1,000	1.9%
Clerk of Circuit Court	787,336	712,905	712,905	0	0.0%
Total Shared Expenses	\$6,520,816	\$6,704,087	\$6,705,087	\$1,000	0.0%
Federal Funds					
Federal Payment in Lieu of Taxes	6,266	6,000	6,300	300	5.0%
Federal Grant Revenue	912,336	195,229	195,229	0	0.0%
Federal Social Services	3,711,963	4,029,631	4,017,936	(11,695)	-0.3%
Total Federal Funds	\$4,647,532	\$4,230,860	\$4,219,465	(\$11,395)	-0.3%
Miscellaneous Revenue					
Grant Revenue	222,622	358,000	358,000	0	0.0%
Payment in Lieu of Taxes	340,000	340,000	340,000	0	0.0%
Other Misc. Revenue	3,116,687	3,103,636	3,136,631	32,995	1.1%
Misc. Social Services	44,507	105,969	57,000	(48,969)	-46.2%
Sales	1,413	700	800	100	14.3%
Sheriff Misc. Revenue	627,696	440,587	445,380	4,793	1.1%
Total Miscellaneous Revenue	\$4,352,925	\$4,348,892	\$4,337,811	(\$11,081)	-0.3%
Transfers In/Other					
Transfer in from Schools	0	616,077	414,697	(201,380)	-32.7%
Transfer in from Tourism Fund	779,223	820,808	391,819	(428,989)	-52.3%
Transfer in from Transportation Fund	26,000	35,000	32,000	(3,000)	-8.6%
Transfer in from R-Board	796,333	279,584	336,464	56,880	20.3%
Transfer in from Other Funds	97,671	0	0	0	0.0%
Transfer in from Utilities Fund	854,620	207,103	78,095	(129,008)	-62.3%
Other Financing Sources	534,110	65,214	25,714	(39,500)	-60.6%
Total Transfers In/Other	\$3,087,957	\$2,023,786	\$1,278,789	(\$744,997)	-36.8%
Total Operating Revenue	\$306,850,865	\$314,382,772	\$315,650,693	\$1,267,921	0.4%
Planned Use of One Time Revenue					
One-Time Revenue					
Use of Prior Year Fund Balance	0	4,469,931	3,907,644	(562,287)	-12.6%
Proffers	105,000	0	1,378,230	1,378,230	1378.2%
Total One Time Revenues	\$105,000	\$4,469,931	\$5,285,874	\$815,943	18.3%
Total Operating and One Time Revenue	\$306,955,865	\$318,852,703	\$320,936,567	\$2,083,864	0.7%



Fund Balance Analysis

This schedule indicates the allocation of the general fund balance at June 30, 2019 and the budgeted estimate for the end of FY2020. Maintaining an adequate general fund balance is an essential element of financial strength and stability. Adequate fund balance ensures maximum flexibility, and is available to be used for:

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

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

- The County shall maintain an unassigned fund balance that is no less than 12% of annual general fund revenues, not including transfers, reserves, and grants.
- Any amount in excess of the minimum unassigned fund balance will be assigned to these reserves, according to the following hierarchy and formulas:
 1. Revenue Stabilization Reserve (RSR): minimum of 2% of General Fund revenues.
 2. Capital Projects Reserve of \$1,500,000 will be used to reduce reliance on debt, to provide cash flow for capital projects, and to pay down high interest debt when advantageous.
 3. Stafford Opportunity Fund Reserve: \$500,000
 4. Any health care savings, after all expenditure and reserve needs have been met, will be set aside for a contribution to OPEB.
 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.

As of June 30, 2019, all reserves were fully funded.

FY2020

Due to the advent of the Coronavirus pandemic, FY2020 revenues, specifically consumption taxes, are projected to be negatively impacted. The FY2020 Budget assumed the real estate tax rate at \$1.01, but the Calendar Year 2020 rate was adopted at \$0.97. In combination with expenditure savings, it is anticipated that Revenue Stabilization Fund of \$2.4M and other reserves in the amount of \$0.9M will be leveraged.

Beginning Fund Balance	\$94,408,377
o Revenue Stabilization Reserve	6,377,054
o Stafford Opportunity Fund	500,000
o Capital Projects Reserve	4,409,330
o Schools' Capital Project Reserve	1,500,000
o Other reservations	43,359,369
o Unassigned	\$38,262,624 (12%)

FY2021

In response to the Coronavirus pandemic, the County anticipates the Board will review the FY2020 year end fund balance and the use of fund balance in the amount of \$236,950 to balance the budget and plan the replacement of the funds. It is assumed that the year-end unassigned fund balance and revenue stabilization reserve will be at the FY2020 year end level through FY2021.

FUND BALANCE ANALYSIS

FY2021 Adopted Budget

	FY2018 Actual	FY2019 Actual	FY2020 Projection	FY2021 Projection
Fund balance, beginning of year	\$70,812,475	\$79,088,056	\$94,408,377	\$80,514,086
Operating Revenue	296,274,483	306,955,865	314,382,772	315,650,693
Proffers			0	1,378,230
Projected Use of Fund Balance and Proffers	0	0		0
Total revenues	\$296,274,483	\$306,955,865	\$314,382,772	\$317,028,923
Operating Expenditures	(287,998,902)	(291,635,544)	(314,382,772)	(315,650,693)
Planned Use of One-Time Expenditures	0	0	(4,469,931)	(5,285,874)
Projected Use of Fund Balance and Proffers			(9,424,360)	0
Total expenditures	(287,998,902)	(291,635,544)	(328,277,063)	(320,936,567)
Fund balance, end of year	\$79,088,056	\$94,408,377	\$80,514,086	\$76,606,442
Fund Balance Allocation				
Non-spendable	432,115	456,906	456,906	456,906
Restricted	4,646,807	5,072,636	4,664,500	4,664,500
Committed:	25,028,902	32,062,380	24,850,533	22,113,230
Assigned	12,364,759	18,553,831	12,279,523	11,109,182
Unassigned	36,615,473	38,262,624	38,262,624	38,262,624
% of revenues	12%	12%	12%	12%
Target Unassigned Fund Balance ⁽¹⁾	36,615,473	38,262,624	38,262,624	38,903,368
Variance above (below) ⁽²⁾	0	0	0	(640,700)
Fund balance, end of year	\$79,088,056	\$94,408,377	\$80,514,086	\$76,606,442

⁽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.

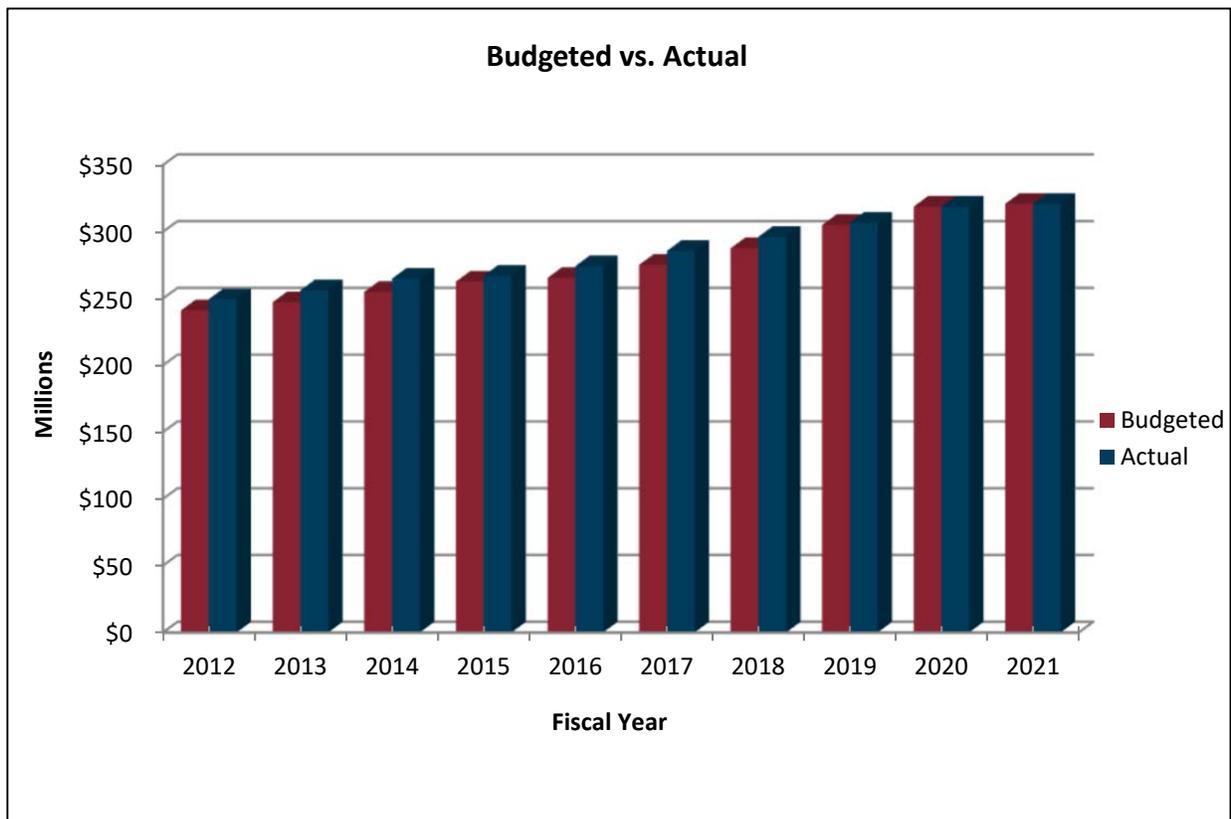
⁽²⁾ Due to the negative and on-going economic impact of the Coronavirus Pandemic, assumptions of meeting the increased Unassigned Fund Balance are not included.

TEN-YEAR REVENUE ANALYSIS

FY2021 Adopted Budget

The chart below illustrates the percentage change of actual revenue over the previous fiscal year. FY2020 reflects the adopted revenue budget. The average change for this ten-year period is calculated to be 3.5%.

Fiscal Year	Budgeted Revenues	Actual Revenues	Prior Year % Change
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	306,850,865	3.6%
2020	318,852,703	318,852,703	3.9%
2021	320,936,567	320,936,567	0.7%
Average			3.0%

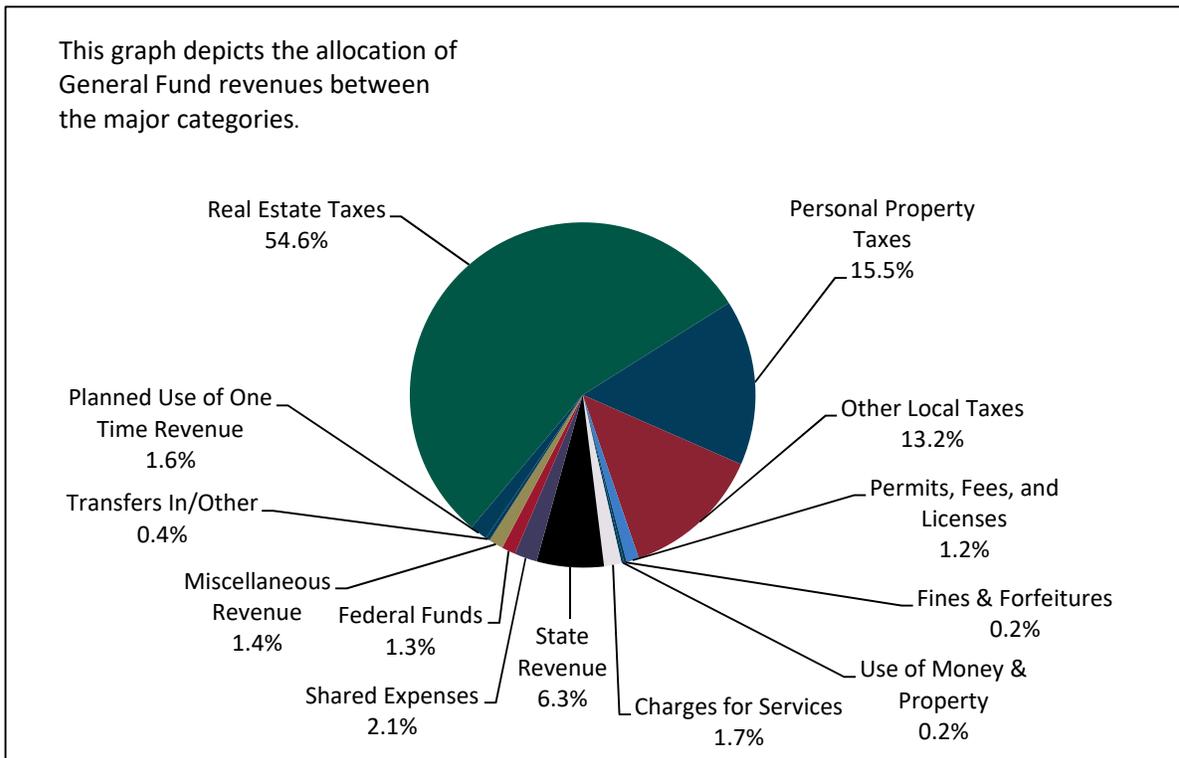


GENERAL FUND REVENUE

FY2021 Adopted Budget

Category	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	Budget as % of Total
Real Estate Taxes (1)	\$176,261,752	176,385,823	\$124,071	0.1%
Personal Property Taxes	46,424,613	49,736,554	3,311,941	7.1%
Other Local Taxes	41,091,994	42,244,321	1,152,327	2.8%
Permits, Fees, and Licenses	4,575,008	3,794,707	(780,301)	-17.1%
Fines & Forfeitures	906,769	700,327	(206,442)	-22.8%
Use of Money & Property	1,689,386	759,151	(930,235)	-55.1%
Charges for Services	6,061,422	5,347,672	(713,750)	-11.8%
State Revenue	20,064,203	20,140,986	76,783	0.4%
Shared Expenses	6,704,087	6,705,087	1,000	0.0%
Federal Funds	4,230,860	4,219,465	(11,395)	-0.3%
Miscellaneous Revenue	4,348,892	4,337,811	(11,081)	-0.3%
Transfers In/Other	2,023,786	1,278,789	(744,997)	-36.8%
Planned Use of One Time Revenue	4,469,931	5,285,874	815,943	18.3%
Total	\$318,852,703	\$320,936,567	\$2,083,864	0.7%

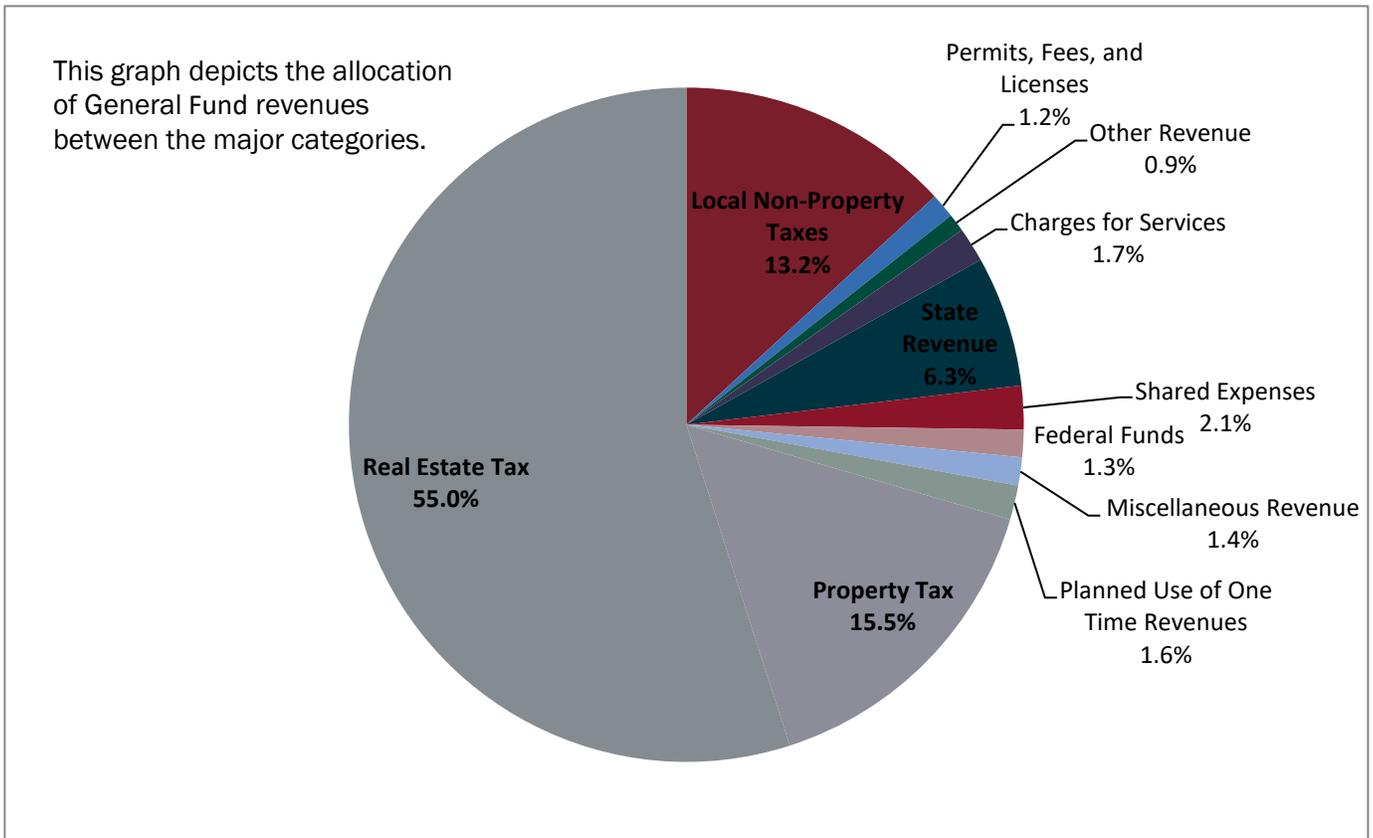
(1) Real Estate Taxes are presented net of State Mandated Tax Relief for 100% Disabled Veterans and Exonerations



GENERAL FUND REVENUE ANALYSIS

FY2021 Adopted Budget

General Property Taxes	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Real Estate Property Tax	\$173,284,552	\$183,605,214	\$185,045,442	\$1,440,228	0.8%
Exonerations and State Mandated Relief	(6,003,793)	(7,343,462)	(8,659,619)	(1,316,157)	17.9%
Roll Back	237,104	250,000	250,000	0	0.0%
Public Service Corps	4,701,847	4,540,522	4,920,619	380,097	8.4%
Personal Property	38,577,046	38,652,000	41,066,000	2,414,000	6.2%
Merchants Capital	913,703	656,693	1,118,000	461,307	70.2%
Mobile Homes	173,587	150,398	140,078	(10,320)	-6.9%
Penalties	1,404,500	1,410,000	1,470,497	60,497	4.3%
Interest	753,978	765,000	771,360	6,360	0.8%
Total	\$214,042,524	\$222,686,365	\$226,122,377	\$3,436,012	1.5%



Real Property

The real estate tax is the single largest revenue source for the County, and is expected to generate \$176.4 million (net of Exonerations and State Mandated Relief) in FY2021. Real estate tax is approximately 55.0% of General Fund Operating revenues (excludes the planned use of one-time revenues). Each penny on the tax rate yields approximately \$1.8 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, 2020. Taxable assessed value of real property grew to \$18.7 billion, an increase of 11.0%, reflecting the continuing recovery of market conditions.

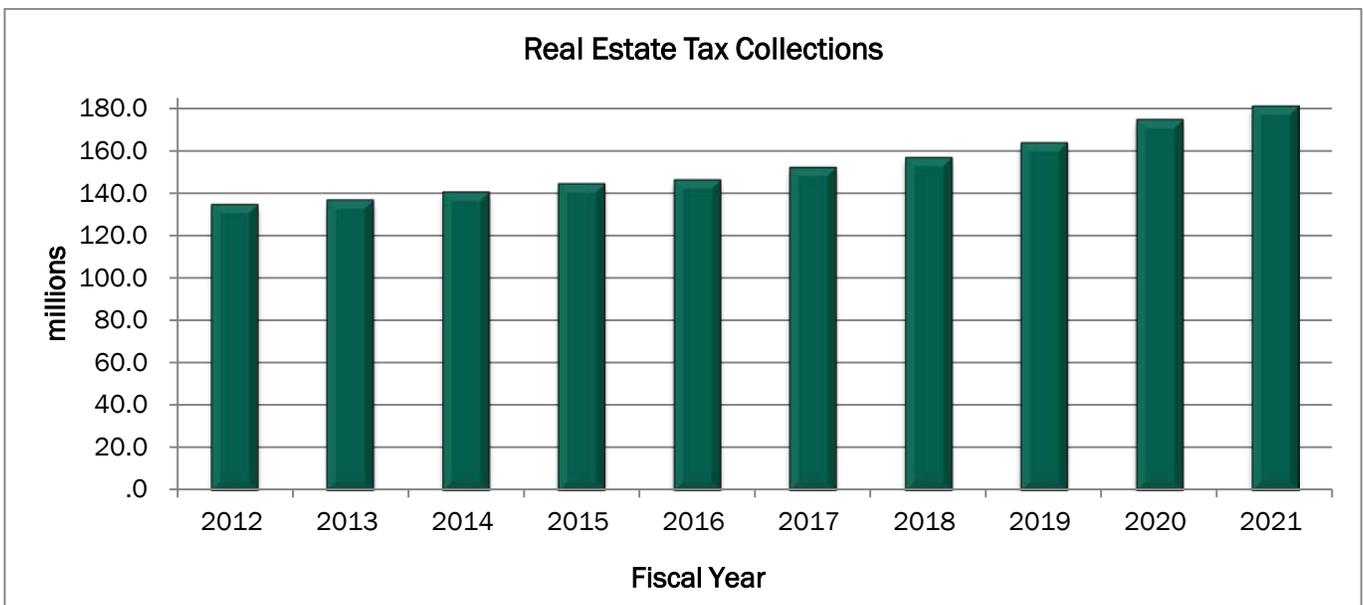
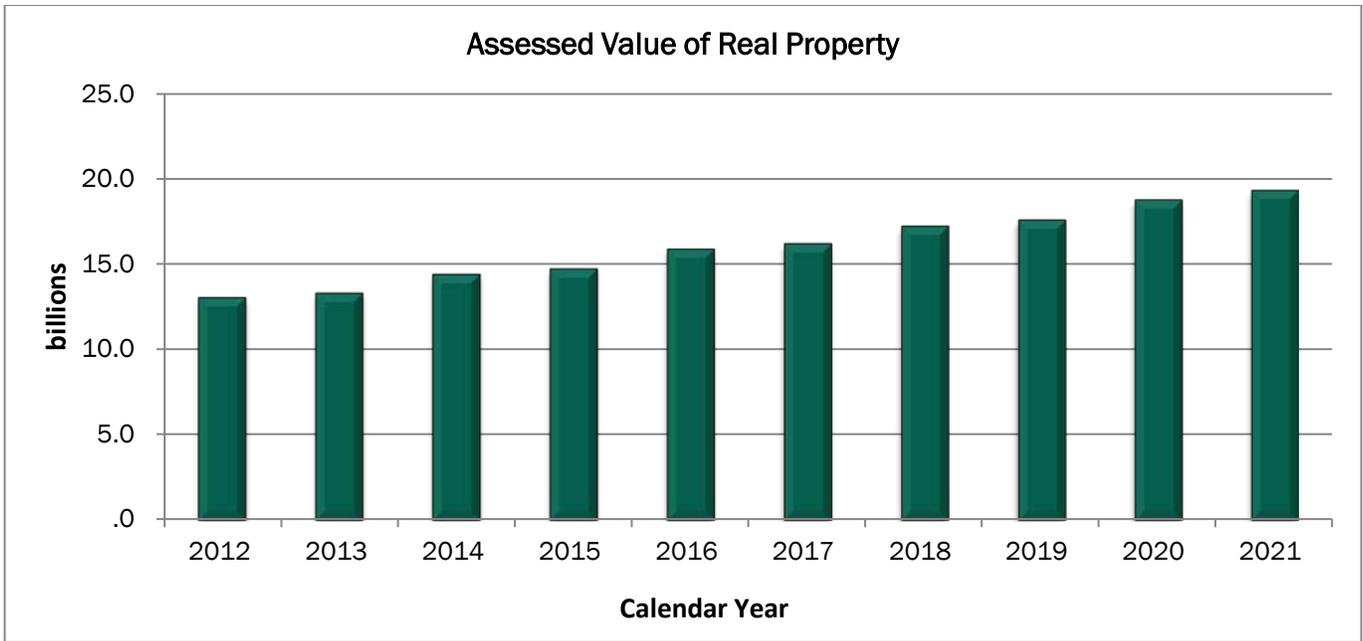
January 1, 2020 Change in Assessed Value	
Agricultural	-0.5%
Residential	7.0%
Multifamily	8.1%
Commercial	2.0%
Total Increase	11.0%

The real estate tax rate for calendar year 2020 is adopted at \$0.97, and the FY2021 Adopted Budget assumes the same tax rate. Taxes for real property are paid in two installments, due on December 5th and June 5th of each year.

The FY2021 real property revenue projection is based on the following assumptions:

- 1.3% growth in properties in the County
- \$0.97 real estate tax rate
- Collection rate of 98.0%
- State Mandated Exonerations for 100% Disabled Veterans assumes 15% growth

The following charts illustrate historical and projected assessed value of taxable 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.



The growth in exonerations has reduced the real property tax that has been collected. Particularly in Stafford County, the increased Veteran Relief is projected to reduce FY2021 Real Estate Tax collections by \$8.7 million.

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. At midyear, the value of vehicles has increased over the same period last year. The FY2021 projection assumes that this trend continues.

The Calendar Year 2020 Personal Property rate was maintained the same rate adopted in Calendar Year 2019 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 100% 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

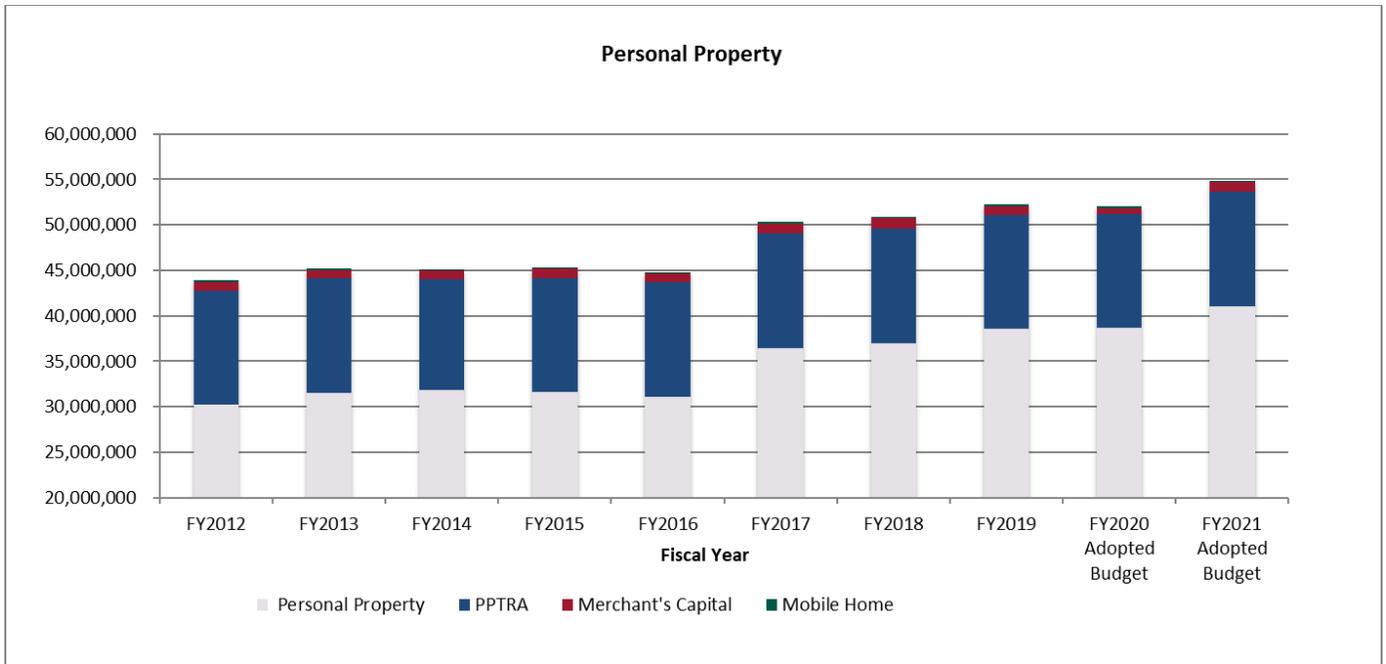
Merchants' capital is defined as inventory of stock on hand; daily rental vehicles as defined in § 58.1-2401; and all other taxable personal property of any kind whatsoever, except money on hand and on deposit and except tangible personal property not offered for sale as merchandise, which tangible personal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

In 2019, the Board adopted a special category of Merchants' Capital for wholesale distribution centers over 100,000 square feet, setting the rate at \$0.0001.

GENERAL FUND REVENUE ANALYSIS

FY2021 Adopted Budget



The following table lists the personal property tax rates for calendar year 2021:

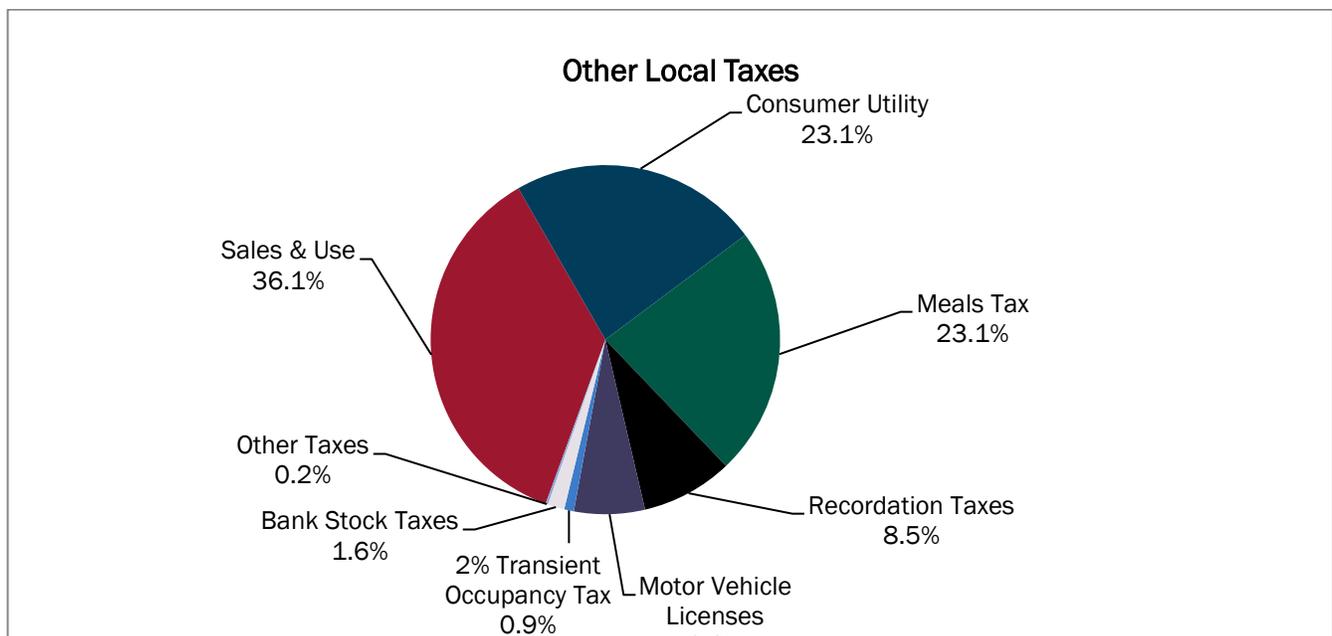
Classification	Rate	Effective Rate
Tangible Personal Property		
Aircraft	\$0.0001	\$0.0000
Boats or Watercraft	\$0.0001	\$0.0000
Business Property	\$5.49	\$1.92
Camping Trailers & Recreational Vehicles	\$5.49	\$2.20
Computer Equipment	\$5.49	\$1.92
Disabled Veteran's Vehicle	\$0.0001	\$0.0000
Motor Vehicles 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	\$0.50
Mobile Homes	\$0.970	\$0.970

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 constraints 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.

Other Local Taxes

Other Local Taxes	FY2019	FY2020	FY2021	Changes	
	Actual	Adopted Budget	Adopted Budget	'20 to '21	
Sales & Use	14,974,136	\$15,566,953	15,404,729	(\$162,224)	-1.0%
Consumer Utility	9,739,385	9,615,395	9,837,993	222,598	2.3%
Meals Tax	9,103,132	9,118,000	9,844,873	726,873	8.0%
Recordation Taxes	3,410,207	3,447,177	3,612,158	164,981	4.8%
Motor Vehicle Licenses	2,737,472	2,725,269	2,792,221	66,952	2.5%
2% Transient Occupancy Tax	769,223	810,808	381,819	(428,989)	-52.9%
Bank Stock Taxes	620,560	535,000	664,759	129,759	24.3%
Other Taxes	84,984	84,200	87,588	3,388	4.0%
Total	\$41,439,099	\$41,902,802	\$42,626,140	\$723,338	1.7%

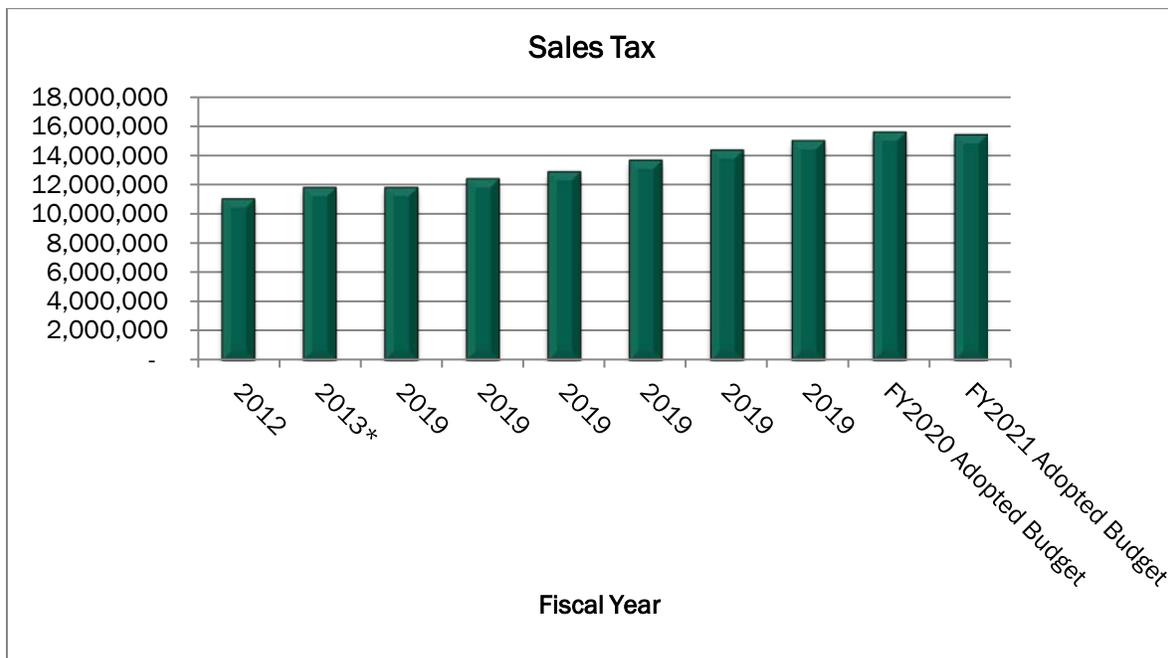


Local Sales & Use Tax

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.

Due to the Coronavirus Pandemic, Sales tax revenue is projected to decrease in the fourth quarter of FY2020 by 20% of the Adopted Budget. The FY2021 forecast maintains that conservative projection and does not reflect any growth.

This chart reflects the recent history of sales tax revenue:



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

Consumer Utilities Revenue

Utility Consumer’s Tax

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

Electric

- Residential: \$.0014955 per kilowatt hour (kWh), with a minimum of \$1.40 and maximum of \$3.00 per month.

- Commercial and industrial: \$.006434 per kWh, with a minimum of \$1.15 and a maximum of \$200.00 per month

Gas

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

Communications Sales and Use Tax

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

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

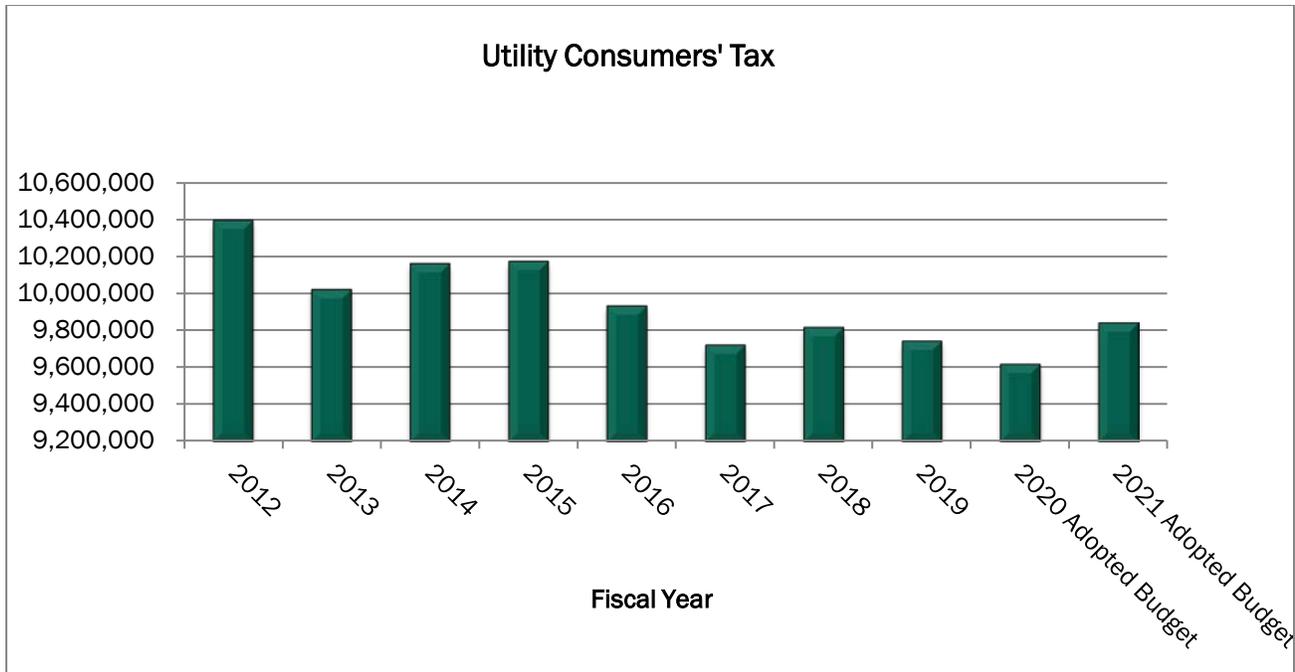
The bill imposed new taxes and fees on:

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

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

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

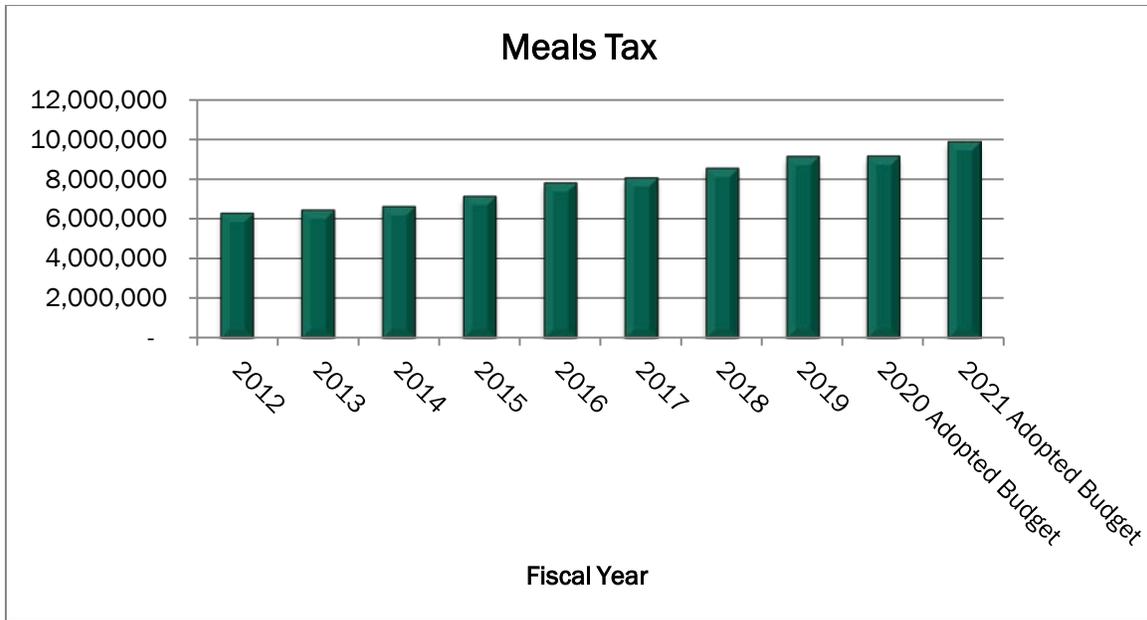
Communications sales and use tax revenue is collected by the Virginia Department of Taxation and distributed to localities monthly, according to the percentage of telecommunications and cable television tax each locality received relative to the statewide total in FY2006.



Local Meals Tax

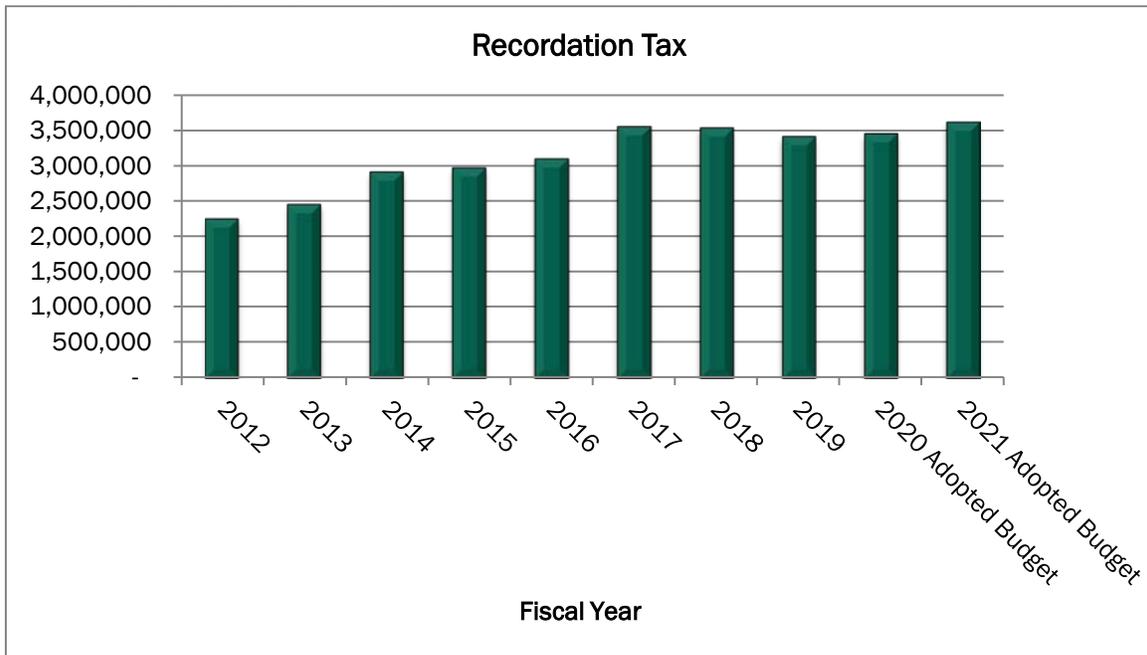
A meals tax of 4.0% is a tax levied on the sale of all food and beverage sold for human consumption by a restaurant or caterer. On June 2, 2020, the Board of Supervisors modified the meals tax rate on Ordinance O20-50 from 4.0% to 5.0% effective January 1, 2021. Meals Tax revenues in FY2020 are anticipated to be reduced by \$2.3M due the impact of the Coronavirus pandemic. The FY2021 Adopted Budget continues with a conservative projection due to the on-going economic impacts of the Coronavirus. The increased tax rate accounts for projected growth.

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.



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. Recordation revenues declined during the recession, due to the slowdown of both the real estate market and the crisis in the financial sector and have steadily increased since the end of the recession. The projection assumes modest growth based on FY2020 collections and continued low interest rate environment.



Motor Vehicle Licenses

GENERAL FUND REVENUE ANALYSIS

FY2021 Adopted Budget

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 \$2.8 million for this fee, allowing for a conservative growth in eligible vehicles and is 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"). The FY2021 Adopted Budget projects a significant decline in transient occupancy tax due to the Coronavirus Pandemic. FY2020 revenue collections anticipate that the fourth quarter collections will be reduced by approximately 75%. The FY2021 Adopted Budget anticipates the economic impacts of Coronavirus will limit the overall collection of this tax and provides a conservative projection.

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	FY2019 Actual	FY2020 Adopted Budget	FY2021 Proposed Budget	Changes '20 to '21	
Permits, Fees, and Licenses					
Animal License & Fees	\$30,188	\$22,260	\$23,160	\$900	4.0%
Zoning Permits & Fees	923,564	819,350	819,169	(181)	0.0%
Fire and Rescue Charges	412,247	417,555	368,584	(48,971)	-11.7%
Building Permits & Fees	2,645,724	3,029,906	2,312,672	(717,234)	-23.7%
Securities Fees	334,667	285,937	271,122	(14,815)	-5.2%
Total Permits, Fees, and Licenses	\$4,346,390	\$4,575,008	\$3,794,707	(\$780,301)	-17.1%
Charges for Services					
Excess Fees of Clerk	\$127,029	\$177,100	\$127,000	(50,100)	-28.3%
Miscellaneous Charges	397,319	404,502	373,509	(30,993)	-7.7%
Animal Services Fees	21,305	27,972	21,216	(6,756)	-24.2%
Ambulance Charges	2,369,240	2,000,000	2,486,747	486,747	24.3%
Parks and Recreation Charges	1,533,151	1,545,629	769,527	(776,102)	-50.2%
Planning Charges	379,009	542,500	486,998	(55,502)	-10.2%
Code Administrative Charges	1,266,390	1,363,719	1,082,675	(281,044)	-20.6%
Total Charges for Services	\$6,093,443	\$6,061,422	\$5,347,672	(\$713,750)	-11.8%

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.

The economic impact of the Coronavirus Pandemic is projected to reduce the collections of permits and licenses in the fourth quarter of FY2020. The FY2021 Adopted Budget reflects the continued lowered collections of permits and licenses.

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.

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. The Commonwealth of Virginia abolished driver license suspension for non-paid Court fines and fees on July 1, 2019 which negatively impacted the FY2020 collections, and is reflected in a lowered FY2021 Adopted Budget. 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 concession fees. Due to the Coronavirus Pandemic, the Board eliminated all summer programs due to

GENERAL FUND REVENUE ANALYSIS

FY2021 Adopted Budget

the public health crisis. This action impacted revenues and decreased them to \$769,527, a 50.2% reduction in comparison with the FY2020 Adopted Budget.

Intergovernmental	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
State - Shared Expenses					
Commonwealth's Attorney	\$1,142,919	\$1,166,131	\$1,166,131	\$0	0.0%
Sheriff	4,013,871	4,230,873	4,230,873	0	0.0%
Commissioner of Revenue	257,987	266,272	266,272	0	0.0%
Treasurer	264,804	274,906	274,906	0	0.0%
Registrar/Electoral Board	53,899	53,000	54,000	1,000	1.9%
Clerk of Circuit Court	787,336	712,905	712,905	0	0.0%
State & Federal - Social Services	5,661,048	6,316,594	6,236,856	(79,738)	-1.3%
State -Children's Services Act	3,202,434	3,819,440	3,360,012	(459,428)	-12.0%
State Categorical Aid:					
State Reimbursement	384,511	164,688	503,525	338,837	205.7%
State Fire Program Fund	446,372	446,372	469,696	23,324	5.2%
Emergency Medical Service	134,909	124,149	132,033	7,884	6.4%
State – Non-Categorical Aid	550,234	510,299	573,147	62,848	12.3%
Federal	935,569	201,229	201,529	300	0.1%
Total	\$17,835,893	\$18,286,858	\$18,181,885	(\$104,973)	-0.6%

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 FY2022 Adopted Budget assumes a decreased participation and a reduced revenue as compared to the FY2021 Adopted Budget. 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 FY2021 Adopted Budget plans for the use of prior year fund balance for one-time expenditures of \$3.7M and to balance the Board's priorities with available revenues in the amount of \$0.2M.

Planned Use of Proffers

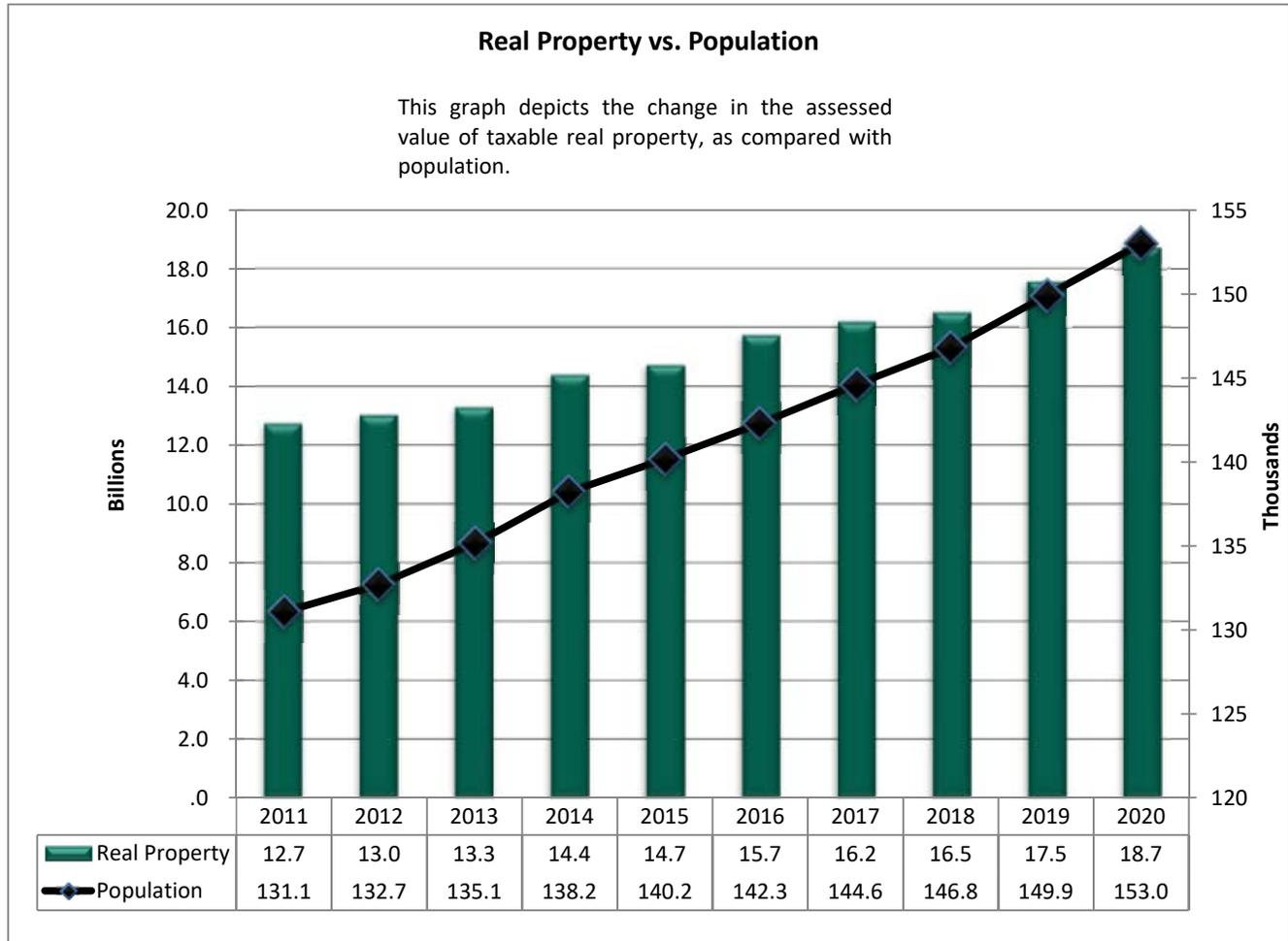
The FY2021 Proposed Budget plans for the use of proffer funds of \$1.4M for capital improvement projects for Transportation and Parks and Recreation projects.

ASSESSED VALUE OF REAL PROPERTY

FY2021 Adopted Budget

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, 2020. The reassessment, reflects the strong market conditions in Stafford County, resulted in an increase of 11% in the overall assessed value of real property in Stafford County. The value of residential properties increased by 7%; the value of commercial properties increased by 2%; and multifamily increased by 8%.



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FY2021 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.

The General Fund Expenditures section includes:

- Overall Summary of the budget
- 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
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 - Registrar & Electoral Board
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- Summary of General Fund by Functional Area
- Departments presented by Functional Area
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GENERAL FUND EXPENDITURES

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21		FY2021 Designated Revenue	FY2021 Net Tax Support	FY2021 % Tax Support
General Government								
Board of Supervisors	\$665,924	\$729,189	\$680,618	(\$48,571)	-6.7%	\$0	\$680,618	100.0%
Commissioner of the Revenue	2,696,802	2,985,380	3,016,399	31,019	1.0%	266,472	2,749,927	91.2%
County Administration	1,106,969	1,305,642	1,309,080	3,438	0.3%	0	1,309,080	100.0%
County Attorney	954,621	1,176,111	1,191,865	15,754	1.3%	25,084	1,166,781	97.9%
Registrar and Electoral Board	530,328	610,033	590,945	(19,088)	-3.1%	54,000	536,945	90.9%
Finance and Budget	1,879,951	2,302,700	2,213,507	(89,193)	-3.9%	179,250	2,034,257	91.9%
Geographic Information System	647,343	688,516	686,385	(2,131)	-0.3%	7,937	678,448	98.8%
Human Resources	537,725	837,385	869,663	32,278	3.9%	0	869,663	100.0%
Information Technology	1,979,805	2,428,033	2,473,066	45,033	1.9%	61,846	2,411,220	97.5%
Office of Community Engagement	361,688	503,191	507,500	4,309	0.9%	0	507,500	100.0%
Treasurer	2,131,579	2,396,523	2,343,650	(52,873)	-2.2%	1,132,807	1,210,843	51.7%
Total General Government	\$13,492,735	\$15,962,703	\$15,882,678	(\$80,025)	-0.5%	\$1,727,396	\$14,155,282	89.1%
Public Safety								
Sheriff	24,591,655	27,439,074	27,868,520	429,446	1.6%	7,544,453	20,324,067	72.9%
Fire & Rescue Services	20,673,919	23,462,161	23,883,515	421,354	1.8%	3,522,174	20,361,341	85.3%
15th District Court Unit	319,827	383,336	381,434	(1,902)	-0.5%	122,760	258,674	67.8%
Code Compliance	4,479,728	5,105,561	5,184,044	78,483	1.5%	3,947,754	1,236,290	23.8%
Rappahannock Juvenile Detention Center	1,123,032	1,266,880	1,425,133	158,253	12.5%	40,000	1,385,133	97.2%
Rappahannock Regional Jail	6,944,184	6,733,753	7,198,159	464,406	6.9%	300,000	6,898,159	95.8%
Total Public Safety	\$58,132,345	\$64,390,765	\$65,940,805	\$1,550,040	2.4%	\$15,477,141	\$50,463,664	76.5%
Judicial Administration								
Circuit Court	345,525	360,258	402,488	42,230	11.7%	0	402,488	100.0%
Clerk of the Circuit Court	1,548,355	1,669,642	1,745,893	76,251	4.6%	839,905	905,988	51.9%
Commonwealth's Attorney	3,222,629	3,610,257	3,619,292	9,035	0.3%	1,600,637	2,018,655	55.8%
Court Deputies	2,851,648	3,156,504	3,189,844	33,340	1.1%	0	3,189,844	100.0%
General District Court	93,490	117,648	115,883	(1,765)	-1.5%	30,700	85,183	73.5%
Juvenile and Domestic Relations	101,253	114,700	112,979	(1,721)	-1.5%	0	112,979	100.0%
Magistrate	7,416	8,830	8,698	(132)	-1.5%	0	8,698	100.0%
Total Judicial Administration	\$8,170,316	\$9,037,839	\$9,195,077	\$157,238	1.7%	\$2,471,242	\$6,723,835	73.1%
Community Development								
Cooperative Extension Program	160,282	198,547	195,760	(2,787)	-1.4%	0	195,760	100.0%
Economic Development	530,977	581,626	630,973	49,347	8.5%	0	630,973	100.0%
Partner Agencies - Community Development	288,069	304,877	310,277	5,400	1.8%	0	310,277	100.0%
Planning and Zoning	2,271,994	2,485,762	2,457,302	(28,460)	-1.1%	968,371	1,488,931	60.6%
Total Community Development	\$3,251,322	\$3,570,812	\$3,594,312	\$23,500	0.7%	\$968,371	\$2,625,941	73.1%
Health and Social Services								
Human Services	6,900,991	7,864,995	6,953,405	(911,590)	-11.6%	3,405,012	3,548,393	51.0%
Partner Agencies - Health and Social Services	1,586,826	1,642,878	1,637,478	(5,400)	-0.3%	39,000	1,598,478	97.6%
Social Services	7,005,598	8,199,577	8,494,397	294,820	3.6%	6,236,856	2,257,541	26.6%
Total Health and Social Services	\$15,493,415	\$17,707,450	\$17,085,280	(\$622,170)	-3.5%	\$9,680,868	\$7,404,412	43.3%
Parks, Recreation and Cultural								
Parks and Recreation	7,973,767	8,192,554	7,408,897	(783,657)	-9.6%	1,026,811	6,382,086	86.1%
Central Rappahannock Regional Library	5,301,944	5,663,018	5,276,334	(386,684)	-6.8%	42,438	5,233,896	99.2%
Total Parks, Recreation and Cultural	\$13,275,711	\$13,855,572	\$12,685,231	(\$1,170,341)	-8.4%	\$1,069,249	\$11,615,982	91.6%
Public Works								
Engineering	586,418	416,339	326,908	(89,431)	-21.5%	37,124	289,784	88.6%
Community Facilities	4,255,196	4,806,995	4,586,790	(220,205)	-4.6%	111,394	4,475,396	97.6%
Total Public Works	\$4,841,614	\$5,223,334	\$4,913,698	(\$309,636)	-5.9%	\$148,518	\$4,765,180	97.0%
Education								
Operating Budget Transfer	116,796,434	126,629,664	128,314,664	1,685,000	1.3%	0	128,314,664	100.0%
Shared Services/Audit	0	354,600	115,307	(239,293)	-67.5%	0	115,307	100.0%
Public Day School Transfer	518,000	518,000	630,158	112,158	21.7%	0	630,158	100.0%
Transfer to Schools Designated Repairs, Replacement and Rehab	0	1,445,865	1,445,865	0	0.0%	0	1,445,865	100.0%
Transfer to the Capital Projects Fund for Schools	2,794,863	0	1,833,476	1,833,476	100.0%	0	1,833,476	100.0%
Debt Service	31,141,916	31,696,129	30,358,266	(1,337,863)	-4.2%	0	30,358,266	100.0%
Partner Agencies - Germanna Community College	226,070	348,858	348,858	0	0.0%	0	348,858	100.0%
Total Education	\$151,477,283	\$160,993,116	\$163,046,594	\$2,053,478	1.3%	\$0	\$162,697,736	99.8%

GENERAL FUND EXPENDITURES

FY2021 Adopted Budget

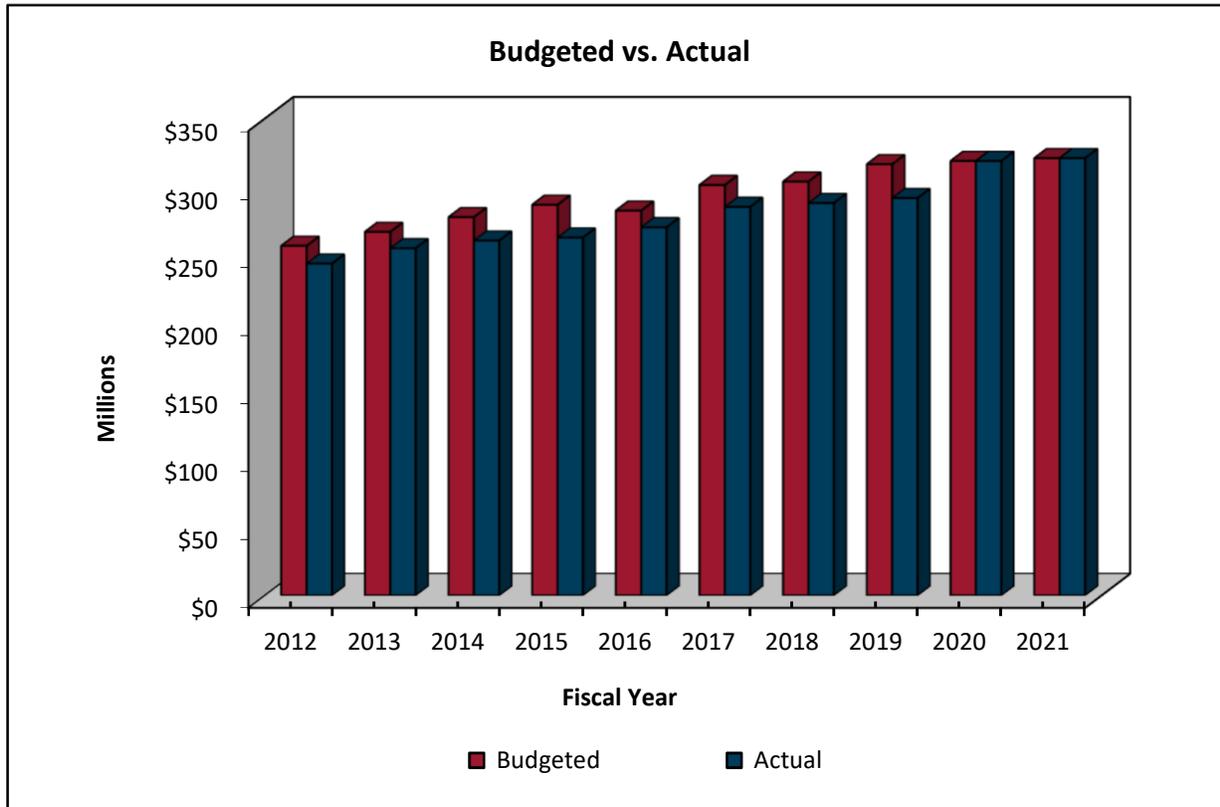
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21		FY2021 Designated Revenue	FY2021 Net Tax Support	FY2021 % Tax Support
Non-Departmental								
Transfers Between Funds								
Transfer to Capital Projects Fund	3,321,535	9,196,705	4,012,070	(5,184,635)	-56.4%	522,419	3,489,651	87.0%
Transfer to Transportation Fund	2,880	0	1,202,230	1,202,230	100.0%	1,202,230	0	0.0%
Compensation/Benefits	20,187	45,000	483,000	438,000	973.3%	0	483,000	100.0%
Public Safety Pay Scale	0	0	3,526,257	3,526,257	100.0%	0	3,526,257	100.0%
Economic Development	284,738	276,813	138,406	(138,407)	-50.0%	138,406	0	0.0%
Insurance	820,621	902,776	970,328	67,552	7.5%	0	970,328	100.0%
Operating Budget Contingency Reserve	0	664,889	664,889	0	0.0%	0	664,889	100.0%
Other Non-Departmental	2,078,215	1,581,669	1,561,669	(20,000)	-1.3%	863,658	698,011	44.7%
Purchase of Development Rights	0	0	100,000	100,000	100.0%	100,000	0	0.0%
Vehicle Replacement Program County	21,002	100,000	100,000	0	0.0%	0	100,000	100.0%
Vehicle Replacement Program Sheriff	914,771	1,051,861	1,051,861	0	0.0%	0	1,051,861	100.0%
One time Projects	2,253,088	508,431	995,718	487,287	95.8%	0	995,718	100.0%
County Debt Service	13,783,766	13,782,968	13,786,464	3,496	0.0%	336,464	13,450,000	97.6%
Total Non-Departmental	\$23,500,803	\$28,111,112	\$28,592,892	\$481,780	1.7%	\$3,163,177	\$11,979,715	41.9%
Grand Total	\$291,635,544	\$318,852,703	\$320,936,567	\$2,083,864	0.7%	\$34,705,962	\$272,431,747	84.9%

TEN-YEAR EXPENDITURE ANALYSIS

FY2021 Adopted Budget

The chart below illustrates the percentage change of actual expenditures over the previous fiscal year. FY2020 and FY2021 reflects the adopted budget. The average change for this ten-year period is calculated to be 3.2%.

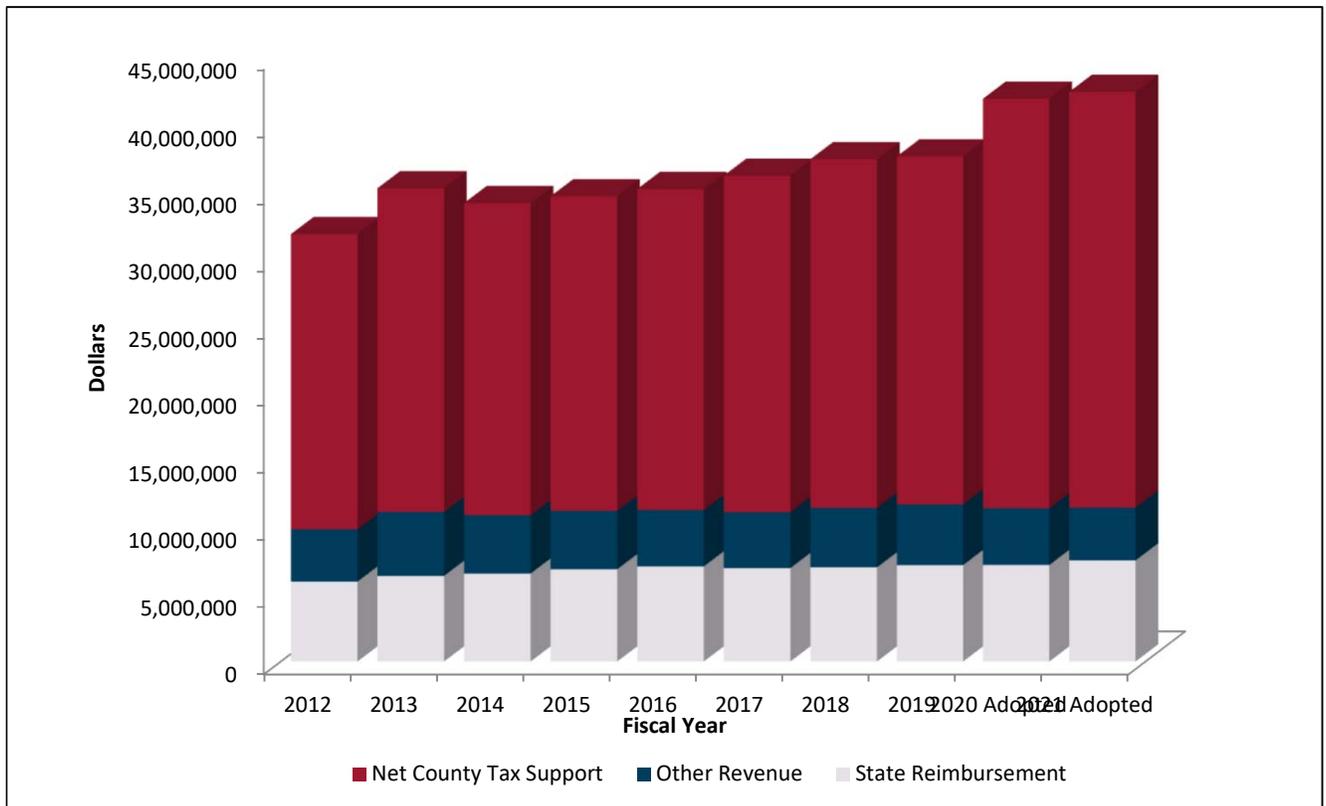
Fiscal Year	Budgeted Expenditures	Actual Expenditures	Prior Year % Change
2012	256,547,741	243,479,891	3.8%
2013	266,799,089	254,755,569	4.6%
2014	277,636,988	260,455,578	2.2%
2015	286,725,870	262,639,311	0.8%
2016	282,423,525	270,184,431	2.9%
2017	301,241,798	285,151,172	5.5%
2018	303,769,910	287,998,902	1.0%
2019	316,511,569	291,635,544	1.3%
2020	318,852,703	318,852,703	9.3%
2021	320,936,567	320,936,567	0.7%
Average			3.2%



CONSTITUTIONAL OFFICERS FUNDING

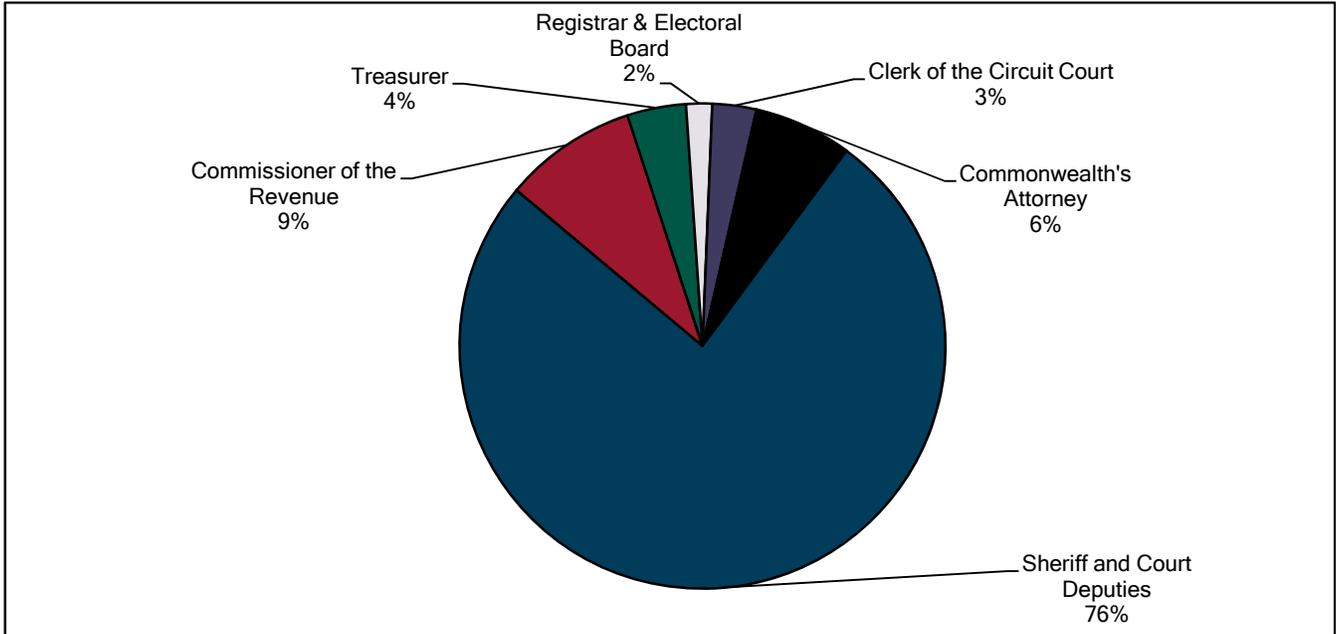
FY2021 Adopted Budget

Fiscal Year	Total Expenditures	State Reimbursement	Percentage of Expenses		Percentage of Expenses		Net County Tax Support	Percentage of Expenses Reimbursed By County
			Reimbursed By State	Other Revenue	Reimbursed By Other	By Other		
2021 Adopted	42,374,543	7,516,444	18%	3,921,830	9%	30,936,269	73%	
2020 Adopted	41,867,413	7,179,775	17%	4,210,049	10%	30,477,589	73%	
2019	37,572,996	7,173,683	19%	4,511,912	12%	25,887,401	69%	
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	13%	23,410,712	67%	
2014	34,098,502	6,542,614	19%	4,332,064	13%	23,223,824	68%	
2013	35,201,485	6,366,278	18%	4,749,516	13%	24,085,691	69%	
2012	31,787,055	5,938,877	19%	3,889,419	12%	21,958,759	69%	

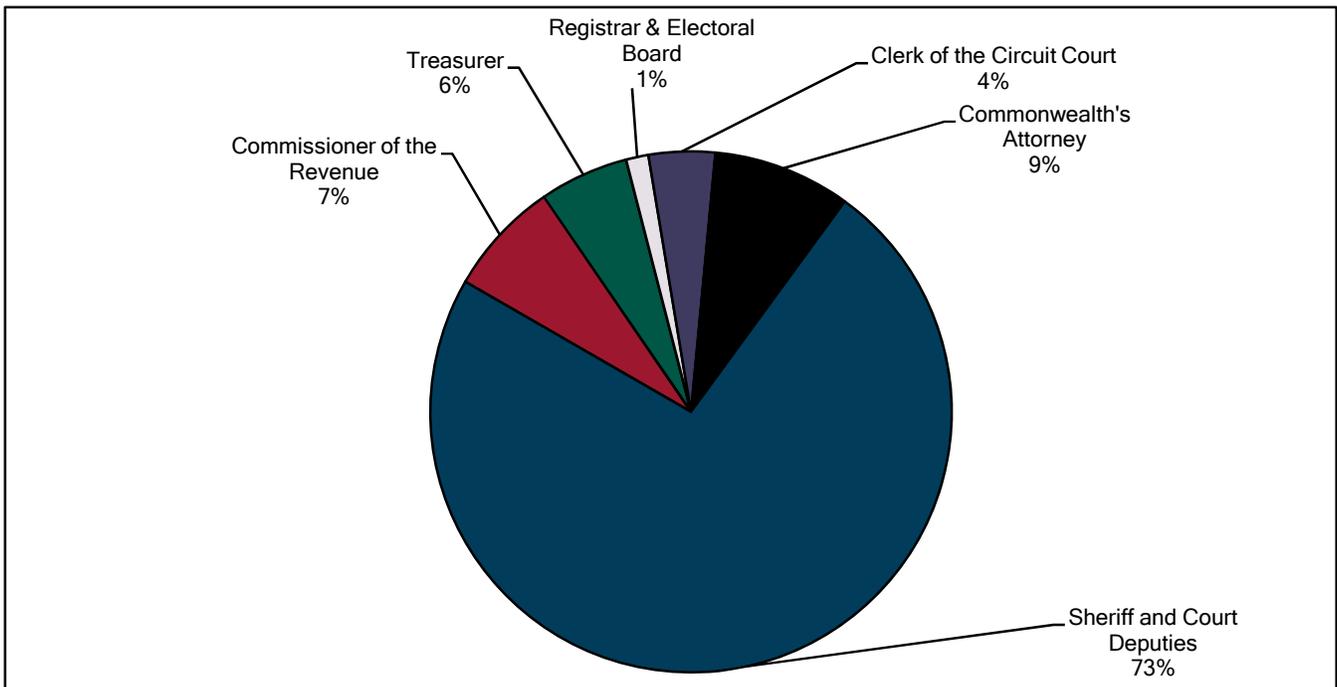


CONSTITUTIONAL OFFICERS FUNDING
FY2021 Adopted Budget

Constitutional Officers County Tax Support

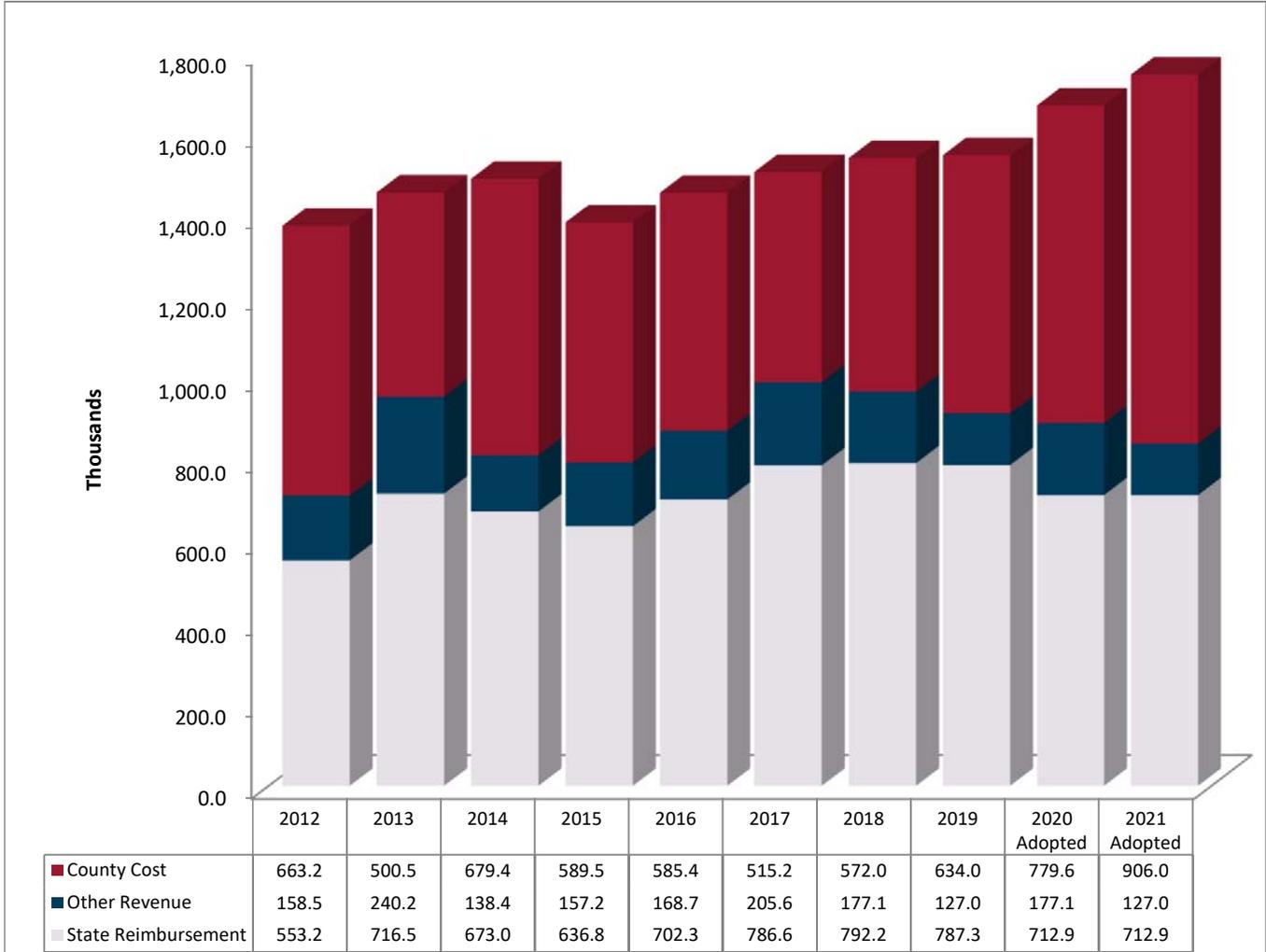


Constitutional Officers Expenditures



CLERK OF THE CIRCUIT COURT

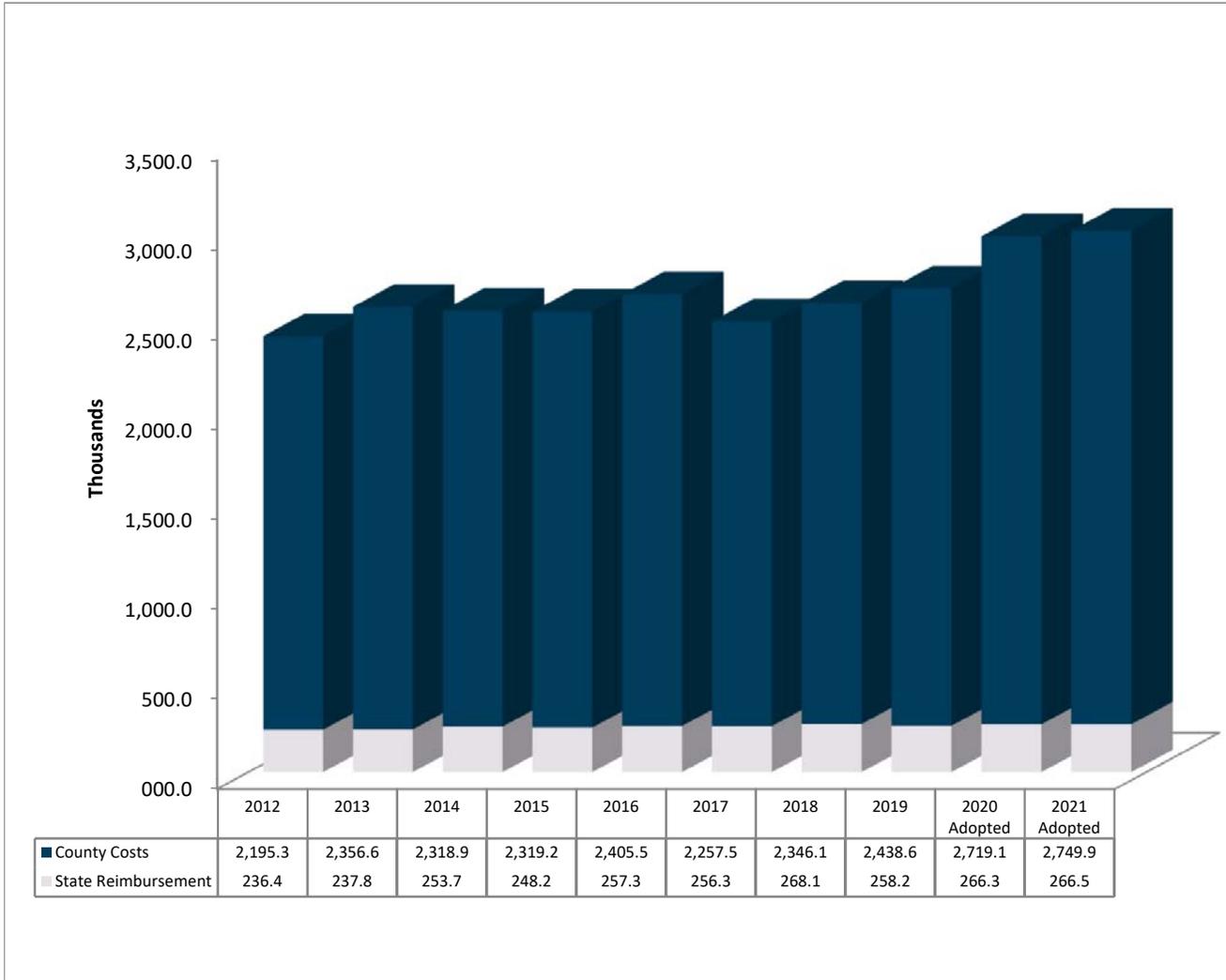
FY2021 Adopted Budget



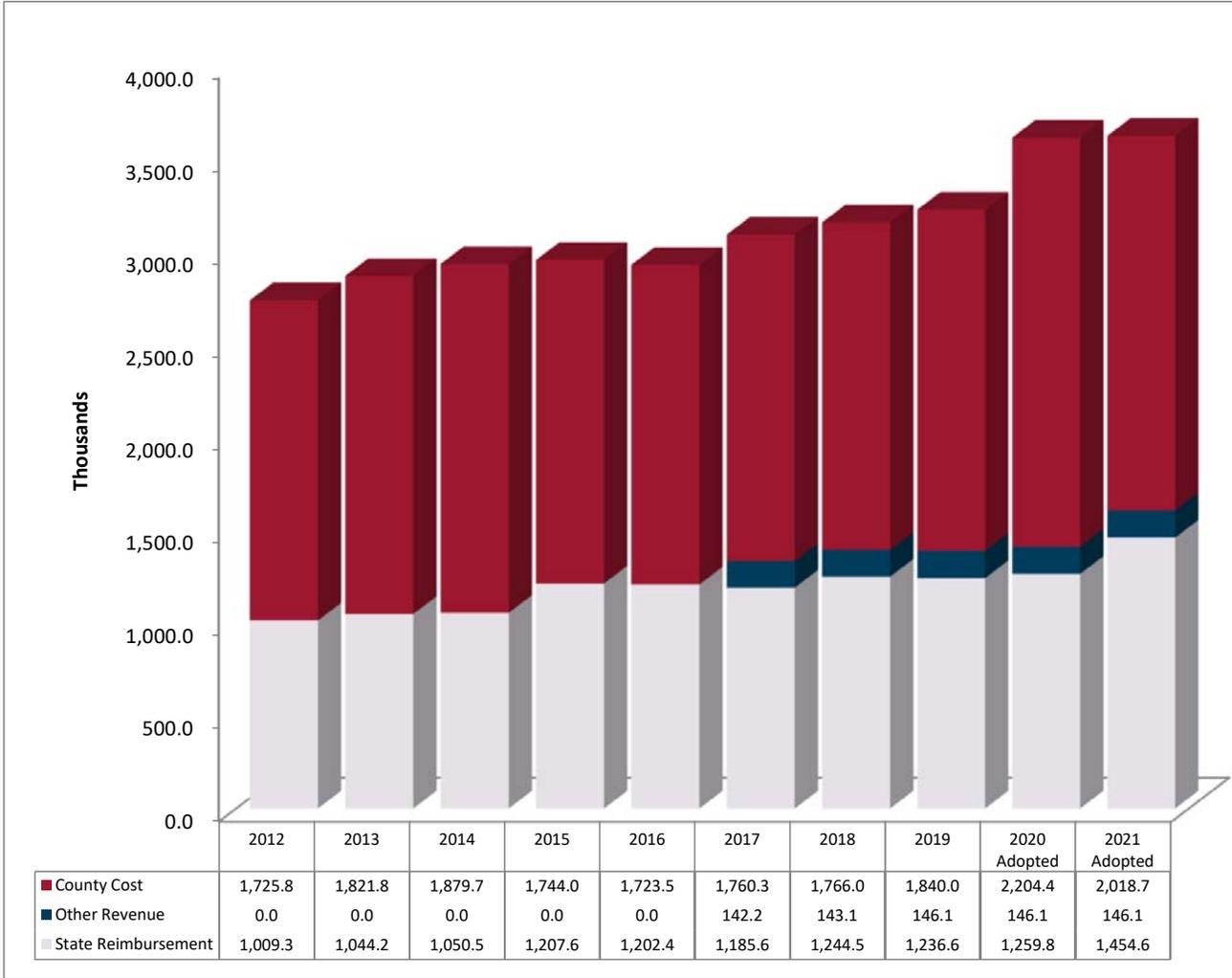
Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
County Cost	48%	35%	46%	43%	40%	34%	38%	41%	46%	52%
Other Revenue	12%	16%	9%	11%	12%	14%	11%	8%	11%	7%
State Reimbursement	40%	49%	45%	46%	48%	52%	51%	51%	43%	41%

COMMISSIONER OF THE REVENUE

FY2021 Adopted Budget



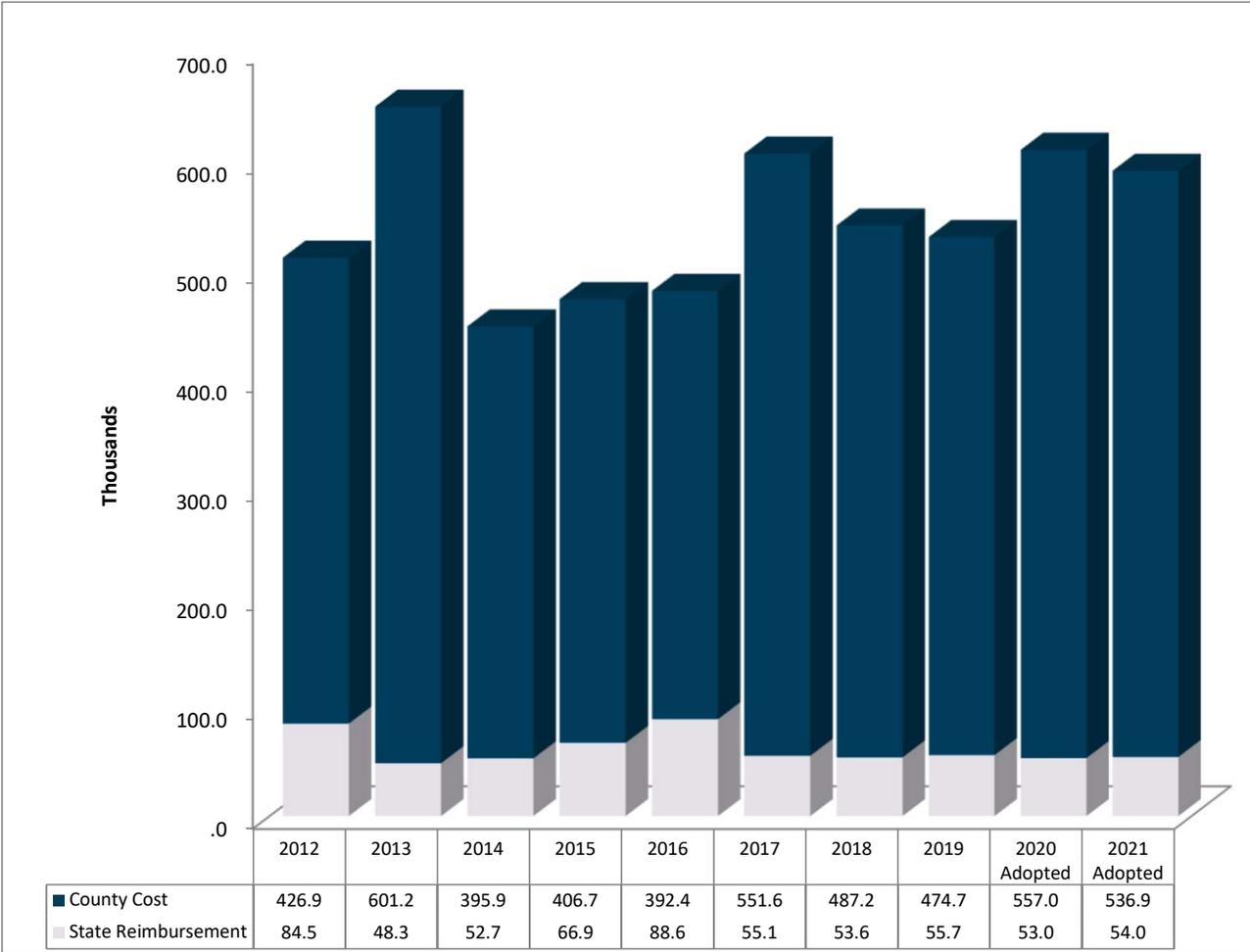
Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
County Cost	90%	91%	90%	90%	90%	90%	90%	90%	91%	91%
State Reimbursement	10%	9%	10%	10%	10%	10%	10%	10%	9%	9%



Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
County Cost	63%	64%	64%	59%	59%	57%	56%	57%	61%	56%
Other Revenue	0%	0%	0%	0%	0%	5%	5%	5%	4%	4%
State Reimbursement	37%	36%	36%	41%	41%	38%	39%	38%	35%	40%

REGISTRAR AND ELECTORAL BOARD

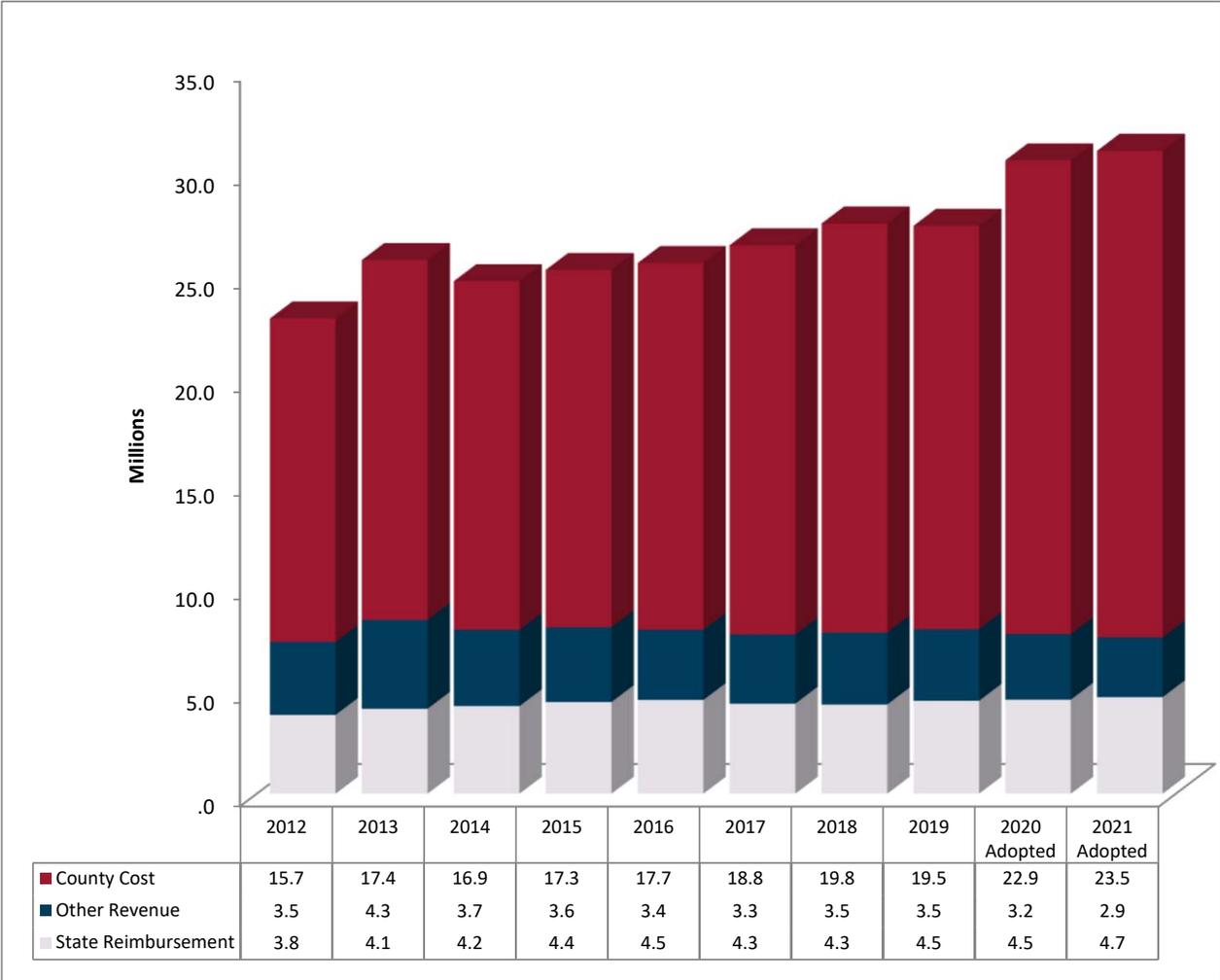
FY2021 Adopted Budget



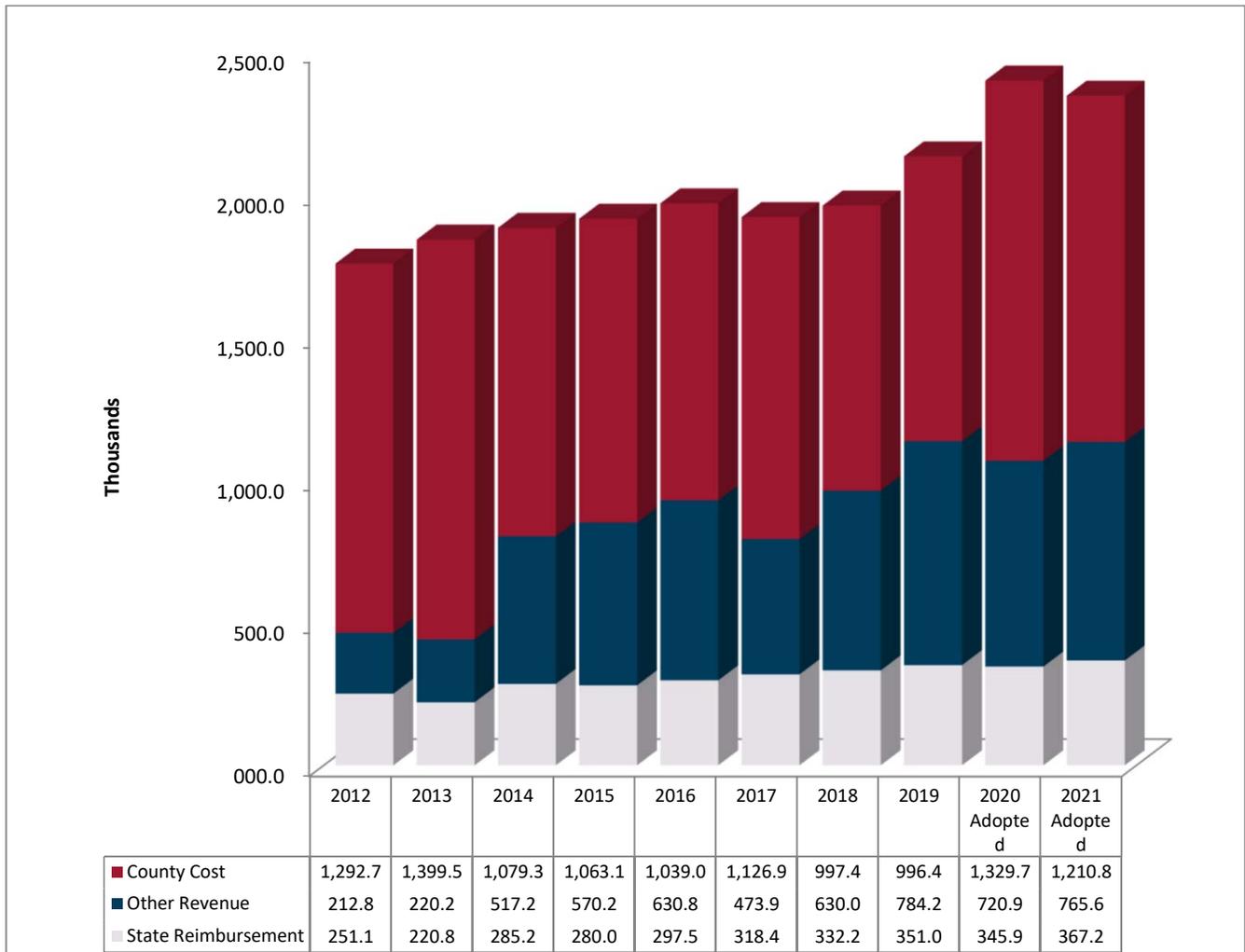
Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
State Reimbursement	17%	7%	12%	14%	18%	9%	10%	10%	9%	9%
County Cost	83%	93%	88%	86%	82%	91%	90%	90%	91%	91%

SHERIFF AND COURT DEPUTIES

FY2021 Adopted Budget



Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
County Cost	68%	67%	68%	68%	69%	71%	71%	71%	75%	76%
Other Revenue	15%	17%	15%	15%	13%	13%	13%	13%	10%	9%
State Reimbursement	17%	16%	17%	17%	18%	16%	16%	16%	15%	15%

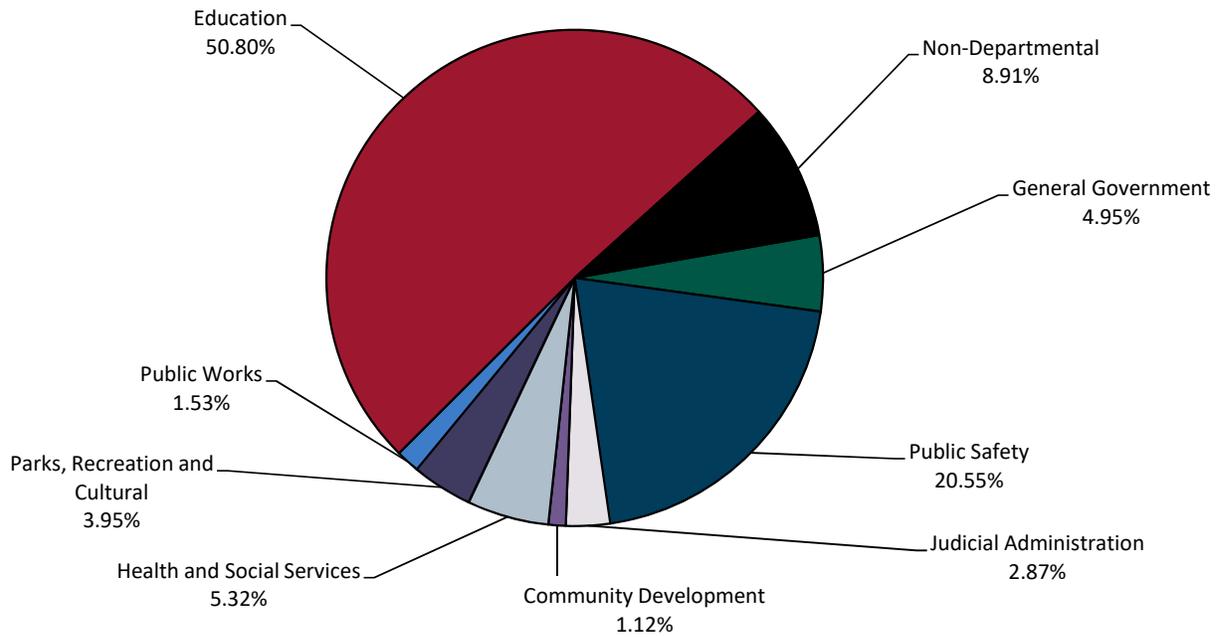


Fiscal Year	2012	2013	2014	2015	2016	2017	2018	2019	2020 Adopted	2021 Adopted
County Cost	74%	76%	58%	55%	53%	58%	51%	47%	56%	51%
Other Revenue	12%	12%	27%	30%	32%	25%	32%	37%	30%	33%
State Reimbursement	14%	12%	15%	15%	15%	17%	17%	16%	14%	16%

GENERAL FUND EXPENDITURES: FUNCTIONAL AREA

FY2021 Adopted Budget

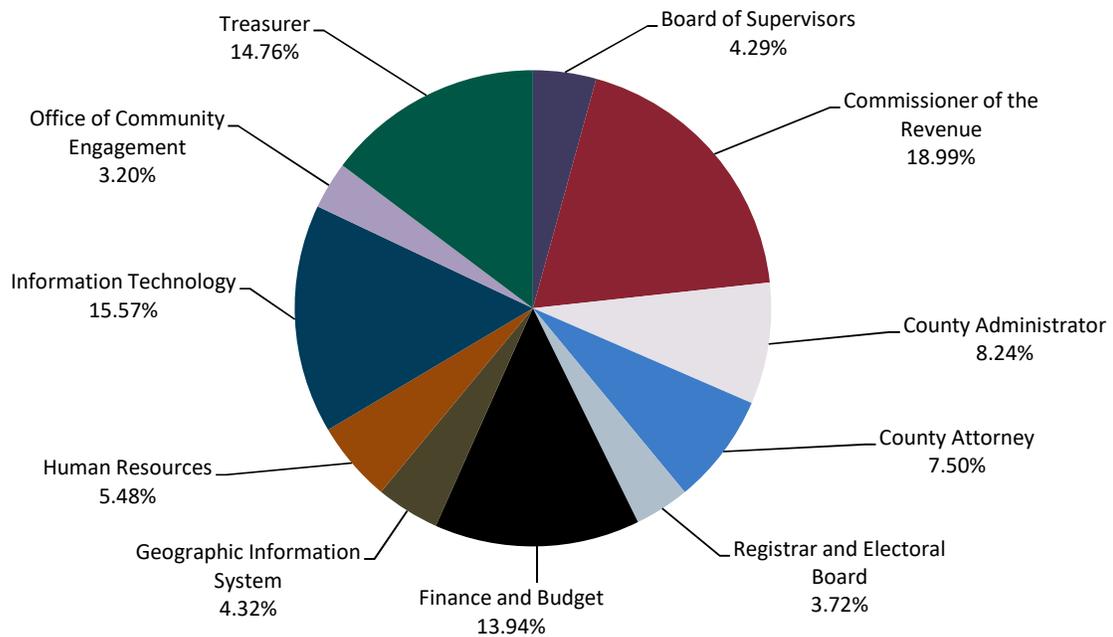
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
General Government	\$13,492,735	\$15,962,703	\$15,882,678	(\$80,025)	(0.5)%
Public Safety	58,132,345	64,390,765	65,940,805	1,550,040	2.4%
Judicial Administration	8,170,316	9,037,839	9,195,077	157,238	1.7%
Community Development	3,251,322	3,570,812	3,594,312	23,500	0.7%
Health and Social Services	15,493,415	17,707,450	17,085,280	(622,170)	(3.5)%
Parks, Recreation and Cultural	13,275,711	13,855,572	12,685,231	(1,170,341)	(8.4)%
Public Works	4,841,614	5,223,334	4,913,698	(309,636)	(5.9)%
Education	151,477,283	160,993,116	163,046,594	2,053,478	1.3%
Non-Departmental	23,500,803	28,111,112	28,592,892	481,780	1.7%
Total Expenditures	\$291,635,544	\$318,852,703	\$320,936,567	\$2,083,864	0.7%



GENERAL GOVERNMENT

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Board of Supervisors	\$665,924	\$729,189	\$680,618	(\$48,571)	(6.7)%
Commissioner of the Revenue	2,696,802	2,985,380	3,016,399	31,019	1.0%
County Administrator	1,106,969	1,305,642	1,309,080	3,438	0.3%
County Attorney	954,621	1,176,111	1,191,865	15,754	1.3%
Registrar and Electoral Board	530,328	610,033	590,945	(19,088)	(3.1)%
Finance and Budget	1,879,951	2,302,700	2,213,507	(89,193)	(3.9)%
Geographic Information System	647,343	688,516	686,385	(2,131)	(0.3)%
Human Resources	537,725	837,385	869,663	32,278	3.9%
Information Technology	1,979,805	2,428,033	2,473,066	45,033	1.9%
Office of Community Engagement	361,688	503,191	507,500	4,309	0.9%
Treasurer	2,131,579	2,396,523	2,343,650	(52,873)	(2.2)%
Total Expenditures	\$13,492,735	\$15,962,703	\$15,882,678	(\$80,025)	(0.5)%



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.

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.

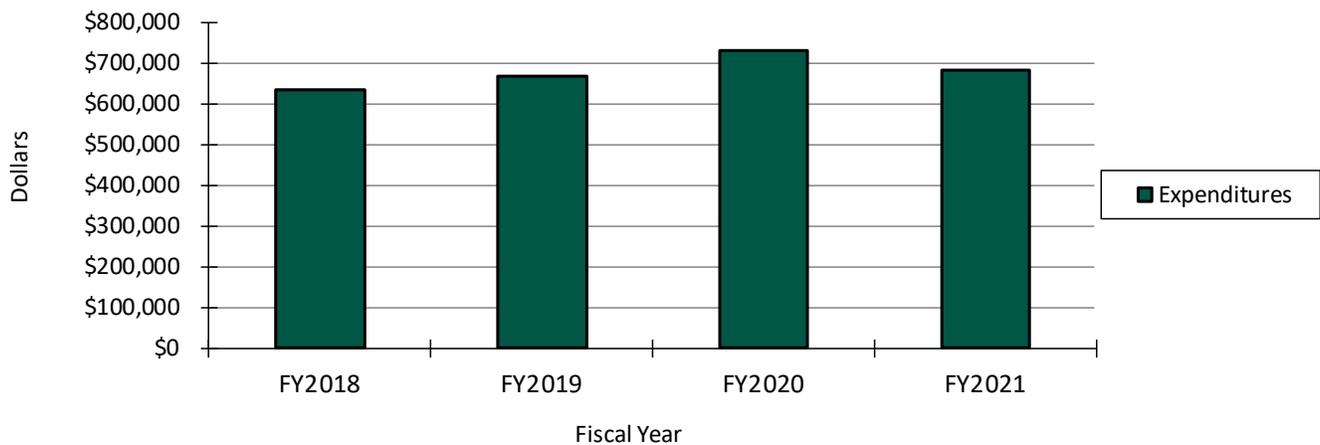
Citizen Information/Community Awareness

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$223,986	\$197,688	\$229,187	\$230,616	\$1,429	0.6%
Operating	408,703	468,236	500,002	450,002	(50,000)	-10.0%
Local Tax Funding	\$632,689	\$665,924	\$729,189	\$680,618	(\$48,571)	-6.7%

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



Notable Changes

Personnel

- 2% Health increase

Operating

- \$50,000 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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 and maintaining the County’s AAA bond rating with all rating agencies (Service levels 4, 5, and 6)
- Constituent & Legislative 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	FY2019 Actual	FY2020 Plan	FY2021 Budget
1. Board of Supervisor Meetings	24	24	24
2. Ordinances Adopted/Considered	55	40	50
3. Resolution Adopted/Considered	150	165	180
4. Bond Rating Fitch	AAA	AAA	AAA
5. Bond Rating Moody's	Aaa	Aaa	Aaa
6. Bond Rating S & P	AAA	AAA	AAA
7. BOS requests for constituent assistance processed	559	600	620

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

- Administers and values land use program which 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.

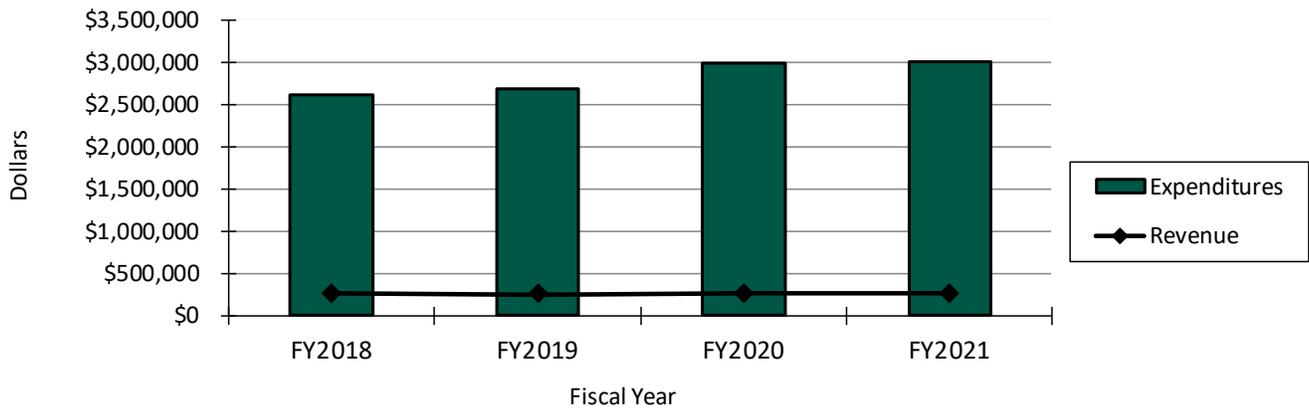
Disabled Veterans Tax Relief

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$2,296,842	\$2,413,426	\$2,640,603	\$2,691,745	\$51,142	1.9%
Operating	317,409	283,376	344,777	324,654	(20,123)	-5.8%
Total	2,614,251	2,696,802	2,985,380	3,016,399	31,019	1.0%
Revenue	268,122	258,219	266,272	266,472	200	0.1%
Local Tax Funding	\$2,346,129	\$2,438,583	\$2,719,108	\$2,749,927	\$30,819	1.1%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Upgrade increase in yearly maintenance fees to Laserfiche
- Data plan for mobile assessors iPad
- Mobile assessor annual maintenance fees beginning July 1, 2020
- \$34,478 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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. (Service Level 11)
- 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 12 and 13)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Customers Assisted (phone calls and walk-ins)	42,301	40,000	43,000
2. Real Estate Changes (transfers, splits, and boundary line adjustments)	8,769	9,000	9,000
3. Real Estate Special Programs (land use, elderly and disabled tax relief, and veterans tax relief)	3,250	3,000	3,300
4. Business accounts	4,748	6,100	6,100
5. VA tax returns	4,825	6,000	6,000
6. Vehicles assessed	159,041	150,000	165,000
7. New business registrations	678	200	500
8. Military tax exemptions	2,172	2,000	2,500
9. Business site visits	1,890	2,000	2,000
10. Disabled vet applications	456	750	900
11. Online Filings Transient Occupancy and Meals Tax	2,035	2,200	2,300
12. Weldon Cooper Deputy Commissioner of the Revenue Certified	5	6	8
13. State Licensed Real Estate Appraisers	8	8	9

Mission

To assist the Board of Supervisors (BOS) in fulfilling their 2040 Vision and Strategic Plan for the county where heart, home and health come together in one community while being mindful of the Board’s priorities for the community: 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.

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.

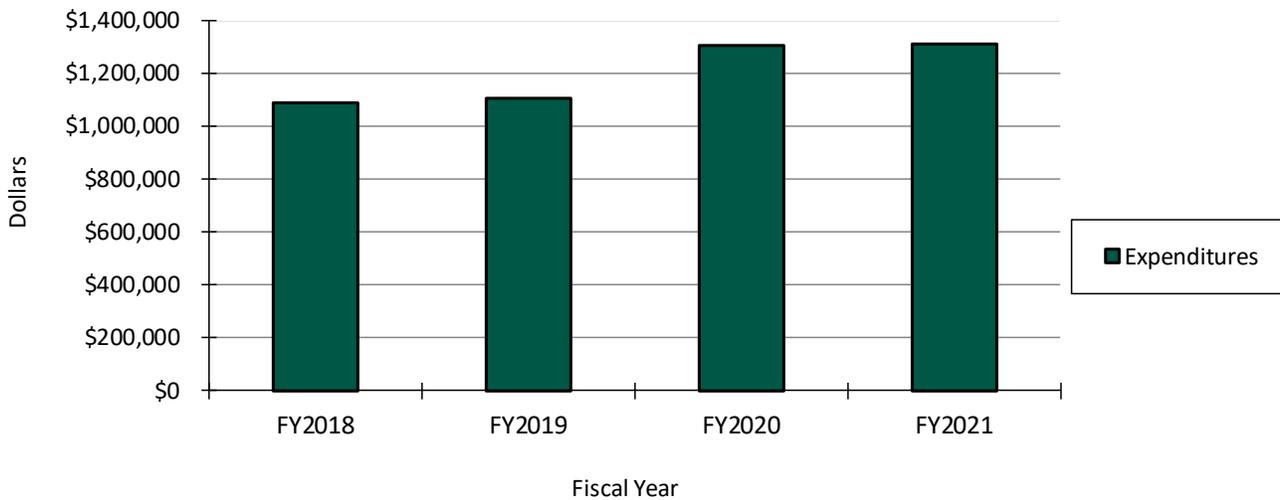
Community Building

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,047,195	\$1,016,849	\$1,237,253	\$1,241,717	\$4,464	0.4%
Operating	40,804	90,120	68,389	67,363	(1,026)	-1.5%
Local Tax Funding	\$1,087,999	\$1,106,969	\$1,305,642	\$1,309,080	\$3,438	0.3%

Funded Positions						
Full-Time Positions	7	7	8	8	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- 2% increase Vacancy Savings
- Reduction in salaries due to reduced revenues and increase in health insurance distribution

Operating

- Change in cost allocation
- \$1,256 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Bond Rating – Fitch	AAA	AAA	AAA
2. Bond Rating – Standard & Poor’s	AAA	AAA	AAA
3. Bond Rating – Moody’s	Aaa	Aaa	Aaa
4. BOS Requests for Constituent Assistance Processed	559	600	620
5. BOS Agenda Items	475	500	525
6. BOS Action Items	572	600	625
7. BOS Resolutions	150	165	180
8. BOS Ordinances	55	50	50
9. BOS Proclamations	35	35	40
10. FOIA Requests	452	452	500

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.

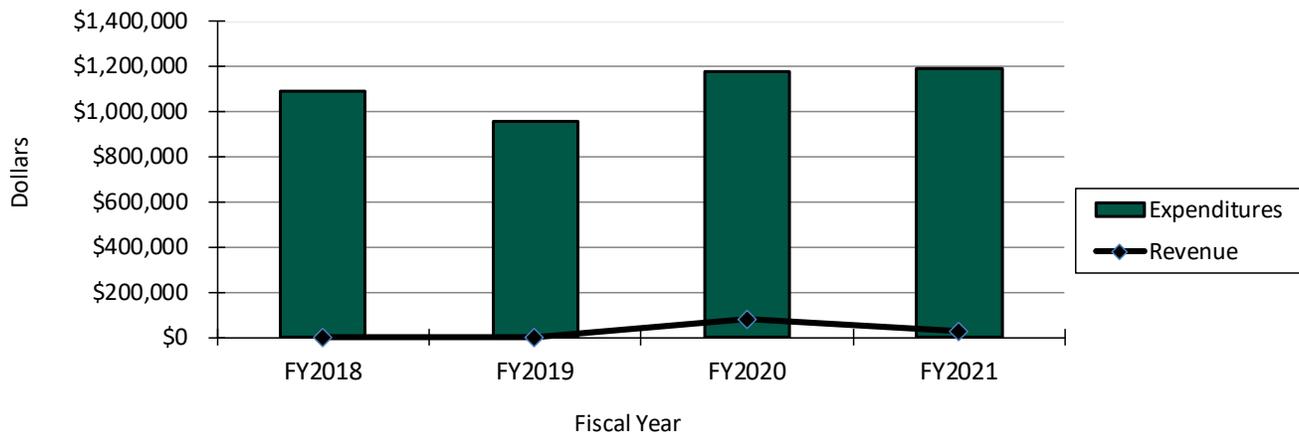
Our Additional Functions

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$859,837	\$714,864	\$908,116	\$950,670	\$42,554	4.7%
Operating	225,959	239,757	267,995	241,195	(26,800)	-10.0%
Total	1,085,796	954,621	1,176,111	1,191,865	15,754	1.3%
Revenue	0	0	78,860	25,084	(53,776)	-68.2%
Local Tax Funding	\$1,085,796	\$954,621	\$1,097,251	\$1,166,781	\$69,530	6.3%

Funded Positions						
Full-Time Positions	7	7	8	8	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Change in cost allocation
- \$26,800 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	FY2019 Actual	FY2020 Budget	FY2021 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.))	469	380	450
2. Deed review and drafting (manual tracking (approx.))	144	230	150
3. Litigation (active, open cases, not including condemnations) and newly filed Bankruptcy cases ((manual tracking) (approx.))	138	90	120
4. Procurement contract review and negotiation (manual tracking (approx.))	179	80	200
5. Review of Freedom of Information Act production requests (manual tracking (approx.))	134	200	140

Mission

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

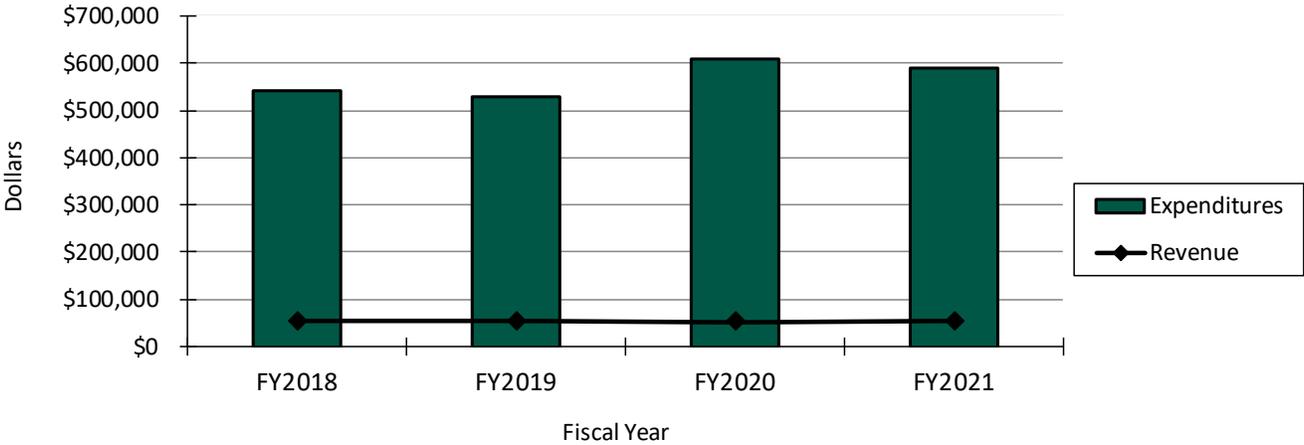
Who Are We?

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$385,963	\$384,101	\$415,699	\$399,526	(\$16,173)	-3.9%
Operating	154,915	146,227	194,334	191,419	(2,915)	-1.5%
Total	540,878	530,328	610,033	590,945	(19,088)	-3.1%
Revenue	53,632	55,677	53,000	54,000	1,000	1.9%
Local Tax Funding	\$487,246	\$474,651	\$557,033	\$536,945	(\$20,088)	-3.6%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Managed attrition

Operating

- \$2,915 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	CY2019 Actual	CY2020 Estimates	CY2021 Estimate
1. Voting age population (Weldon at UVA extrapolation - 80%)	132,000	135,000	138,000
2. Registered voters (Mid-November annual actual)(Incl. "Inactive")	98,000	100,000	105,000
3. High school seniors	2,200	2,200	2,200
4. Percentage of eligible voters registered (80% historic "ceiling")	75	75	75
5. Registrants growth (year-to-year) (Mid-November annual actual)	+2,000	+2,000	+2,000
6. Voter registration transactions	45,000	90,000	100,000
7. Elections	2	3	2
8. Voters on election day(s)	50,000	110,000	60,000

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 plan.

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.

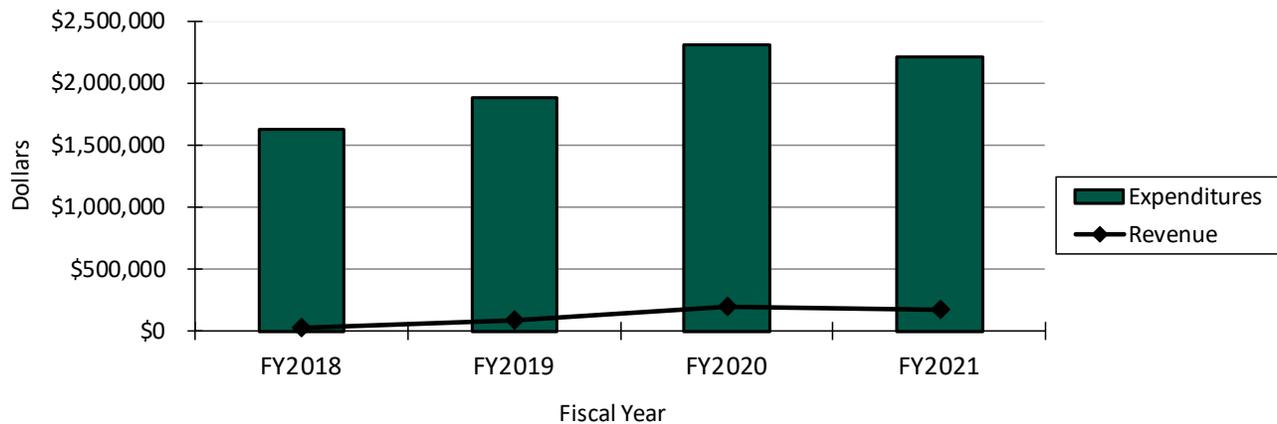
Records Management

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,502,188	\$1,760,362	\$2,168,126	\$2,070,430	(\$97,696)	-4.5%
Operating	123,259	119,589	134,574	143,077	8,503	6.3%
Total	1,625,447	1,879,951	2,302,700	2,213,507	(89,193)	-3.9%
Revenue	27,365	86,695	201,068	179,250	(21,818)	-10.9%
Local Tax Funding	\$1,598,082	\$1,793,256	\$2,101,632	\$2,034,257	(\$67,375)	-3.2%

Funded Positions						
Full-Time Positions	16	16	19	19	0	0.0%
Part-Time Positions	0	0	0	0	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Managed attrition

Operating

- Change in cost allocation
- Increase in software contracts
- \$2,019 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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, and 9)
- 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, and 9)
- Rewrite Procurement Policies to reflect updated VPPA Changes. Create annual cycle to update each July 1st as the laws go into effect. (Service levels 6, 7, 8, and 9)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Department receives GFOA award for both Budget and CAFR	Yes/Yes	Yes/Yes	Yes/Yes
2. CAFR Finalized	12/14/19	11/30/20	11/30/21
3. Length of time (days) to complete monthly closing.	17	14	14
4. Unassigned fund balance estimate by September 1st (Goal=2½% of the final audited figure)	Yes	Yes	Yes
5. P-Card rebate	\$21,800	\$82,000	\$82,000
6. Full compliance to County’s financial policies	Yes	Yes	Yes
7. Standardize Procurement Solicitation templates	No	Yes	Yes
8. Standardize Procurement Contract templates	No	Yes	Yes
9. Update Procurement Policies to reflect VPPA changes	No	Yes	Yes

Mission

The mission of the Geographic Information System (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?

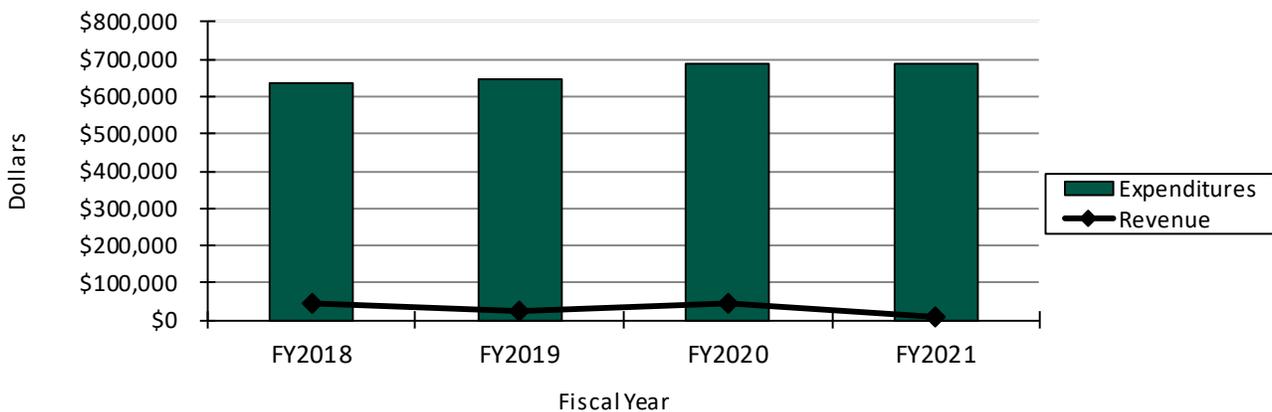
Geographic Information Systems

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$407,535	\$410,202	\$445,455	\$465,684	\$20,229	4.5%
Operating	230,121	237,141	243,061	220,701	(22,360)	-9.2%
Total	637,656	647,343	688,516	686,385	(2,131)	-0.3%
Revenue	43,801	22,548	45,255	7,937	(37,318)	-82.5%
Local Tax Funding	\$593,855	\$624,795	\$643,261	\$678,448	\$35,187	5.5%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- \$29,707 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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 Emergency Operations Center (EOC) Office, when activated and in training, with targeted mapping data, based on incident scope. (Service level 3)
- 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 1 and 2)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. GIS Interactive and Static Web Site number of Page Views http://data-staffordva-gis.opendata.arcgis.com/	55,000	60,000	65,000
2. GIS Map Sales – External Customers	850	900	900
3. Street Atlases (Internal) (Sheriff, Fire and Rescue, and Utilities)	350	300	400
4. Street Atlases (External)	150	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?

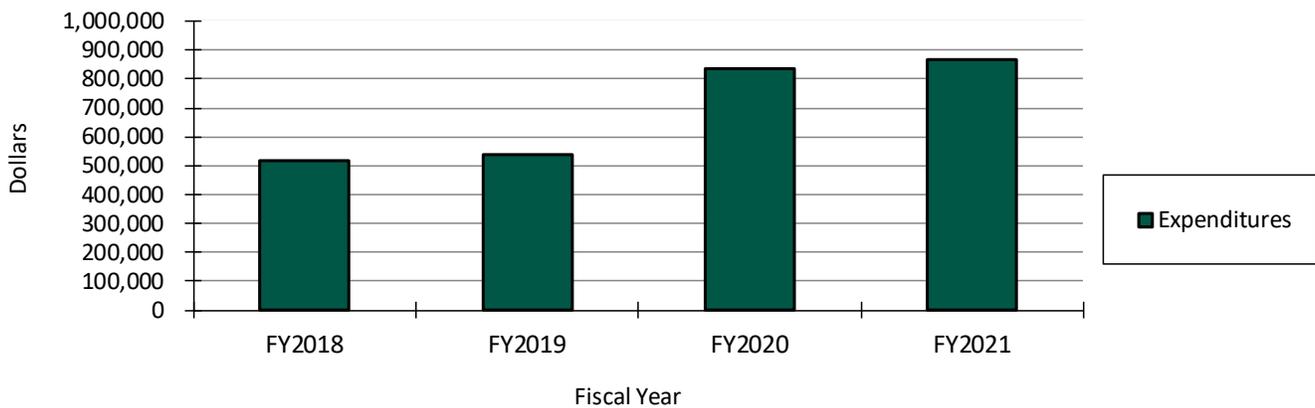
Human Resources works to recruit and retain talented employees and to engage them in providing the highest quality customer service to each other, to citizens, and to other customers. Staff does this through:

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$493,954	\$486,157	\$718,074	\$751,392	\$33,318	4.6%
Operating	24,394	51,568	119,311	118,271	(1,040)	-0.9%
Total	518,348	537,725	837,385	869,663	32,278	3.9%
Local Tax Funding	\$518,348	\$537,725	\$837,385	\$869,663	32,278	3.9%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- Change to cost allocation
- \$1,790 Reduction to balance expenditures to reduced revenues as a result of COVID-19

Goals/Objectives

- Manage a health insurance program that enhances employee engagement including education and resources to for employees in high risk categories. (Service Levels 3 and 4)
- Recruit and retain qualified employees to fill position vacancies throughout the organization. (Service level 8)
- Monitor and evaluate employee turnover to determine trends and areas of concern in order to enhance employee retention and satisfaction moving forward.
- 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 level 5)
- 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 6 and 7)
- Provide employees a variety of professional development opportunities through Instructor Led and Online Training Opportunities.

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Number of HR policies reviewed	3	3	4
2. Number of HR policies updated	0	3	4
3. Number of employees engaged in Wellness program.	168	200	250
4. Average number of miles walked of Wellness program participants (calendar year). *	270	350	400
5. Number of promotions	163	170	180
6. Number of salary surveys completed (both internal and external)	Not Tracked	15	25
7. Number of individual positions reviewed and/or reclassified	406	75	100
8. Number of Full Time new hires	150	150	140

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

Mission

The mission of the Information Technology Department is to provide secure 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.
- Monitors, configures and supports internet, email, data and VoIP telephone services
- Maintains and upgrade Provides support for servers, desktops, laptops, telephones, mobile devices, and audio visual systems
- Manages Board of Supervisors (BOS) and Planning Commission TV production 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

- Conducts systems analysis, programming and application procurement
- Provides implementation services to County departments and Constitutional Offices for enterprise and desktop applications
- Maintains application system security
- Provides database administration

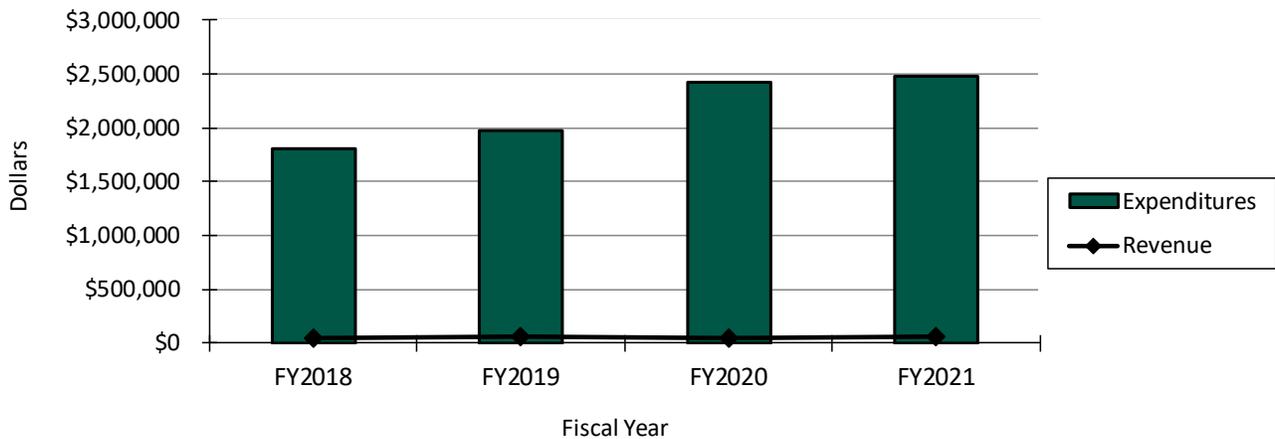
Cyber Security

- Monitors the County network for security threats
- Performs risk and vulnerability assessments and testing of IT systems
- Administers security awareness training for all staff
- Develops, updates, and implements security policies
- Addresses security compliance and regulations
- Provides email, endpoint, web, and data security protection

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,420,123	\$1,447,581	\$1,771,206	\$1,847,733	\$76,527	4.3%
Operating	382,647	532,224	656,827	625,333	(31,494)	-4.8%
Total	1,802,770	1,979,805	2,428,033	2,473,066	45,033	1.9%
Revenue	41,042	61,770	41,042	61,846	20,804	50.7%
Local Tax Funding	\$1,761,728	\$1,918,035	\$2,386,991	\$2,411,220	\$24,229	1.0%

Funded Positions						
Full-Time Positions	12	14	15	16	1	6.7%
Part-Time Positions	2	0	0	0	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- 1 Full-Time Security Analyst I (funded for ½ of a year)

Operating

- Change in cost allocation
- Increase in contracts
- Increase in security software
- Increase in operating for new personnel
- \$66,487 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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 County-wide security risk and vulnerability assessments. Continue security awareness training and test the effectiveness of it with phishing tests. (Service levels 1, 2, and 3)
- Implement new security applications to enhance the County’s security posture. (Service Levels 1 ,2, and 5)
- Continue working with Public Safety departments to assist with maintaining the Computer Aided Dispatch (CAD) and Records Management System (RMS) system and providing 24 by 7 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. (Service level 5)
- Support the ongoing implementation of new cloud-based applications including: talent management system, and innovation and idea- tracking software. (Service levels 4 and 5)
- Complete Enterprise Resource Planning (ERP) needs assessment and development requirements for a new ERP to be purchased in FY2022.
- The IT Department is requesting funds to replace our current asset tracking and help desk management software. New software will positively impact our ability to measure and improve our current service levels, as well as define new service levels. A modern software package will allow us to implement workflows into our help desk, project management and new user/access request processes. Those workflows will streamline our processes, making us more efficient with the services we provide all employees. The current system has been in place for 15 years without a significant technology update. (Service levels 1, 2, 3, 4, 5, and 6)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Hours providing direct services (help calls and projects) (Track IT)	21,700	21,900	22,100
2. Help Desk calls solved (TrackIT)	3,700	3,900	4,100
3. Project Requests Completed (TrackIT)	775	1,520	1,624
4. Average number of minutes to solve a help call	49	49	49
5. Percent of up-time, system availability	99%	99%	99%
6. Number of computers replaced	157	165	173
7. Percent of County Facilities Connected to Fiber Network	58%	58%	65%

Mission

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

Who Are We?

Office of 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.

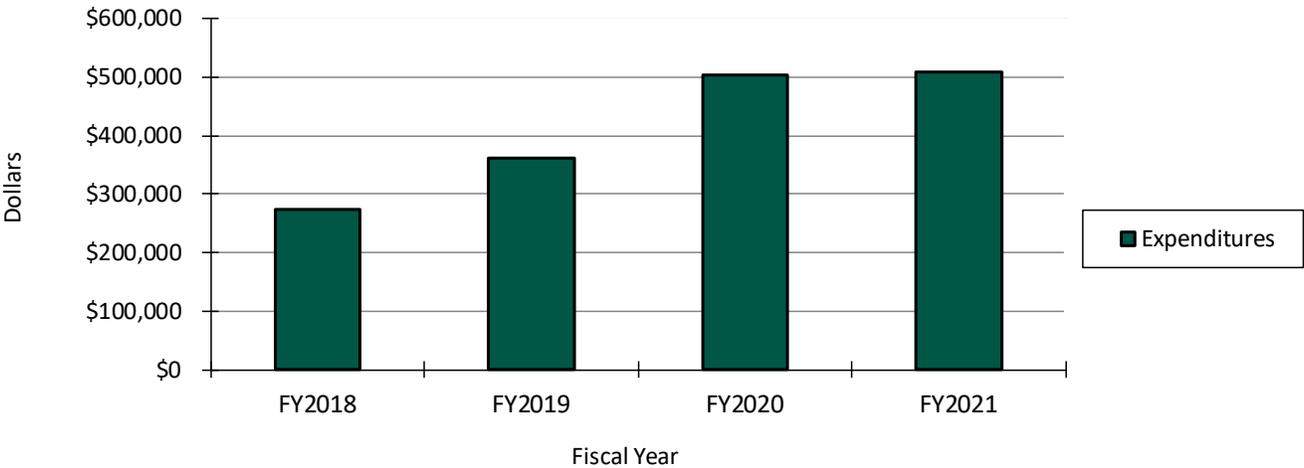
Communications:

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$231,234	\$316,375	\$440,556	\$445,805	\$5,249	1.2%
Operating	\$41,790	\$45,313	62,635	61,695	(940)	-1.5%
Local Tax Funding	\$273,024	\$361,688	\$503,191	\$507,500	\$4,309	0.9%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Change in cost allocation
- Yearly fee for archive social media
- \$940 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Total number of volunteer hours	38,585	50,000	50,000
2. Savings realized through use of Citizen Assistance Volunteers	\$1.23M	\$2.00M	\$2.00M
3. Live Help Chats	1,500	1,600	1,000
4. Social Media Reach	1.20M	1.20M	1.30M
5. Articles, Press Releases and Media Advisories	135	150	150
6. Citizen Engagement Youth Activities (3rd Grade Tours, Student Government Day, YES Program)	762	1,016	1,016
7. Internal Communication Messages	110	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

- Collects and processes citizen tax payments, utility payments, and all other County service fees and revenues.
- Captures and stores images of supporting deposit information in the County's document management system for efficient research and retrieval.
- Assists citizens and visitors with inquiries related to tax accounts and other County service fees.
- Reconciles daily revenues, from various departmental deposits, including credit card processing.
- Provides Department of Motor Vehicles (DMV) Select Services, reconcile and prepare daily deposits, and review daily work.

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.
- Oversees the accounts payable processing for vendor disbursements.
- Facilitates secure file exchanges with the County's general banking services provider to ensure efficient and accurate receipt and disbursement processing.
- Administers reconciliation programs, to include all daily revenues, merchant accounts and ACH payments.
- Communicates with Utilities and Landfill Department to ensure cash flow levels are maintained for operational requirements, while maximizing investment potential.

Operations

Billing Division

- Balances tax billing to assessment records and verify accuracy of bills prior to mailing.
- Produces bi-annual tax and delinquent notices as well as monthly supplements.
- Manages miscellaneous receivables including dog licenses, parking tickets, weed abatements, and trash removal.
- Facilitates refunds for billing adjustments or overpayments.
- Administers high volume customer billing accounts enrolled in electronic billing and payment option.
- Manages myStafford customer portal solution including updating of billing information and changes to accounts.

Collections

Revenue Collections

- Answers telephone, email and live chat inquiries from citizens.
- Analyzes tax account inquiries from citizens to ensure records are accurate.
- Processes electronic and incoming mail payments from citizens and mortgage, title, leasing, and lawyer settlement companies.
- Handles all county payments returned by the bank as unpaid.
- Manages daily processing and reconciliation of State and Estimated Tax payments.
- Manages special collection programs, such as Treasurer's Automated Prepayment Program.

Delinquent Collections

- Researches 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, Bill in Equity sales, interception of State refunds, and withholding of Vehicle Registrations.
- Maintains bankruptcy filings and updates tax accounts with court rulings in accordance with mandated laws.
- Processes payments on delinquent tax accounts and updates collection actions based on account activities.

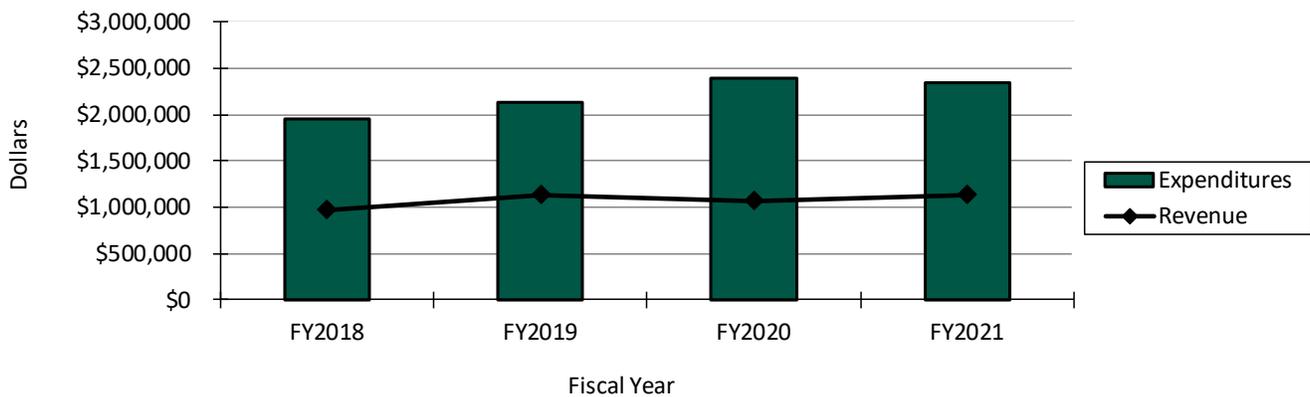
Delinquent Court Fines and Fees

- Receives and processes debtor accounts from the Circuit, General District, and Juvenile Domestic Relations Courts to initiate delinquent notices.
- Receives and processes payment files to update account balances and payments on accounts under collection effort.
- Researches current address and employment information for debtor accounts using a variety of tools.
- Pursues collections through various efforts including wage liens.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,596,934	\$1,682,807	\$1,804,884	\$1,792,339	(\$12,545)	-0.7%
Operating	362,687	448,772	591,639	551,311	(40,328)	-6.8%
Total	1,959,621	2,131,579	2,396,523	2,343,650	(52,873)	-2.2%
Revenue	962,196	1,135,221	1,066,784	1,132,807	66,023	6.2%
Local Tax Funding	\$997,425	\$996,358	\$1,329,739	\$1,210,843	(\$118,896)	-8.9%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Managed attrition

Operating

- Change in cost allocation
- \$59,164 Reduction to balance expenditures to reduced revenues as a result of COVID-19

Goals/Objectives

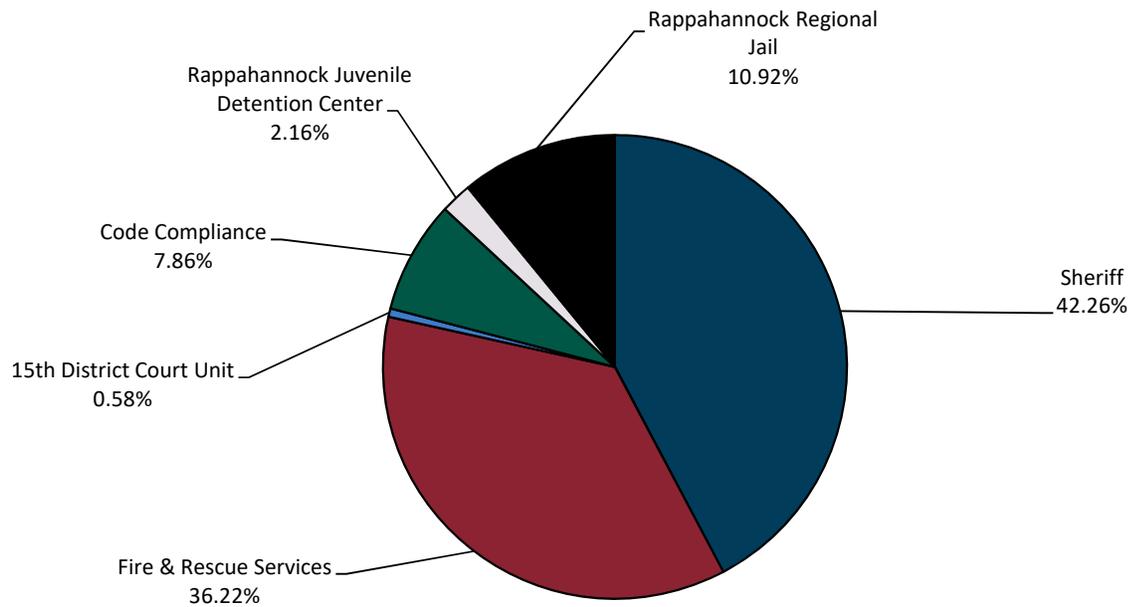
The Treasurer’s Office continues to pursue innovative cost saving methods to collect and disburse local revenues that improve efficiencies and enhance earning potentials, while delivering exceptional service to citizens.

- Continue to enhance the online myStafford Customer Portal experience, utilize tax e-billing features, and further promote paperless initiatives to achieve efficiency savings while meeting the needs and expectations of all stakeholders. (Service Levels 1, 4, 5, and 9)
- Increase transparency of operations by updating the Treasurer’s website with detailed information on frequently asked questions, to reduce incoming phone calls and correspondence. (Service level 1)
- Increase electronic batch file exchanges to streamline payment processing. (Service levels 8 and 9)
- Expand electronic Document Management to reduce paper footprint. (Service levels 2 and 6)
- Initiate additional delinquent collection efforts that will capitalize on compliance allowed by Virginia Code. (Service level 2)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Phone Calls	38,426	41,000	43,000
2. Collection Actions: Notices, Liens, Debt set off, & Return checks	121,723	129,900	135,000
3. DMV Stops	8,245	15,000	10,000
4. Real Estate & Personal Property Tax Bills	311,958	319,000	315,000
5. Utility Bills	451,511	449,500	460,000
6. State Income Returns and Estimates	4,208	4,600	4,300
7. Dog Tags Sold	2,812	2,500	3,000
8. Payments processed Over-the-Counter & Mail	153,676	173,000	165,000
9. Batch Payments (Online, Remittance Processing System, Lockbox, Ebox, Mortgage/Lease, TAPP)	538,460	367,400	550,000
10. DMV Select Transactions	25,888	24,500	30,000
11. Delinquent Court Fines & Fee Collection Actions	14,898	20,000	20,000

PUBLIC SAFETY
FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Sheriff	\$24,591,655	\$27,439,074	\$27,868,520	\$429,446	1.6%
Fire & Rescue Services	20,673,919	23,462,161	23,883,515	421,354	1.8%
15th District Court Unit	319,827	383,336	381,434	(\$1,902)	(0.5)%
Code Compliance	4,479,728	5,105,561	5,184,044	78,483	1.5%
Rappahannock Juvenile Detention Center	1,123,032	1,266,880	1,425,133	158,253	12.5%
Rappahannock Regional Jail	6,944,184	6,733,753	7,198,159	464,406	6.9%
Total Expenditures	\$58,132,345	\$64,390,765	\$65,940,805	\$1,550,040	2.4%



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

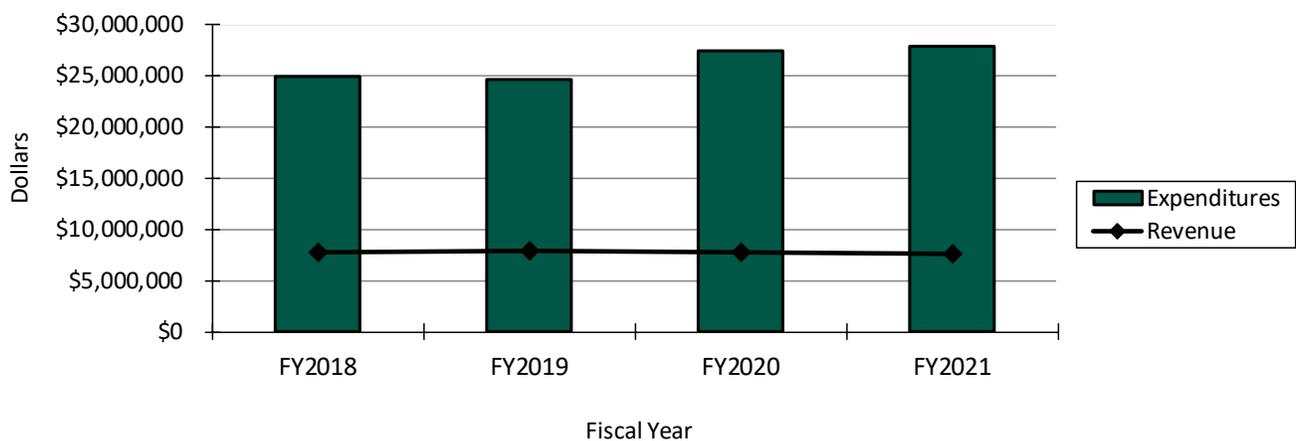
- Providing emergency communications for law enforcement, firefighting and emergency medical services.
- Receiving, processing, and managing approximately 156,000 law enforcement and fire incidents each year.
- Receiving, processing, and managing over (50,000) 911 and non-emergency telephone calls each year.

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$20,879,124	\$20,918,498	\$23,546,024	\$23,945,114	\$399,090	1.7%
Operating	3,723,126	3,459,412	3,853,050	3,883,406	30,356	0.8%
Capital	288,885	213,745	40,000	40,000	0	0.0%
Total	24,891,135	24,591,655	27,439,074	27,868,520	429,446	1.6%
Revenue	7,780,932	7,904,434	7,707,879	7,544,453	(163,426)	-2.1%
Local Tax Funding	\$17,110,203	\$16,687,221	\$19,731,195	\$20,324,067	\$592,872	3.0%

Funded Positions						
Full-Time Positions	224	228	237	237	0	0.0%
Part-Time Positions	13	14	16	16	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- \$50,000 Reduction to support the Stafford County Public Safety Pay Scale
- \$14,406 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	CY2019 Actual*	CY2020 Projected	CY2021 Planned
1. Arrests (DUI and criminal)	6,019	6,050	6,050
2. Accidents (property damage, fatal and injury crashes)	6,017	6,200	6,386
3. 911 call volumes	48,402	49,500	50,490
4. Total Law Enforcement Incidents	131,988	132,618	132,618
5. Fire Incidents Supported by ECC	19,727	19,932	19,932
6. Animal Control complaints responded to (avg. of 10% are off-duty calls)	4,217	4,300	4,300

*CY2019 actuals 10 months; estimates 2 months.

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

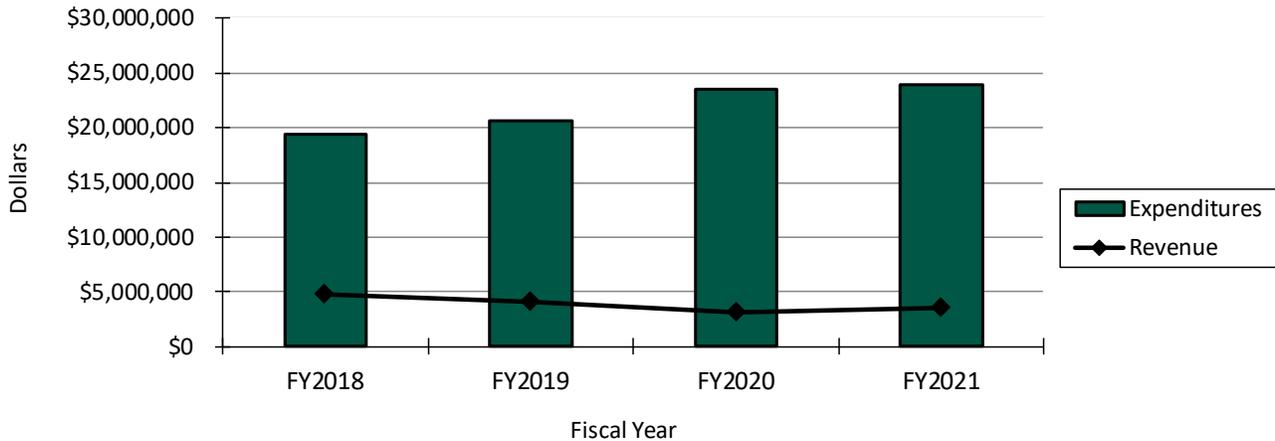
Office of Emergency Management:

- Stafford County Emergency Operations Center
- Community Emergency Response Team

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$14,983,999	\$16,107,621	\$18,381,195	\$18,865,582	\$484,387	2.6%
Operating	4,315,921	4,287,147	4,952,966	4,929,961	(23,005)	-0.5%
Capital	110,486	279,151	128,000	87,972	(40,028)	-31.3%
Total	19,410,406	20,673,919	23,462,161	23,883,515	421,354	1.8%
Revenue	4,738,345	4,086,659	3,055,274	3,522,174	466,900	15.3%
Local Tax Funding	\$14,672,061	\$16,587,260	\$20,406,887	\$20,361,341	(\$45,546)	-0.2%

Funded Positions						
Full-Time Positions	156	169	172	174	2	1.2%
Part-Time Positions	0	0	1	0	(1)	-100.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- 1 Full-Time Logistician (part-time to full-time conversion)
- 1 Full-Time EMS Ops CQI Coordinator

Notable Changes (continued)

Operating

- Increase in contracts and radio maintenance costs
- Increase in operating for new personnel
- Decrease in computer software
- Decrease in Utilities
- Increase in protective clothing
- Decrease in tools and machinery and equipment
- \$50,000 Reduction to support the Stafford County Public Safety Pay Scale
- \$50,000 Reduction to balance expenditures to reduced revenues as a result of COVID-19

Goals/Objectives

Office of the County Fire and Emergency Management Systems Chief

- Ensure a constant state of department readiness. (Service levels 1, 2, 3, 4, and 7)
- Maintain organizational accountability and productivity throughout the department’s commands. (Service levels 1, 3, 4, 5, 6, and 7)
- Establish departmental strategic planning and provide organizational direction. (Service levels 1, 2, 3, 4, 5, 6, and 7)
- 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 6)
- 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 4, 5, and 7)

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 7)
- Plan, design, and construct facilities while assessing existing buildings, ensuring maintenance and repairs are effective and mission-driven. (Service levels 1, 3, 4, and 7)
- Create an environment which mitigates risk and increases the safety and well-being of fire and emergency medical services personnel. (Service levels 1, 2, 3, and 4)
- Recruit and hire the most eligible candidates for employment, while ensuring incumbent employees are compliant with policies, procedures, and professional standards. (Service levels 3, 4, and 5)

Operations Command

- Ensure a constant state of operational readiness with personnel available for emergency response 24/7/365. (Service levels 1 and 2)
- Ensure modern life-saving methodologies are incorporated into standard operating procedures and emergency medical services protocols. (Service level 1)
- Provide appropriate and valuable training for all personnel, volunteer and career. (Service level 5)

FIRE AND RESCUE SERVICES

FY2021 Adopted Budget

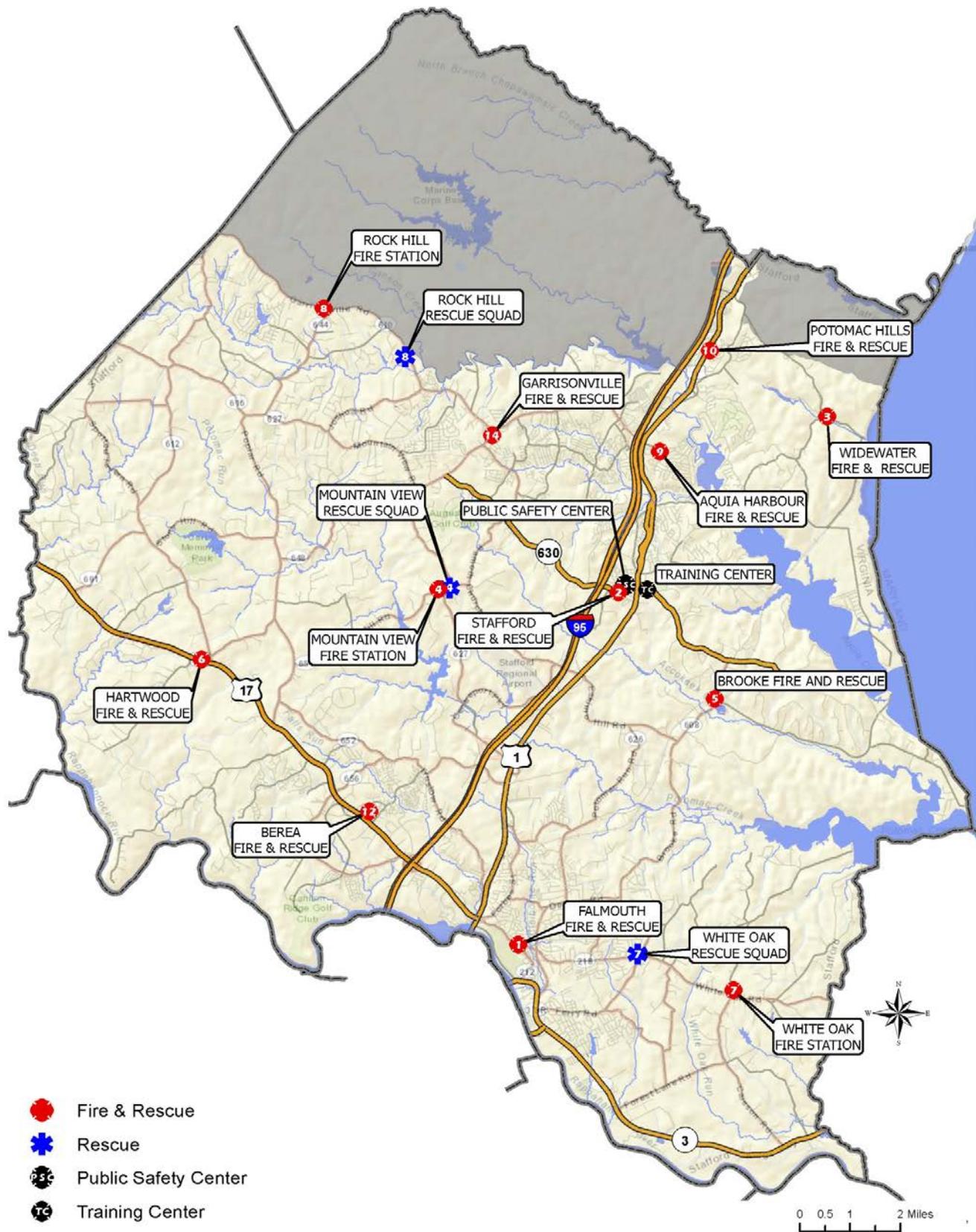
Support Services Command

- Design and implement community risk reduction strategies, targeting vulnerable populations and increasing community resiliency. (Service levels 2 and 6)
- Conduct fire, environmental, and criminal investigations. (Service level 6)
- Maintain a fleet of fire and emergency medical services apparatus for the response to emergency incidents. (Service levels 1 and 7)
- Ensure modern technologies are incorporated and appropriately leveraged within the department’s operations. (Service level 1)

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. First unit arrival of 8 minutes or less for Priority 1 Emergencies	63%	90%	90%
2. Fire suppression containment of fires within a building to the room and/or object of origin	56%	75%	75%
3. Annual retention rate of full-time field operations staff	93%	95%	95%
4. Annual recruitment and retention rate of active operational volunteer personnel	N/A	110%	110%
5. Certification success rate for Firefighter and EMT program candidates who are sent for state and national examinations	95%	95%	95%
6. Percentage of required commercial occupancies inspected each year (Fire Code Permits)	100%	100%	100%
7. Compliance with required equipment maintenance, testing, and annual inspections conducted	100%	100%	100%

FIRE AND RESCUE SERVICES

FY2021 Adopted Budget



VOLUNTEER FIRE AND RESCUE SERVICES

FY2021 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 Fire and Rescue Services 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

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Aquia Harbour Rescue ^{(1) (2)}	\$45,964	\$36,019	\$35,298	(\$721)	-2.00%
Brooke Fire	31,875	33,021	37,002	3,981	12.06%
Falmouth Fire ^{(3) (4)}	90,231	89,646	90,305	659	0.74%
Hartwood Fire	26,407	31,995	33,768	1,773	5.54%
Mountain View Fire	28,349	35,487	37,436	1,949	5.49%
Mountain View Rescue	31,887	36,725	37,059	334	0.91%
Rock Hill Fire	27,145	43,151	41,392	-1,759	-4.08%
Rock Hill Rescue	28,479	30,897	34,757	3,860	12.49%
Stafford Fire ⁽⁵⁾	46,892	24,488	22,718	-1,770	-7.23%
Stafford Rescue ⁽⁵⁾	550	0	0	0	0%
White Oak Fire	33,841	38,483	41,471	2,988	7.76%
White Oak Rescue	37,353	37,510	37,473	-37	-0.10%
Widewater Fire	34,619	39,989	42,491	2,502	6.26%
Sub-Total	\$463,592	\$477,411	\$491,170	\$13,759	2.88%
Length of Service Awards Program	10,162	17,000	13,000	-4,000	-23.50%
Physical Exams	0	150,000	150,000	0	0%
Repairs and Maintenance	20,573	0	0	0	0%
Funding for System Wide Training	0	68,000	50,000	-18,000	-26.40%
Station Maintenance and Improvements	0	145,574	153,815	8,241	5.66%
Sub-Total	\$30,735	\$380,574	\$366,815	(\$13,759)	-3.61%
Grand Total	\$494,327	\$857,985	\$857,985	\$0	0%

^[1] County-Owned Station at 1001 Washington Drive (FY2019)

^[2] Includes \$10,036 for Training Room Rental (FY2020)

^[3] Includes \$10,036 for Training Room Rental (FY2020)

^[4] Includes \$37,000 for Mortgage Payment (FY2019)

^[5] County-Owned Station at 305 Jason Mooney Drive (FY2019)

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.

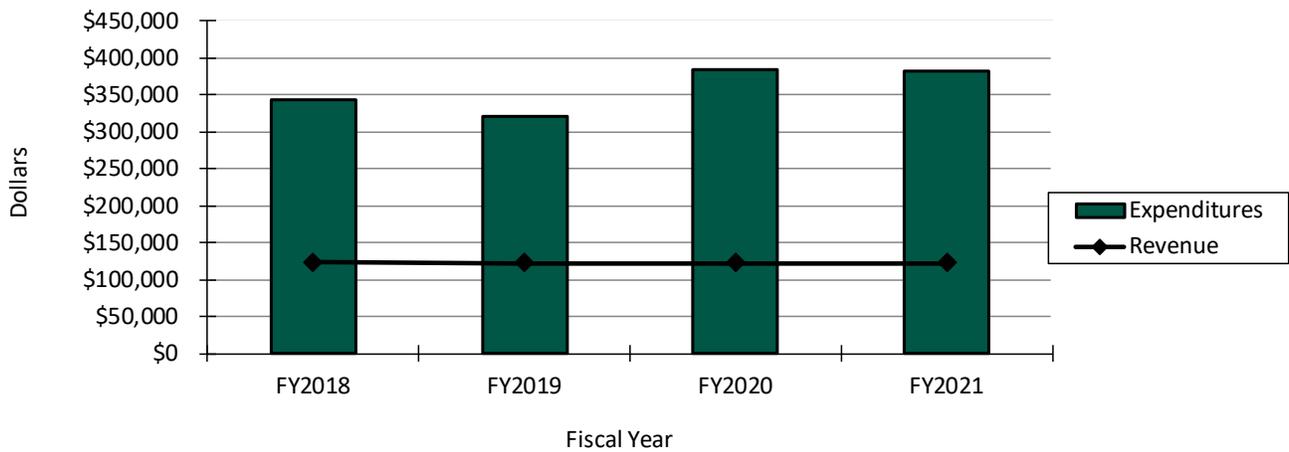
Electronic Incarceration Program

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$166,596	\$152,639	\$179,486	\$177,711	(\$1,775)	-1.0%
Operating	175,986	167,188	203,850	203,723	(127)	-0.1%
Total	342,582	319,827	383,336	381,434	(1,902)	-0.5%
Revenue	122,761	122,760	122,760	122,760	0	0.0%
Local Tax Funding	\$219,821	\$197,067	\$260,576	\$258,674	(\$1,902)	-0.7%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- 2% increase Vacancy Savings
- Managed attrition

Operating

- \$958 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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 reflected 100% of probation/parolees (14) successfully discharged between October 2018 and October 2019 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 reflected 88.6% of probation/parolees (31 of 35) were successful under supervision as were not charged with any new offenses while under supervision between September 2018 and September 2019.
- Per Community Insight's Intake Offenses by Decision, between 09/01/18 and 09/30/19 the unit diverted on average 88% of identified divertible cases (45.4% of 51.7%). Of those cases diverted from the court, 93.8% successfully fulfilled contract obligations (182 of 194).
- Per community Insights, between 09/01/18 and 09/30/19 the unit completed 266 DAIs. Unit personnel reflected exemplary Detention Assessment Instrument override rate of 5.3% for DAIs resulting in detention (2 of 38) 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.

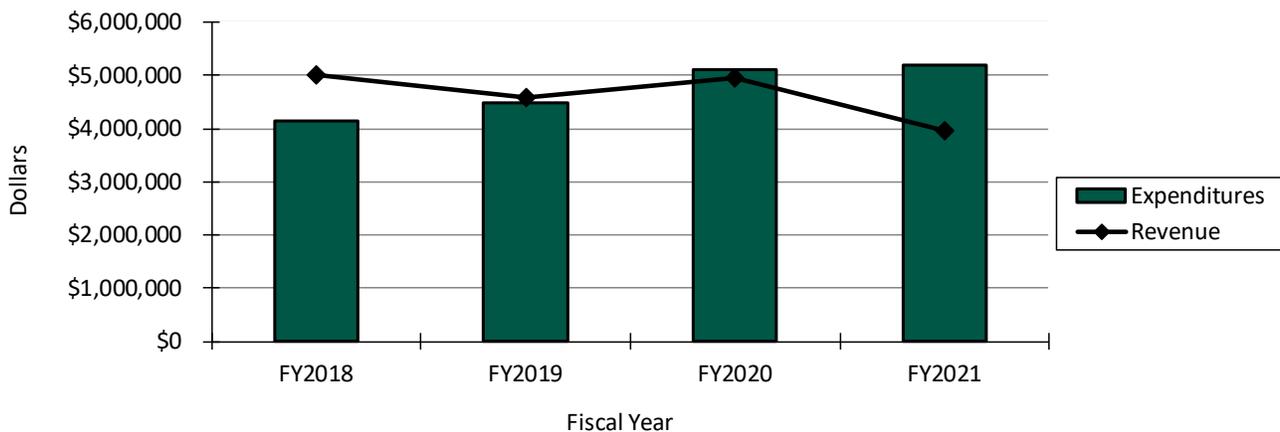
Transportation Engineering

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$2,898,142	\$3,491,402	\$3,866,934	\$3,936,042	\$69,108	1.8%
Operating	1,251,354	988,326	1,238,627	1,248,002	9,375	0.8%
Total	4,149,496	4,479,728	5,105,561	5,184,044	78,483	1.5%
Revenue	4,996,998	4,593,839	4,939,382	3,947,754	(991,628)	-20.1%
Local Tax Funding	(\$847,502)	(\$114,111)	\$166,179	\$1,236,290	\$1,070,111	644.0%

Funded Positions						
Full-Time Positions	39	41	45	45	0	0.0%
Part-Time Positions	1	1	0	0	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- Cost for VOIP increases

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 stormwater 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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Residential building permits issued	4,123	3,780	3,675
2. Commercial building permits issued	1,026	1,012	1,000
3. Building inspections performed	36,198	34,151	33,000
4. Building Case Files created	303	322	325
5. Environmental inspections performed	6,271	5,758	6,000
6. Developer securities processed	68	76	68
7. Total Grading Permits issued	24	31	24

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

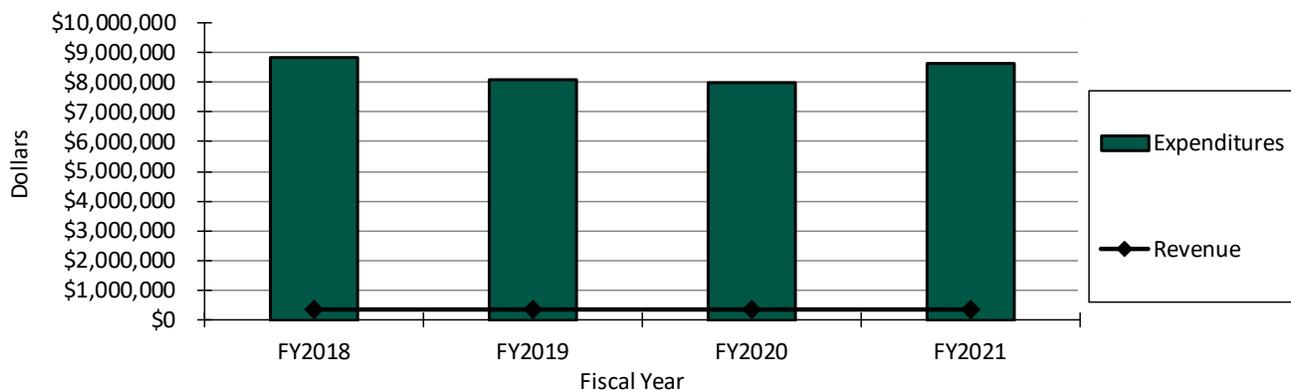
- Stafford is a participating jurisdiction in the Rappahannock Regional Jail Authority (RRJA), together with the City of Fredericksburg, and the counties of King George and Spotsylvania,
- Each locality is represented by three members on the (12) member Authority.

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Jail						
Operating	\$5,615,113	\$5,146,168	\$4,968,668	\$5,026,631	\$57,963	1.2%
Debt Service	1,784,439	1,798,016	1,765,085	2,171,528	406,443	23.0%
Total	7,399,552	6,944,184	6,733,753	7,198,159	464,406	6.9%
Revenue	300,000	300,000	300,000	300,000	0	0.0%
Local Tax Funding	\$7,099,552	\$6,644,184	\$6,433,753	\$6,898,159	\$464,406	7.2%
Juvenile Detention Center						
Operating	\$1,424,476	\$1,123,032	\$1,266,880	\$1,425,133	\$158,253	12.5%
Total	1,424,476	1,123,032	1,266,880	1,425,133	158,253	12.5%
Revenue	40,000	40,000	40,000	40,000	0	0.0%
Local Tax Funding	\$1,384,476	\$1,083,032	\$1,226,880	\$1,385,133	\$158,253	12.9%
Corrections						
Operating	\$7,039,589	\$6,269,200	\$6,235,548	\$6,451,764	\$216,216	3.5%
Debt Service	1,784,439	1,798,016	1,765,085	2,171,528	406,443	23.0%
Total	8,824,028	8,067,216	8,000,633	8,623,292	622,659	7.8%
Revenue	340,000	340,000	340,000	340,000	0	0.0%
Local Tax Funding	\$8,484,028	\$7,727,216	\$7,660,633	\$8,283,292	\$622,659	8.1%



Notable Changes

Operating

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

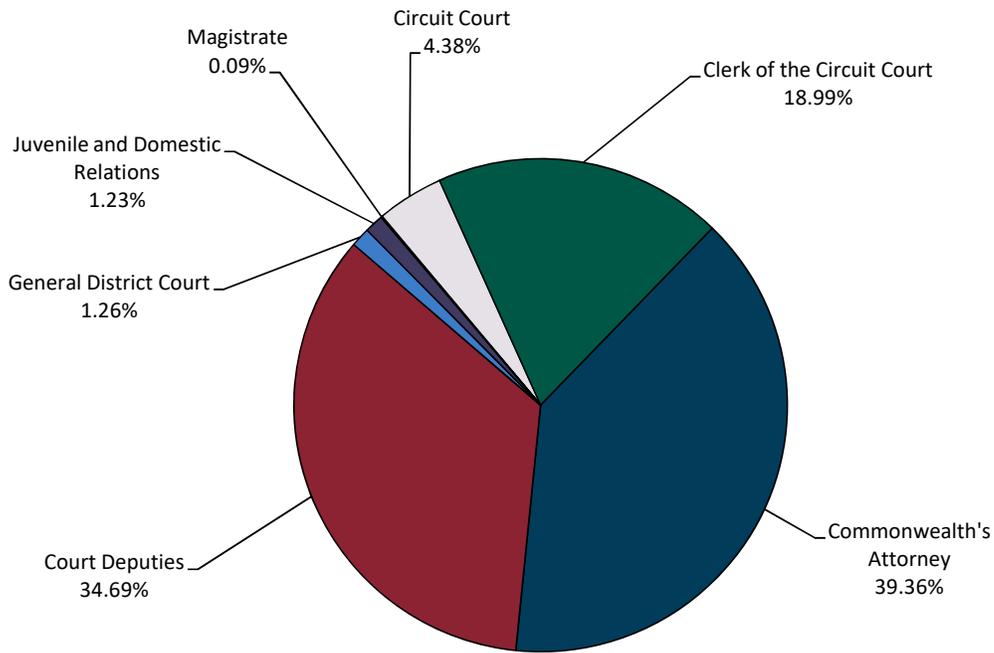
CORRECTIONS
FY2021 Adopted Budget

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Number of Days Jail Staff is free of injuries from confrontations	365	365	365
2. Inmates who take General Equivalent Diploma (GED)	149	230	230
3. Inmates who participate in Work Release Program (ADP)	95	100	100
4. Stafford County jurisdictional share	41.59%	39.12%	39.27%

JUDICIAL ADMINISTRATION

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Circuit Court	\$345,525	\$360,258	\$402,488	\$42,230	11.7%
Clerk of the Circuit Court	1,548,355	1,669,642	1,745,893	76,251	4.6%
Commonwealth's Attorney	3,222,629	3,610,257	3,619,292	9,035	0.3%
Court Deputies	2,851,648	3,156,504	3,189,844	33,340	1.1%
General District Court	93,490	117,648	115,883	(1,765)	(1.5)%
Juvenile and Domestic Relations	101,253	114,700	112,979	(1,721)	(1.5)%
Magistrate	7,416	8,830	8,698	(132)	(1.5)%
Total Expenditures	\$8,170,316	\$9,037,839	\$9,195,077	\$157,238	1.7%



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?

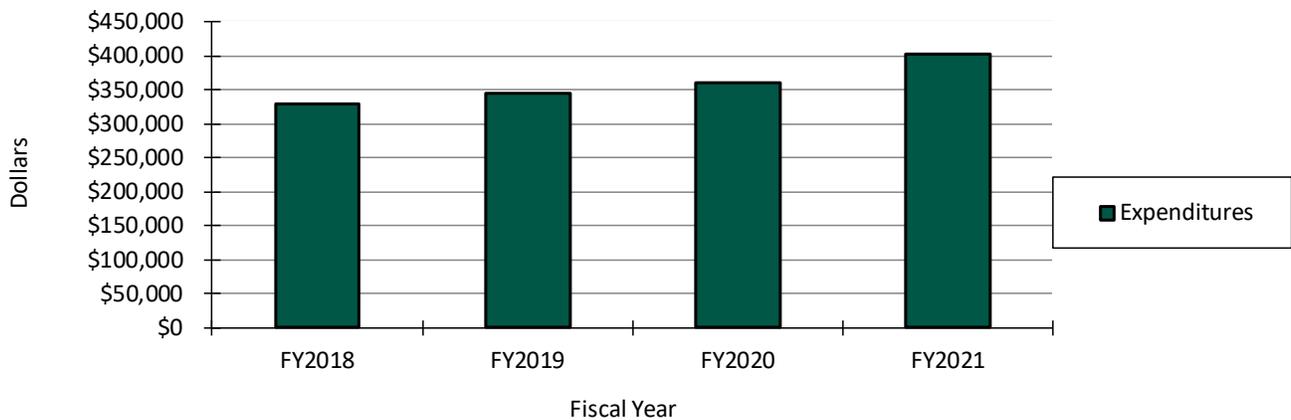
Judges' Chambers

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$304,725	\$315,604	\$333,120	\$371,025	\$37,905	11.4%
Operating	23,649	29,921	27,138	31,463	4,325	15.9%
Local Tax Funding	\$328,374	\$345,525	\$360,258	\$402,488	\$42,230	11.7%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in Contracts
- Increase in VIOP Costs
- \$407 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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.

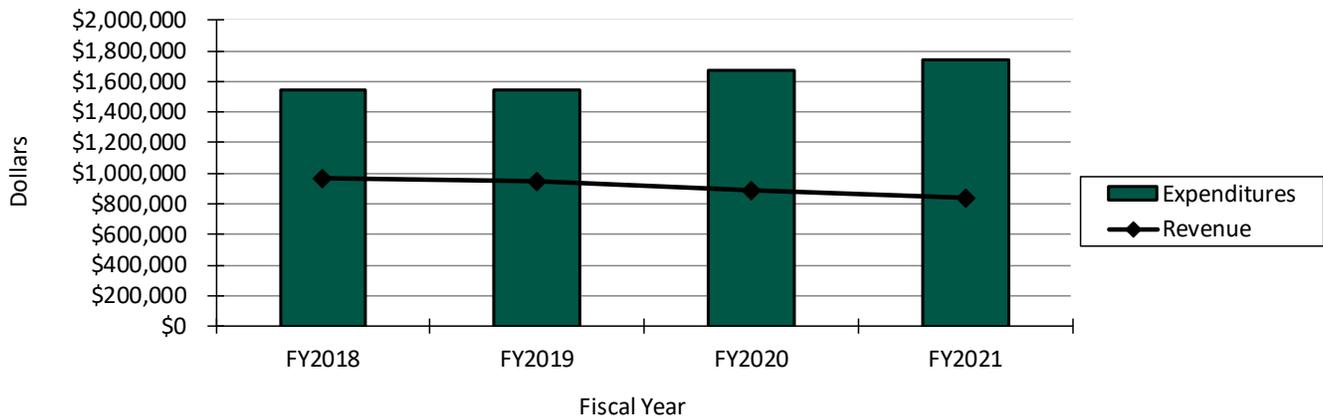
Land Records

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,262,525	\$1,258,084	\$1,365,262	\$1,471,951	\$106,689	7.8%
Operating	278,760	290,271	304,380	273,942	(30,438)	-10.0%
Total	1,541,285	1,548,355	1,669,642	1,745,893	76,251	4.6%
Revenue	969,280	949,374	890,005	839,905	(50,100)	-5.6%
Local Tax Funding	\$572,005	\$598,981	\$779,637	\$905,988	\$126,351	16.2%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- \$30,438 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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.

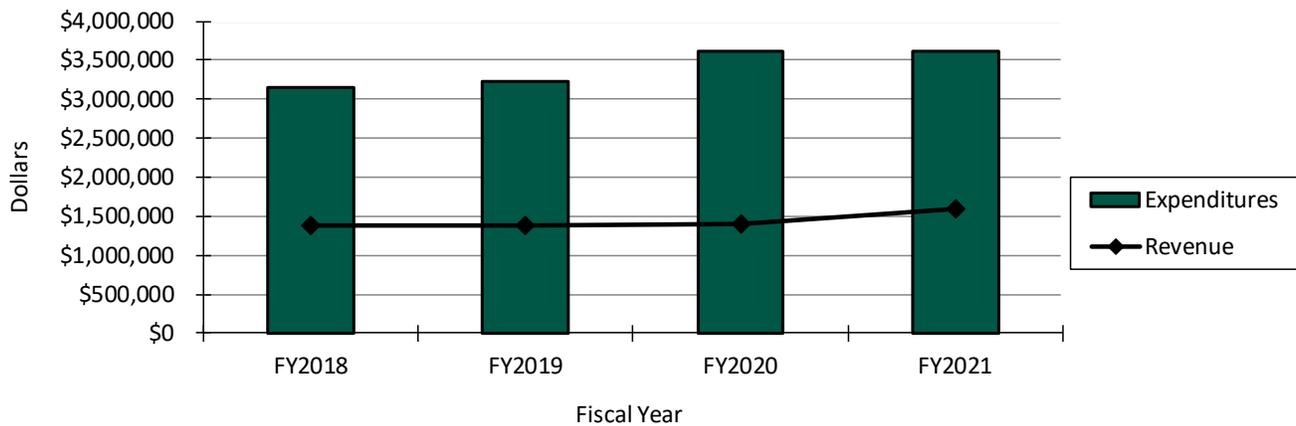
Who Are We?

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$3,010,472	\$3,082,275	\$3,438,540	\$3,450,138	\$11,598	0.3%
Operating	143,178	140,354	171,717	169,154	(2,563)	-1.5%
Total	3,153,650	3,222,629	3,610,257	3,619,292	9,035	0.3%
Revenue	1,387,627	1,382,670	1,405,884	1,600,637	194,753	13.9%
Local Tax Funding	\$1,766,023	\$1,839,959	\$2,204,373	\$2,018,655	(\$185,718)	-8.4%

Funded Positions						
Full-Time Positions	27	27	29	29	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Decrease in furniture & fixtures
- Increase in supplies and meeting expenses

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Circuit Court-Felony and Misdemeanor Indictments, including Direct Indictments, Presented to the Grand Jury	3,164	3,250	3,250
2. Misdemeanor Appeals Processed	266	325	325
3. Probation Violation Petitions Filed	637	550	635
4. Community Prosecution/Outreach (hours)	300	290	325
5. General District Court – Criminal cases, to include misdemeanors, felonies and show cause; does not include serious traffic cases	9,556	10,000	10,000
6. Juvenile & Domestic Relations Court – Criminal cases, to include delinquency, misdemeanors, felonies, show cause and criminal non-support	2,969	3,400	3,400
7. Sexual and Domestic Violence Victim Fund – Cases prosecuted pursuant to conditions of grant	262	190	265
8. Collections – Net collection of delinquent fines and costs for courts through Stafford County Treasurer	\$1,111,422	1,200,000	\$1,200,000
9. Victims' Services – new cases opened by Victim Witness/ Protective Orders-number of orders generated	1,341/432	1,450/200	1,500/325
10. Restitution Amount – Preparation/submission of victim restitution to court opened by Victim/Witness	\$1,325,358	\$350,000	\$1,300,000

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

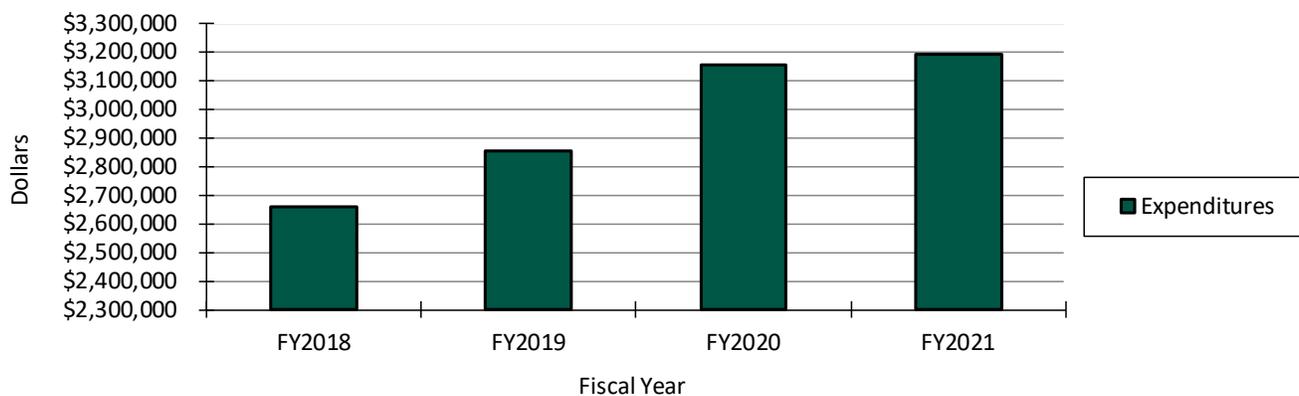
- Is a division of the Sheriff's Office and its services are mandated by Virginia law.
- Providing court security to the Circuit Court, General District Court, and Juvenile and Domestic Relations Court.
- Serving civil and criminal documents on behalf of the Courts.
- Extraditing and transporting suspects 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$2,631,312	\$2,717,638	\$3,057,972	\$3,094,096	\$36,124	1.2%
Operating	30,242	134,010	98,532	95,748	(2,784)	-2.8%
Local Tax Funding	\$2,661,554	\$2,851,648	\$3,156,504	\$3,189,844	\$33,340	1.1%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Decrease in Vehicle Maintenance and Repairs
- Decrease in Uniforms
- Decrease in Computer Software
- Increase in Phones
- Increase in Fuel
- Increase in Equipment Rental

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 Visions and Values.

Service Levels	CY2019 Actual	CY2020 Projected	CY2021 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	1,448	1,448	1,448
6. Civil and Criminal Processes	40,946	40,946	40,946

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

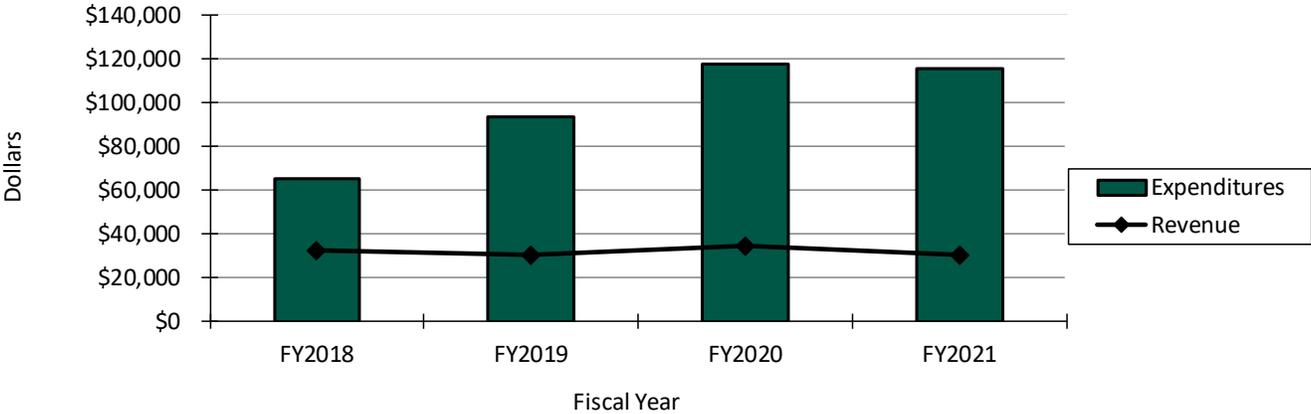
The purpose of the General District Court is to process criminal, traffic, and civil cases heard by District Court Judges and to hold preliminary hearings for felonies.

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$65,505	\$93,490	\$117,648	\$115,883	(\$1,765)	-1.5%
Total	65,505	93,490	117,648	115,883	(1,765)	-1.5%
Revenue	32,447	30,772	34,280	30,700	(3,580)	-10.4%
Local Tax Funding	\$33,058	\$62,718	\$83,368	\$85,183	\$1,815	2.2%



Notable Changes

Operating

- \$1,765 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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

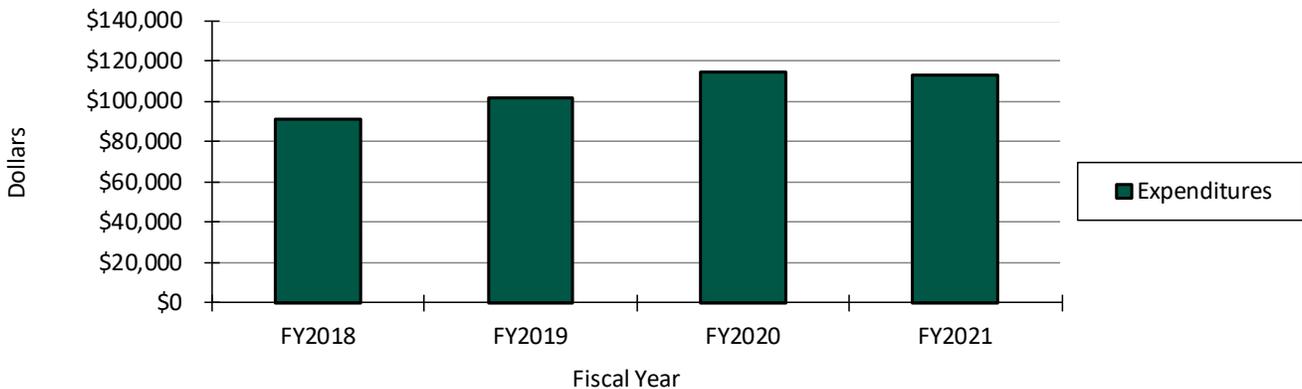
The mission of the Judicial System of Virginia is to provide an independent, accessible, responsive forum for the just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the United States and Virginia constitutions.

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$91,366	\$101,253	\$114,700	\$112,979	(\$1,721)	-1.5%
Local Tax Funding	\$91,366	\$101,253	\$114,700	\$112,979	(\$1,721)	-1.5%



Notable Changes

Operating

- \$1,721 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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.

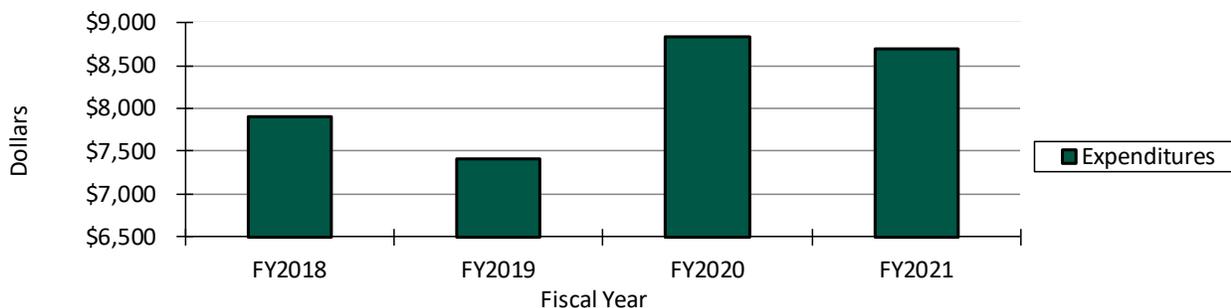
Magistrate duties include:

- 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$7,899	\$7,416	\$8,830	\$8,698	(\$132)	-1.5%
Local Tax Funding	\$7,899	\$7,416	\$8,830	\$8,698	(\$132)	-1.5%



Notable Changes

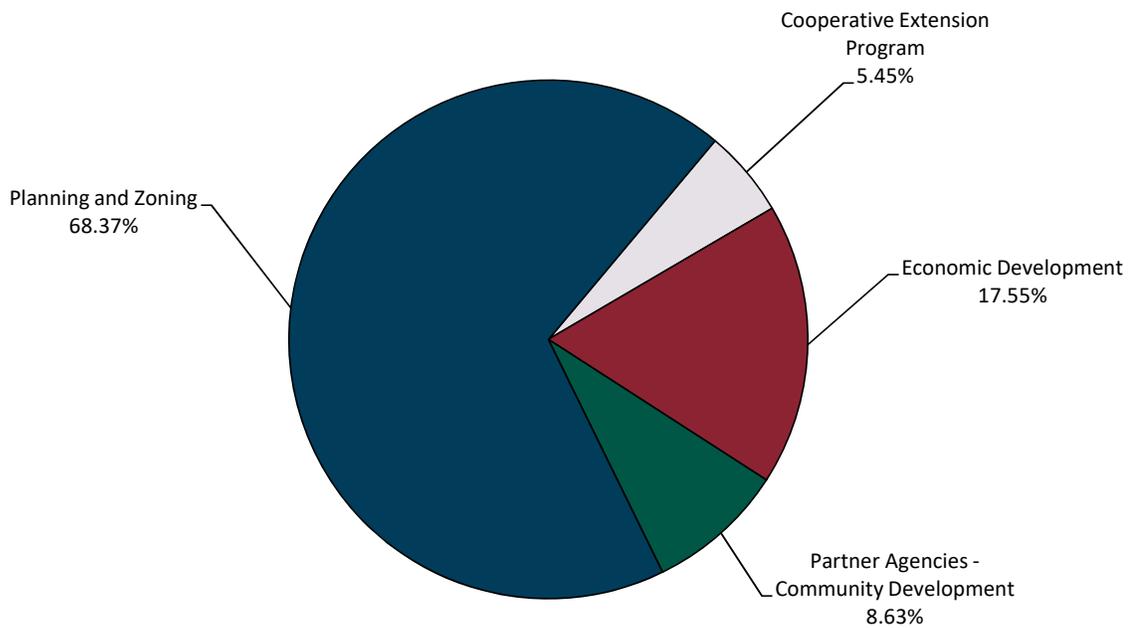
Operating

- \$132 Reduction to balance expenditures to reduced revenues as a result of COVID-19

COMMUNITY DEVELOPMENT

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Cooperative Extension Program	\$160,282	\$198,547	\$195,760	(\$2,787)	(1.4)%
Economic Development	530,977	581,626	630,973	49,347	8.5%
Partner Agencies - Community Development	288,069	304,877	310,277	5,400	1.8%
Planning and Zoning	2,271,994	2,485,762	2,457,302	(28,460)	(1.1)%
Total Expenditures	\$3,251,322	\$3,570,812	\$3,594,312	\$23,500	0.7%



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.

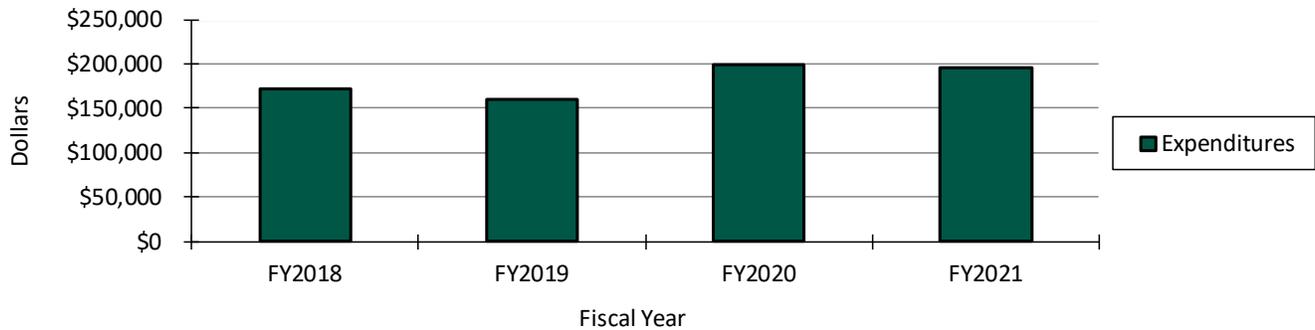
STAFFORD COUNTY VIRGINIA COOPERATIVE EXTENSION

FY2021 Adopted Budget

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$68,172	\$57,457	\$76,863	\$75,901	(\$962)	-1.3%
Operating	103,321	102,825	121,684	119,859	(1,825)	-1.5%
Local Tax Funding	\$171,493	\$160,282	\$198,547	\$195,760	(\$2,787)	-1.4%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Managed attrition

Operating

- Increase in management services
- \$2,325 Reduction to balance expenditures to reduced revenues as a result of COVID-19

STAFFORD COUNTY VIRGINIA COOPERATIVE EXTENSION

FY2021 Adopted Budget

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. ANR/4-H Programs (Contacts/Volunteers/Program Participants)	69,022	61,000	62,000
2. ANR/4-H Volunteer Dollar Value Gained (22,375 hrs.)	\$441,914.25	\$415,000	\$420,000
3. Extension Programs (ANR/4-H/FCS/MG) Volunteers	379	350	375
4. Cost per VCE Program Participant/Contact	\$1.71	\$1.85	\$2.00

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.
- Attract new development matching the needs of new and expanding target sectors. Focus on modern "flex" space, e-commerce, major target conferences, and corporate expansion to Stafford County.

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

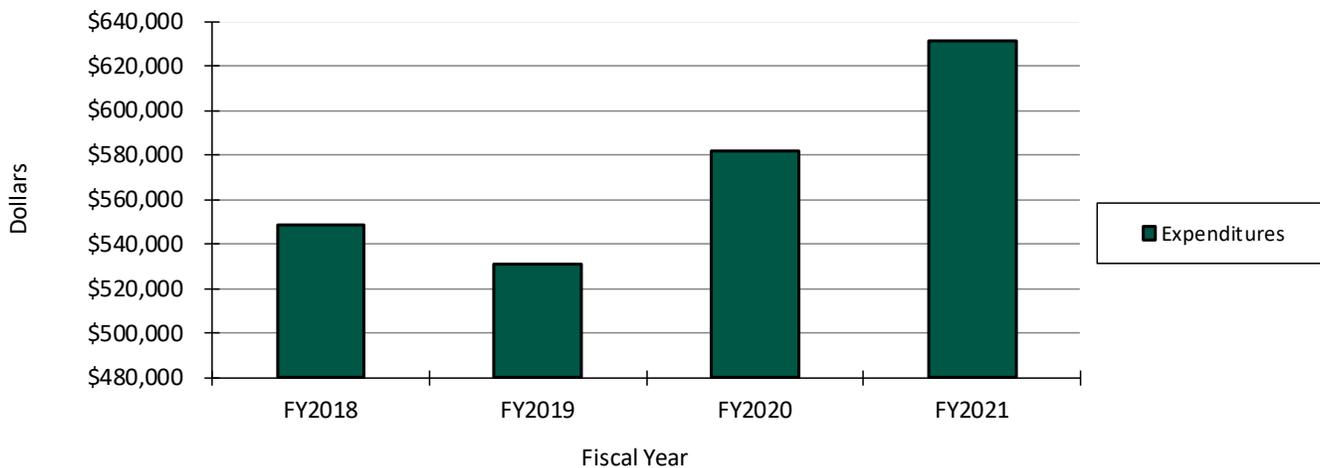
- Identify and seek out funds to build "shovel ready" sites for expanding or creating new businesses.
- Encourage capital investment (private and public) for physical infrastructure to support business and community projects.
- Advise and assist to improve our own human infrastructure in Economic Development 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel ⁽¹⁾	\$283,434	\$384,235	\$387,596	\$439,853	\$52,257	13.5%
Operating	265,158	146,742	194,030	191,120	(2,910)	-1.5%
Local Tax Funding	\$548,592	\$530,977	\$581,626	\$630,973	\$49,347	8.5%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- Decrease in mileage, parking, and tolls
- \$5,910 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	CY2019 Actual	CY2020 Budget	CY2021 Plan
1. Business Retention Visits	94	95	95
2. Assist in expansion of existing business	8	10	12
3. Assist or facilitate business startups	12	15	17
4. Assist business “walk ins” at ED&T Office	750	700	700
5. Complete new business RFIs per year through regional partners	24	40	40
6. Identify and follow up on new business “leads” through our own marketing*	12	10	12
7. Facilitate and secure new business to the County	12	5	7
8. Publish Newsletter	12	12	12
9. Click Through and Online Engagements	664,650	700,000	710,000
10. Events attended	12	16	18
11. Develop new marketing campaign to commuters to start or expand their business	N/A	1	1

* CY2019 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

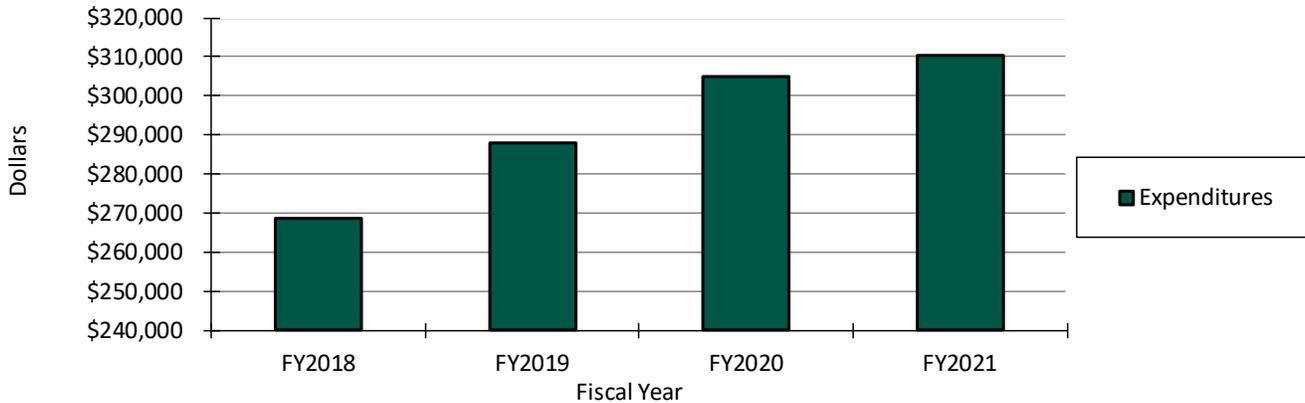
- The program is a joint effort with Fredericksburg and Spotsylvania and provides for a Watershed Property Manager who is responsible for overseeing and protecting the watershed property by conducting routine monitoring and inspections.

PARTNER AGENCIES: COMMUNITY DEVELOPMENT

FY2021 Adopted Budget

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$268,509	\$288,069	\$304,877	\$310,277	\$5,400	1.8%
Local Tax Funding	\$268,509	\$288,069	\$304,877	\$310,277	\$5,400	1.8%



Notable Changes

Operating

- FY2021 Adopted Funding levels same as FY2020 Adopted as a result of COVID-19

Agency Funding Summary

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Agency Request	FY2021 Adopted Budget	Changes '20 to '21	
Fredericksburg Regional Alliance	\$144,350	\$144,350	\$144,350	\$144,350	\$0	0.0%
George Washington Regional Commission	104,334	105,520	129,113	110,920	5,400	5.1%
Tri-County/City Soil and Water Conservation District	25,685	41,307	45,305	41,307	0	0.0%
Watershed Property Manager	13,700	13,700	13,700	13,700	0	0.0%
Total Community Development	\$288,069	\$304,877	\$332,468	\$310,277	\$5,400	1.8%

PARTNER AGENCIES: COMMUNITY DEVELOPMENT

FY2021 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	\$8,088	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 Annual Per-Capita Based Dues	\$97,832	GWRC is the planning district commission designated to address on a regional basis problems of greater than local significance. Each dollar contributed in dues by local jurisdictions leverages between \$4 and \$9 in state and federal funds. This base allows the flexibility to apply for additional funds that do not require a match.
	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		\$310,277	

Mission

Provide guidance to the Board of Supervisors and appointed Boards and Commissions in realizing the vision of Stafford County by ensuring 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 providing 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

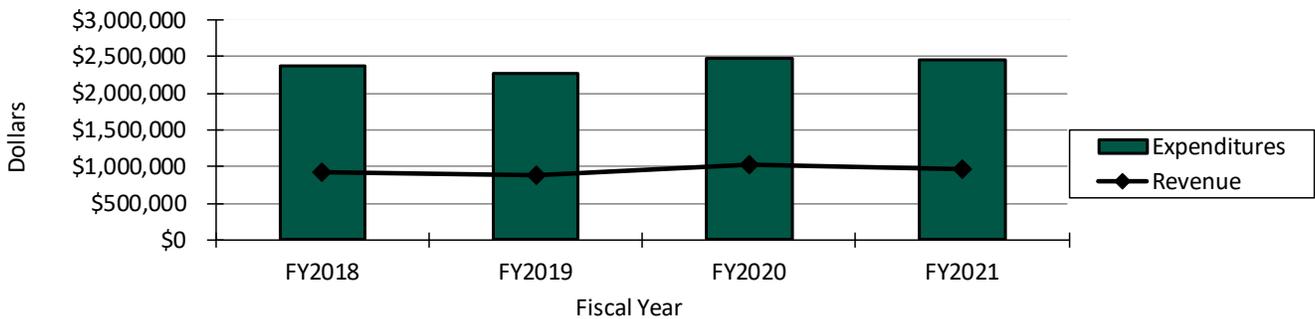
- Assist citizens, internal departments, and the development community with questions and concerns regarding the Comprehensive Plan, processing of development applications and related permits.

- 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.
- Educate landowners and developers regarding the Transfer of Development Rights program and the Purchase of Development Rights program, and assist with the application process.
- Assist citizens and land developers/engineers regarding information and preservation of cultural resources.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$2,139,431	\$1,987,308	\$2,176,240	\$2,178,893	\$2,653	0.1%
Operating	240,794	284,686	309,522	278,409	(31,113)	-10.1%
Total	2,380,225	2,271,994	2,485,762	2,457,302	(28,460)	-1.1%
Revenue	922,805	893,514	1,033,979	968,371	(65,608)	-6.3%
Local Tax Funding	\$1,457,420	\$1,378,480	\$1,451,783	\$1,488,931	\$37,148	2.6%

Funded Positions						
Full-Time Positions	21	21	20	20	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in contracts
- Increase in seminars and conferences
- \$30,056 Reduction to balance expenditures to reduced revenues as a result of COVID-19

Future Outlook

Zoning Violations

- 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 is 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.

Staff actively worked on the Healthy Growth initiative to reduce residential development densities in the rural areas of the County and using Transfer of Development to offset this density reduction and steer new development into the Targeted Growth Areas. During the Spring of FY19, there were open forums and focus group meetings to gather citizen comments and support towards the Healthy Growth initiative. During the end of FY19 and the beginning of FY2020 the Board had a series of discussions focusing on proper course of action. Public work sessions with the Board were completed during the fall of FY20 with public hearings projected for the winter.

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 opened December 7, 2019. 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 FY2021.

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)

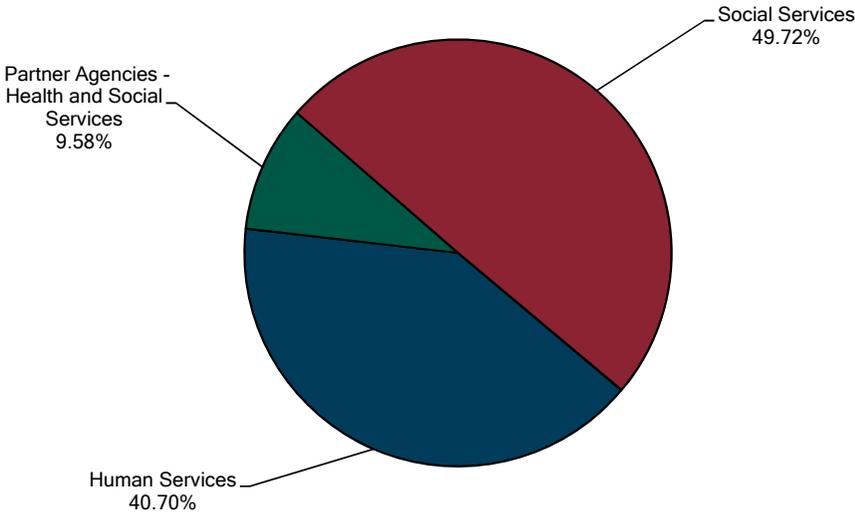
Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Development ordinances processed/adopted	20	20	23
2. Review projects that minimized impacts to historic resources	180	200	220
3. Environmental applications processed	55	N/A*	N/A*
4. Residential development applications	146	175	200
5. Non-residential development applications	46	80	100
6. Residential lots recorded	254	248	300
7. Zoning inspections performed	986	1,100	1,100
8. Zoning violations cited	291	500	500
9. Zoning applications/permits reviewed	3,983	5,600	5,600
10. Land use applications processed (Zoning Reclassifications, Comprehensive Plan Compliance, Transfer of Development Rights and Conditional Use Permits)	24	32	36

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

HEALTH AND SOCIAL SERVICES

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Human Services	\$6,900,991	\$7,864,995	\$6,953,405	(\$911,590)	(11.6)%
Partner Agencies - Health and Social Services	1,586,826	1,642,878	1,637,478	(5,400)	(0.3)%
Social Services	7,005,598	8,199,577	8,494,397	294,820	3.6%
Total Expenditures	\$15,493,415	\$17,707,450	\$17,085,280	(\$622,170)	(3.5)%



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.

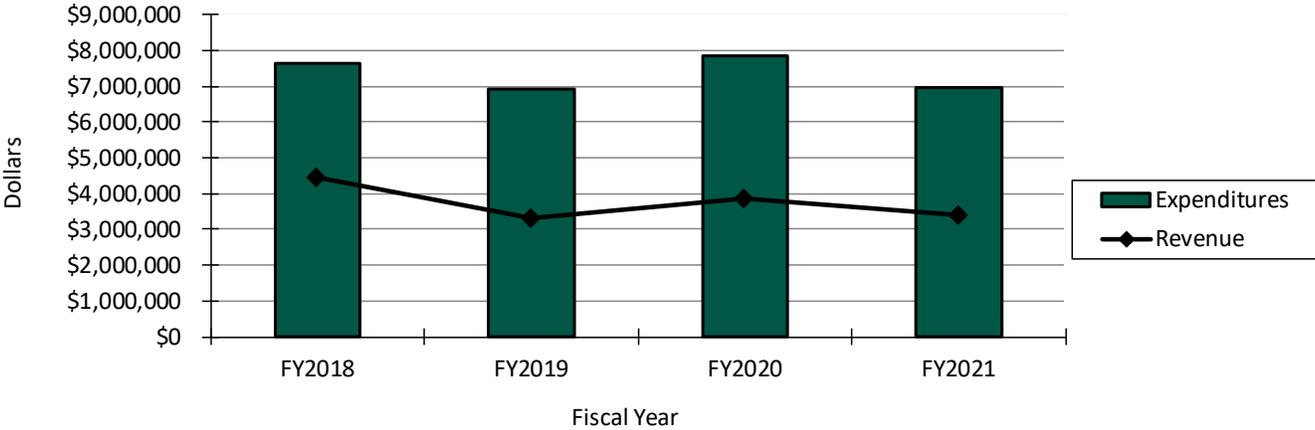
Who Are We?

- 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 for 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$325,084	\$337,553	\$358,265	\$362,986	\$4,721	1.3%
Operating	7,302,561	6,563,438	7,506,730	6,590,419	(916,311)	-12.2%
Total	7,627,645	6,900,991	7,864,995	6,953,405	(911,590)	-11.6%
Revenue	4,431,046	3,293,783	3,864,440	3,405,012	(459,428)	-11.9%
Local Tax Funding	\$3,196,599	\$3,607,208	\$4,000,555	\$3,548,393	(\$452,162)	-11.3%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Decrease in Private Day School

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 while reducing the need for private day school placements to special education students. (Service level 5)
- 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 Stronger Together, 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 services provided through the Family Assessment and Planning Team for alignment with the CANS assessment, a statewide tool, and track outcomes of services rendered for effectiveness in treatment. (Service level 6)
- 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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Co-payments collected for services provided through the CSA program	\$18,900	\$20,000	\$20,000
2. Cost per child served by CSA program (CSA Statistical Report)	\$34,483	\$37,000	\$37,000
3. Cost per child for Private Day School served by CSA program (5 year strategic plan)	\$51,111	\$71,013	\$53,177
4. Number of children receiving prevention services	33	50	45
5. Number of children receiving private day school services	96	82	109
6. Required cases reviewed under utilization management	184	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-Clmact. 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 79.37.

The methodology for determining funding recommendations was the following:

- Programs requesting an increase received a 2.5% cap
- Top 20% of programs recommend funding full request (unless effected by the cap)
- Middle 50% receive either level funding from FY20 or a reduction of up to 5% based on score
 - Score of 83-82 received 1% reduction
 - Score of 81-80 received 2% reduction
 - Score of 79-77 received 3% reduction

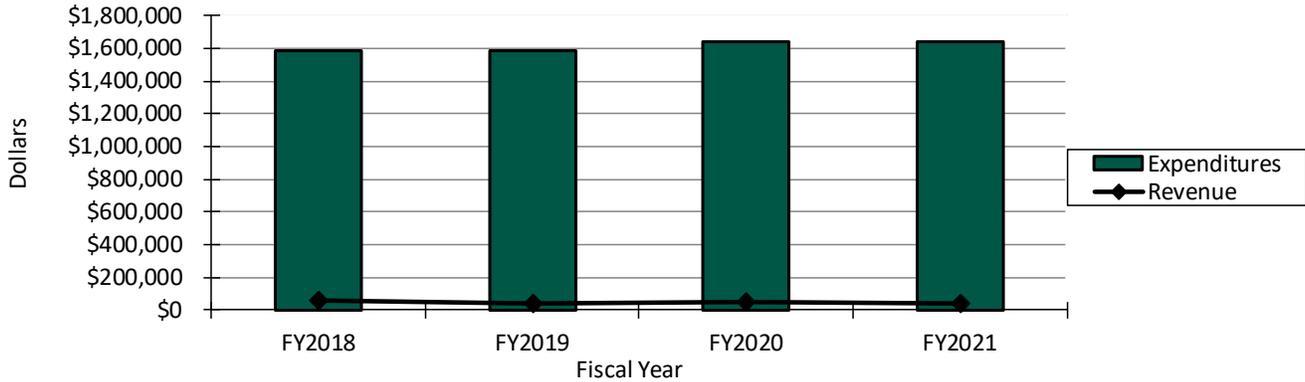
PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2021 Adopted Budget

- Mid lower 20% of programs receive reductions between 6%-10%
 - Programs that scored 76-74 received a 10% reduction
- Lowest 10% of programs received no funding
 - Score of 73-69

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$1,586,753	\$1,586,826	\$1,642,878	\$1,637,478	(\$5,400)	-0.3%
Total	1,586,753	1,586,826	1,642,878	1,637,478	(5,400)	-0.3%
Revenue	53,475	39,425	45,000	39,000	(6,000)	-13.3%
Local Tax Funding	\$1,533,278	\$1,547,401	\$1,597,878	\$1,598,478	\$600	0.0%



Notable Changes

Operating

- Habitat for Humanity – No funding requested in FY2021
- FY2021 Adopted Funding levels same as FY2020 Adopted as a result of COVID-19

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2021 Adopted Budget

Agency Funding Summary

	FY2019 Actuals	FY2020 Adopted Budget	FY2021 Agency Request	FY2021 Adopted Budget	Changes '20 to '21	
American Red Cross	\$5,000	\$0	\$20,290	0	\$0	0.0%
Boys and Girls Club	8,000	9,000	15,000	9,000	0	0.0%
Disability Resource Center	29,264	26,280	29,433	26,280	0	0.0%
Empowerhouse	50,000	52,189	68,001	52,189	0	0.0%
Fredericksburg Regional Food Bank	11,641	11,975	27,000	11,975	0	0.0%
Habitat for Humanity	6,000	5,400	0	0	-5,400	-100.0%
Healthy Families Rappahannock Area	9,432	9,149	9,432	9,149	0	0.0%
Healthy Generations Area Agency on Aging	26,946	27,832	29,079	27,832	0	0.0%
Legal Aid Works	32,445	31,796	32,445	31,796	0	0.0%
Lloyd F. Moss Free Clinic	18,576	18,208	18,600	18,208	0	0.0%
Mental Health America of Fredericksburg	15,000	15,584	19,838	15,584	0	0.0%
Micah Ecumenical Ministries	20,000	22,000	22,000	22,000	0	0.0%
Piedmont Dispute Resolution Center	7,000	6,451	6,451	6,451	0	0.0%
Rappahannock Area Community Service Board	385,462	411,082	411,082	411,082	0	0.0%
Special Advocates (CASA)	3,000	3,920	3,920	3,920	0	0.0%
Rappahannock Area Health District	535,937	535,937	535,937	535,937	0	0.0%
Rappahannock Area Youth Services and Group Home Commission (Office On Youth)	213,326	206,484	277,870	206,484	0	0.0%
Rappahannock Big Brothers Big Sisters	6,000	5,880	5,880	5,880	0	0.0%
Rappahannock Council Against Sexual Assault	7,410	9,503	12,085	9,503	0	0.0%
Rappahannock Refuge, Inc. (Hope House)	14,000	14,850	20,000	14,850	0	0.0%
Rebuilding Together (Christmas in April)	5,000	5,390	5,500	5,390	0	0.0%
S.E.R.V.E., Inc.	60,000	73,500	85,000	73,500	0	0.0%
Safe Harbor	3,000	3,090	3,200	3,090	0	0.0%
Stafford Junction	21,650	17,621	25,000	17,621	0	0.0%
Thurman Brisben Homeless Shelter	90,000	112,170	120,000	112,170	0	0.0%
United Way	2,737	2,737	2,739	2,737	0	0.0%
Virginia Community Food Connections	0	4,850	5,000	4,850	0	0.0%
Total Health and Social Services	\$1,586,826	\$1,642,878	\$1,810,782	\$1,637,478	-\$5,400	-0.3%

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2021 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	Independant Living Services	\$26,280	Benefits those living with a disability and those who care for them. Assists consumers in defining independent living goals and developing a plan to successfully meet those goals. Assist consumers with the basic skills needed to achieve and maintain independent living.
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.
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 4 Families	\$2,475	School pantry at various schools to provide readily accessible source of emergency food assistance for students and their families.
	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.
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.
Healthy Generations Area Agency on Aging	Nutrition	\$7,257	Senior Cafes provide nutritionally sound breakfast and lunch meals as well as socialization opportunities, exercise, self-management training, and educational/information presentations.
	Title V	\$2,090	Senior employment program for unemployed persons 55 and older, low-income and hard to place in employment situations.
	Homemaker	\$2,016	Provides support to keep frail older individuals independent and able to remain in their own home and community.
	Transportation	\$16,469	Provides access to the Senior Café for those who are no longer able to drive and have no other daytime transit.
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	Dental Care	\$4,397	The dental program provides critical care to adults who meet the eligibility requirements. Services include: oral examinations, extractions, fillings, oral surgery, and dental hygiene.
	Pharmacy	\$4,511	The pharmacy program dispenses generic medications to eligible recipients.
	Medical Care	\$9,300	Provides medical care for those without insurance who are experiencing a chronic illness.
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

FY2021 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.
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 Fee to manage programs and Capital	\$132,217	
	Anger Management Program	\$15,699	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.
	Community Service Work Program	\$27,194	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.
	Substance Abuse Services	\$31,374	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	\$1,948	Provides a variety of educational services to the general public and to allied professionals.
	Counseling and Case Management	\$2,060	To provide assessment and intervention on behalf of the survivor's short and long-term needs.
	Crisis Services	\$5,495	Provides a 24 hour hotlines and hospital accompaniment to adult and child victims of sexual violence.

PARTNER AGENCIES: HEALTH AND SOCIAL SERVICES

FY2021 Adopted Budget

Partner Agency	Program Name	Program Funding	Program Description
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	\$4,470	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	\$4,470	Program that focuses on three important elements of personal health: physical activity, nutritional education, and healthcare assessments and assistance.
	Summer Junction	\$1,970	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	\$3,358	Series of classes offered to adults to enhance their educational, professional, and healthy living skills.
	Helping Us Grow Stronger	\$3,353	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	\$1,824	Educates low and moderate income workers about tax credit eligibility, provides free tax preparation services, and provides free financial coaching to individuals and families.
	ALICE Assistance	\$913	Financial aid fund to provide support to local individuals and families who are facing a financial crisis which could result in eviction or foreclosure. ALICE threshold can receive one-time assistance for rent, mortgage, transportation/car repairs, or emergency childcare
Virginia Community Food Connections	VA Fresh Match Program	\$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		\$1,637,478	

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, and Adult Services. These three units provide the following services to the community:

- Adult and Child Protective Services
- Family Preservation 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
- Transportation
- Holiday Assistance

Benefit Programs

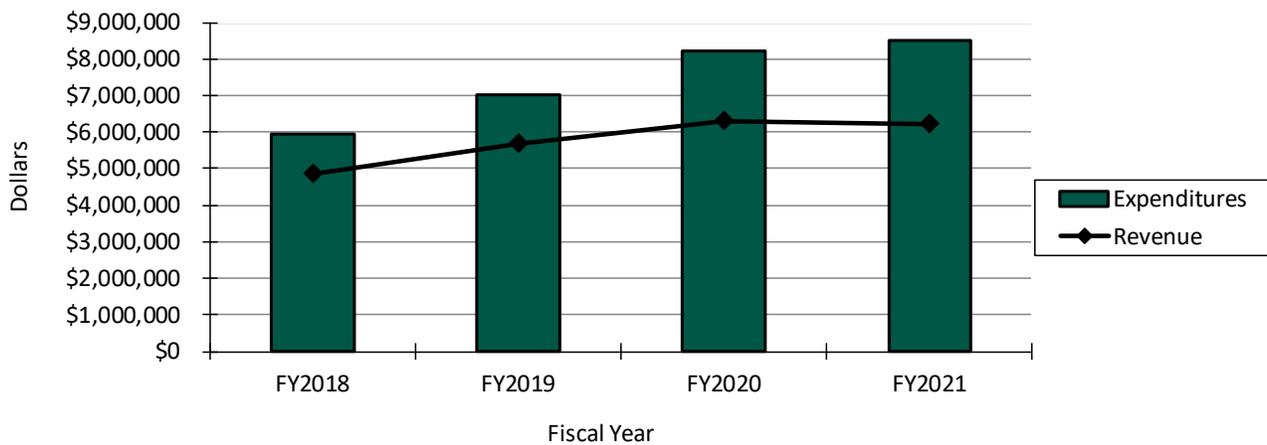
The Benefit Programs Division is comprised of four units that provide the following programs to income eligible adults and families with children:

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

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$4,104,894	\$4,848,642	\$5,736,977	\$6,031,946	\$294,969	5.1%
Operating	1,853,429	2,156,956	2,462,600	\$2,462,451	(149)	0.0%
Total	5,958,323	7,005,598	8,199,577	8,494,397	294,820	3.6%
Revenue	4,844,410	5,661,048	6,316,594	6,236,856	(79,738)	-1.3%
Local Tax Funding	\$1,113,913	\$1,344,550	\$1,882,983	\$2,257,541	\$374,558	19.9%

Funded Positions						
Full-Time Positions	60	61	73	74	1	1.4%
Part-Time Positions	6	6	5	5	0	0.0%



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- 1 Full-Time Self Sufficiency Specialist III

Operating

- Increase to legal
- Increase in operating for new personnel
- Decrease to postage
- Decrease to office supplies
- Decrease to transportation services

Goals/Objectives

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

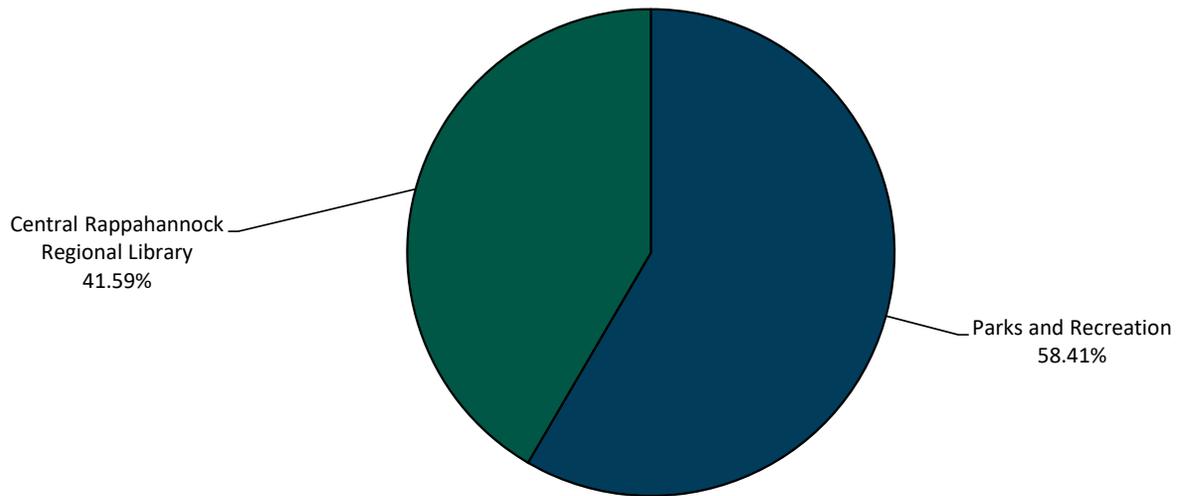
- Complete a minimum of 97% of Benefit Programs applications within State/Federal Processing Standards. (Service levels 1 and 2)
- Maintain a training structure for new and experienced Benefit Programs Specialists to promote timeliness and accuracy in job performance. (Service levels 1 and 2)
- Engage in a new partnership with the Virginia Department of Social Services (VDSS) to provide access to technology (iPads) for Family Services staff to use in the field. (Service levels 3, 4, 5, 6, and 7)
- Exceed the National Standard of 94.6% for children without a Recurrence of Maltreatment. (Service levels 3 and 4)
- Sustain completion of 95% of CPS investigations/family assessments, to include data entry compliance, within State mandated guidelines. (Service level 3)
- Ensure a minimum of 90% of foster children are placed in Family Based Placements. (Service levels 5, 6, and 7)
- Decrease the time children remain in Foster Care to no longer than 18 months. (Service levels 5 and 7)
- Develop new Community Work Sites for the Virginia Initiative for Education and Work (VIEW) program participants.
- Recruit and train volunteers to assist agency staff.

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1.Benefit applications received (VaCMS)	9,112	8,250	8,500
2.SNAP households served (VaCMS)	3,126	3,000	3,150
3.CPS complaints investigated (OASIS)	709	825	825
4.Percent of children without a recurrence of maltreatment (SafeMeasures)	99.2%	100%	100%
5.Foster care children served (OASIS)	72	85	75
6.Foster children served in family based placements (SafeMeasures)	92.5%	90%	90%
7.Foster care discharges to permanency (SafeMeasures)	87.3%	90%	90%
8.Reports of alleged adult abuse/neglect received by APS (PeerPlace)	281	250	300
9.Per capita cost for county share of agency budget	\$8.97	\$10.75	\$10.75

PARKS, RECREATION, AND CULTURAL

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Parks and Recreation	\$7,973,767	\$8,192,554	\$7,408,897	(\$783,657)	(9.6)%
Central Rappahannock Regional Library	5,301,944	5,663,018	5,276,334	(386,684)	(6.8)%
Total Expenditures	\$13,275,711	\$13,855,572	\$12,685,231	(\$1,170,341)	(8.4)%



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

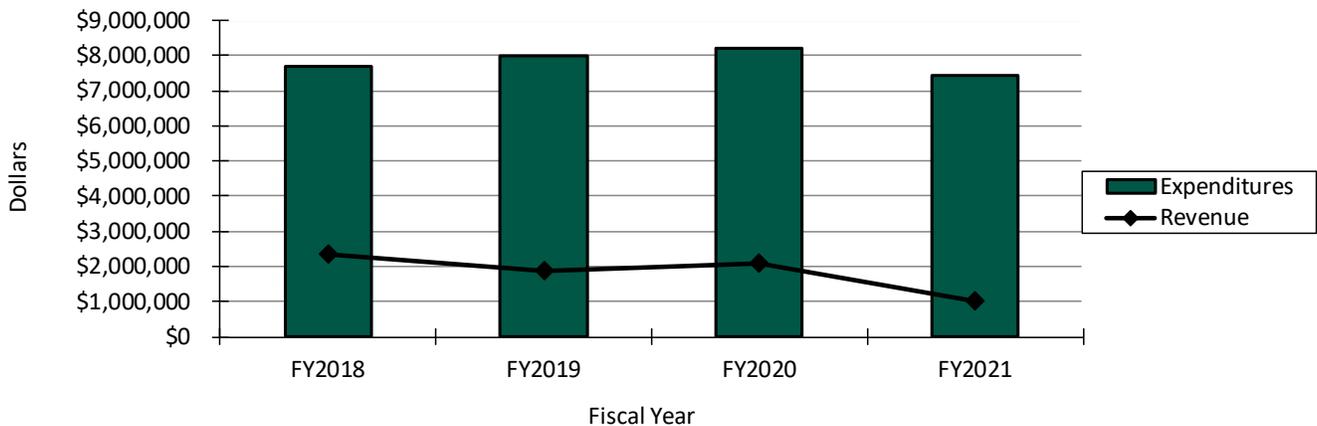
- Provide oversight and support for all the operations of the department. Oversee the annual operating budget, personnel management, organizational development, marketing, grant administration and policy development. Also serves as a liaison to the Parks and Recreation Commission.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$5,166,967	\$5,218,555	\$5,497,631	\$5,097,316	(\$400,315)	-7.3%
Operating	2,393,390	2,581,437	2,694,923	2,311,581	(383,342)	-14.2%
Capital	140,284	173,775	0	0	0	0.0%
Total	7,700,641	7,973,767	8,192,554	7,408,897	(783,657)	-9.6%
Revenue	2,347,995	1,878,534	2,087,604	1,026,811	(1,060,793)	-50.8%
Local Tax Funding	\$5,352,646	\$6,095,233	\$6,104,950	\$6,382,086	\$277,136	4.5%

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

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Additional Funding for 2 Part-Time Parks Maintenance Worker I (funded for ½ year in FY20)

Operating

- Increase to utilities
- Increase to repairs and maintenance
- \$870,491 Reduction to balance expenditures to reduced revenues as a result of COVID-19

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Athletic field bookings	13,824	14,000	14,200
2. Youth program participants served (ages <19)	25,443	26,000	26,500
3. Adult program participants served (ages >19)	12,053	14,000	14,000
4. Swimming Pool users	44,704	32,000	46,000
5. Number of facility, pavilion, and amphitheater rentals	7,642	7,700	8,000
6. Recreation programs/special events/trips/camps offered (Class)	5,820	5,800	5,850
7. Cost Recovery (Rev/Exp)	26.0%	31.0%	27.0%

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

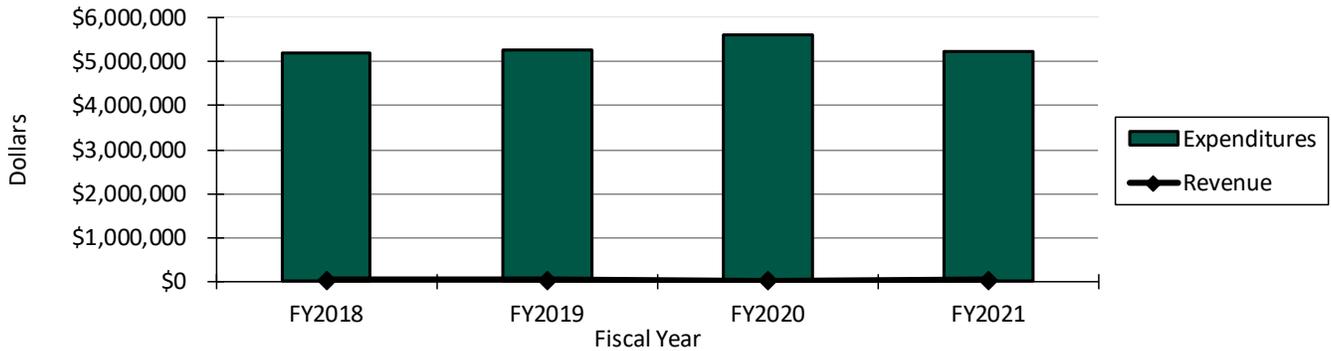
- Professionalism – We are qualified, skilled, and committed.
- Collaboration – We are committed to collaborate and partner with other regional leaders and organizations to provide holistic, integrated solutions.
- Teamwork – We build and maintain vital connections to the region so that classes, events,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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$5,238,040	\$5,301,944	\$5,663,018	\$5,276,334	(\$386,684)	-6.8%
Total	5,238,040	5,301,944	5,663,018	5,276,334	(386,684)	-6.8%
Revenue	42,041	39,239	42,000	42,438	438	1.0%
Local Tax Funding	\$5,195,999	\$5,262,705	\$5,621,018	\$5,233,896	(\$386,684)	-6.9%



Notable Changes

Operating

- o Decrease in circulation

Goals/Objectives

READ

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

LEARN

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

MEET

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

CENTRAL RAPPAHANNOCK REGIONAL LIBRARY

FY2021 Adopted Budget

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
Book Stock Growth	663,244	683,141	703,636
Library Visits	1,334,975	1,375,024	1,416,275
Number of Classes	3,324	3,424	3,526
Attendance	81,151	83,586	86,093
Lobby Stops/Grow a Reader Outreach	80	82	85
Circulation	4,150,695	4,275,216	4,403,472

Stafford Demographics

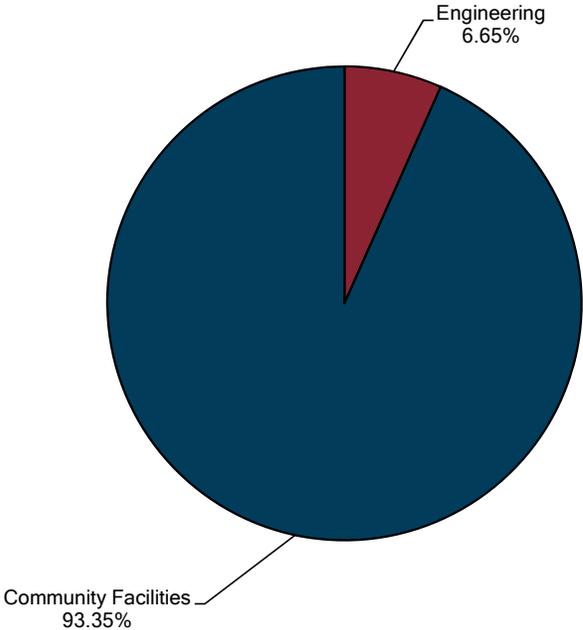
Service Levels	FY209 Actual	FY2020 Budget	FY2021 Plan
Book Stock Growth*	663,244	683,141	703,636
Library Visits	516,425	531,918	547,875
Number of Classes (Porter & Howell)**	1,452	1,496	1,540
Attendance	35,851	36,927	38,034
Lobby Stops/Grow a Reader Outreach	31	32	33
Circulation	1,801,190	1,855,226	1,910,882

*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.

PUBLIC WORKS
FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Engineering	\$586,418	\$416,339	\$326,908	(\$89,431)	(21.5)%
Community Facilities	4,255,196	4,806,995	4,586,790	(220,205)	(4.6)%
Total Expenditures	\$4,841,614	\$5,223,334	\$4,913,698	(\$309,636)	(5.9)%



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 FY2021-2030 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 FY2021-2030 CIP.

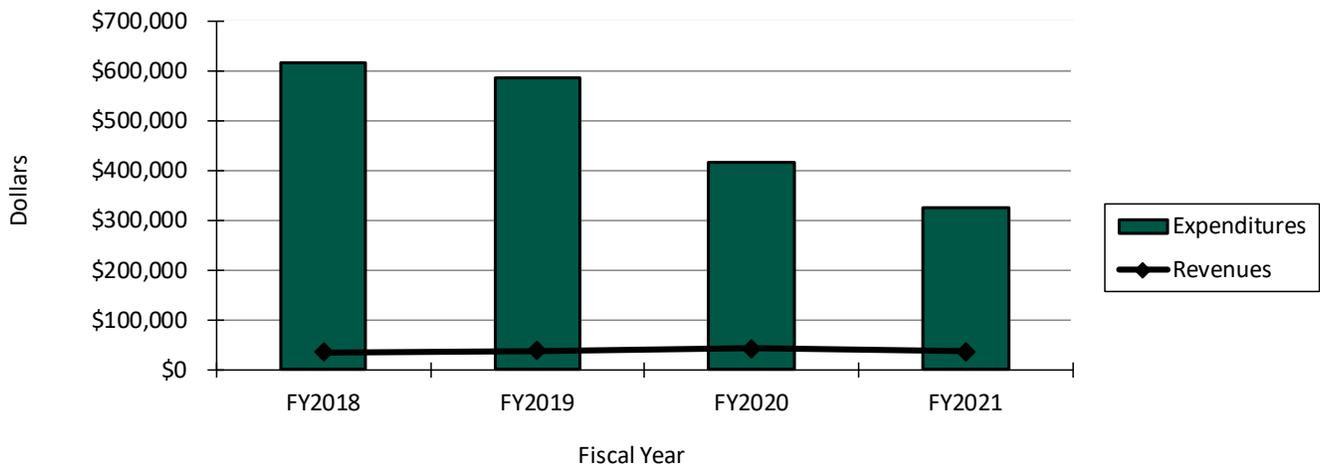
Transportation Engineering

- 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 the 2019 Transportation Bond Referendum, service districts, 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$589,404	\$547,982	\$371,974	\$282,814	(\$89,160)	-24.0%
Operating	26,278	38,436	44,365	44,094	(271)	-0.6%
Total	615,682	586,418	416,339	326,908	(89,431)	-21.5%
Revenue	35,040	38,158	42,500	37,124	(5,376)	-12.6%
Local Tax Funding	\$580,642	\$548,260	\$373,839	\$289,784	(\$84,055)	-22.5%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings
- Managed attrition

Operating

- Decrease in fuels and lubricants
- Increase in office supplies

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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Miles of County roads accepted into the state system¹	12.0	10.0	6.0
2. Work orders for street sign replacements²	61	62	65
3. Residential development plans reviewed for transportation³	72	60	60
4. Proffers received for transportation projects⁴	\$4,948,525	\$1,548,382	\$2,202,022
5. Traffic studies conducted⁵	25	15	15

¹Planning 30 roads to be accepted; totaling 6 miles.

²For FY20, 26 total replacements through 11/25/19; projecting 62.

³Residential PRELIM, CONSTRUCTION, PLAT, and CLUSTER applications; for FY20, 27 total through 11/25/19; projecting 60.

⁴Most recent data from Proffer Committee (6/18/19).

⁵Averaging about 15 per year. FY19 inflated due to previous road study.

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

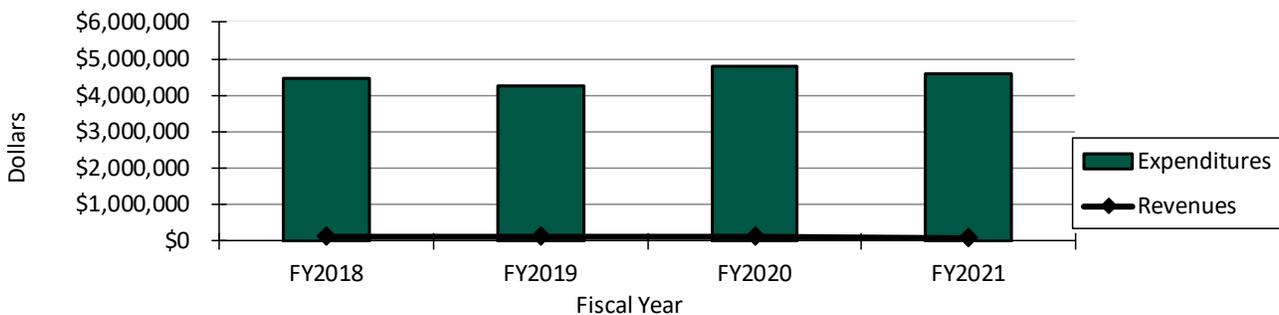
- Provide interoffice, UPS, Federal Express, and U.S. postal services to all County departments.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,386,070	\$1,287,188	\$1,560,969	\$1,582,928	\$21,959	1.4%
Operating	2,965,755	2,904,004	3,196,026	2,990,514	(205,512)	-6.4%
Capital	102,335	64,004	50,000	13,348	(36,652)	-73.3%
Total	4,454,160	4,255,196	4,806,995	4,586,790	(220,205)	-4.6%
Revenue	126,860	123,092	126,910	111,394	(15,516)	-12.2%
Local Tax Funding	\$4,454,160	\$4,255,196	\$4,806,995	\$4,586,790	(\$220,205)	-4.6%

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

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Increase Vacancy Savings

Operating

- Increase in repairs and maintenance
- Increase in contracts
- Increase in water and sewer
- \$239,702 Reduction to balance expenditures to reduced revenues as a result of COVID-19

Capital

- Decrease in reoccurring costs

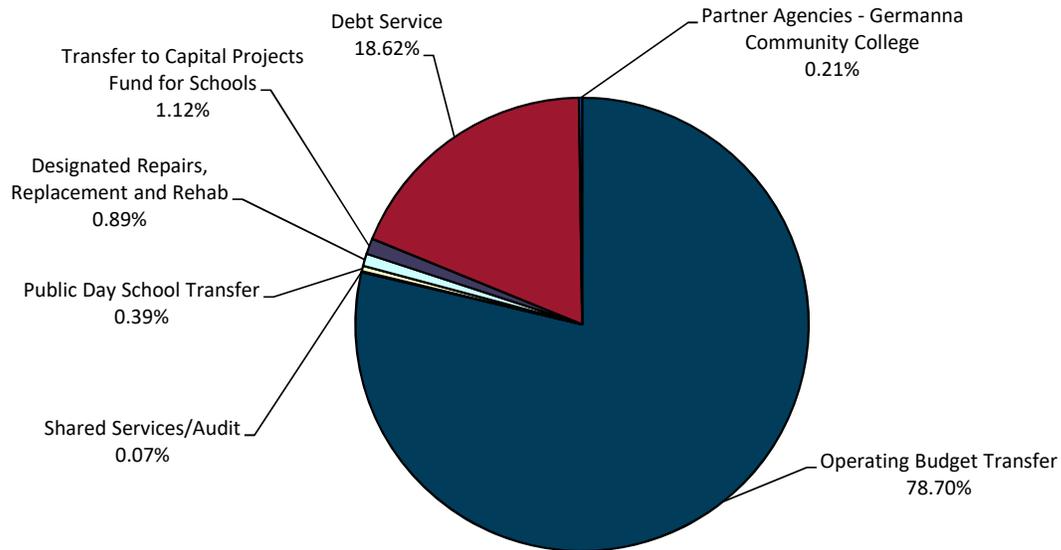
Goals/Objectives

- 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	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Work Orders processed	3,096	3,100	3,200
2. Square Ft – facilities maintained	649,354	668,630	668,630
3. Maintenance Cost - per square foot	\$7.98	\$8.28	\$8.48
4. Energy Consumption Cost – per square foot	\$1.89	\$1.87	\$1.87
5. Maintenance Mechanics – per square foot	1/54,112	1/55,719	1/57,326

EDUCATION
FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Operating Budget Transfer	\$116,796,434	\$126,629,664	\$128,314,664	\$1,685,000	1.3%
Shared Services/Audit	0	354,600	115,307	(239,293)	(67.5)%
Public Day School Transfer	518,000	518,000	630,158	112,158	21.7%
Designated Repairs, Replacement and Rehab	0	1,445,865	1,445,865	0	0.0%
Transfer to Capital Projects Fund for Schools	2,794,863	0	1,833,476	1,833,476	100.0%
Debt Service	31,141,916	31,696,129	30,358,266	(1,337,863)	(4.2)%
Partner Agencies - Germanna Community College	226,070	348,858	348,858	0	0.0%
Total Expenditures	\$151,477,283	\$160,993,116	\$163,046,594	\$2,053,478	1.3%



Mission

Inspire and empower all learners to thrive.

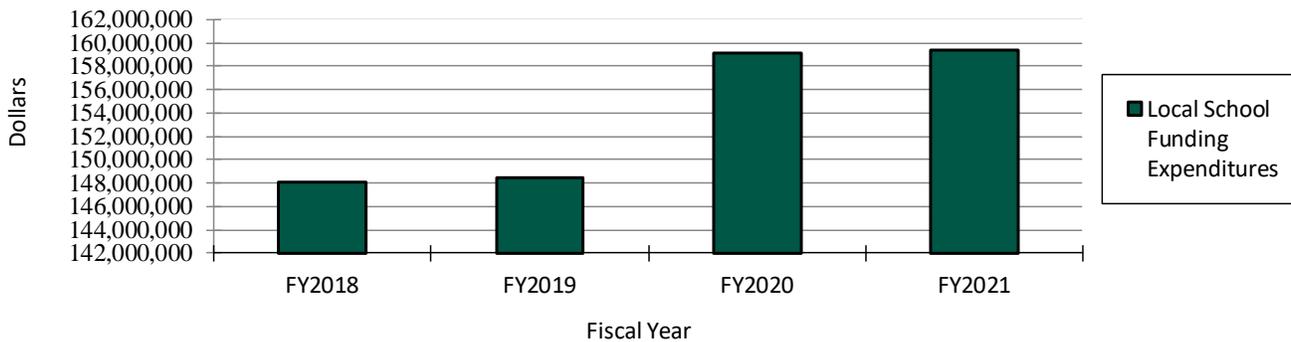
Who Are We?

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

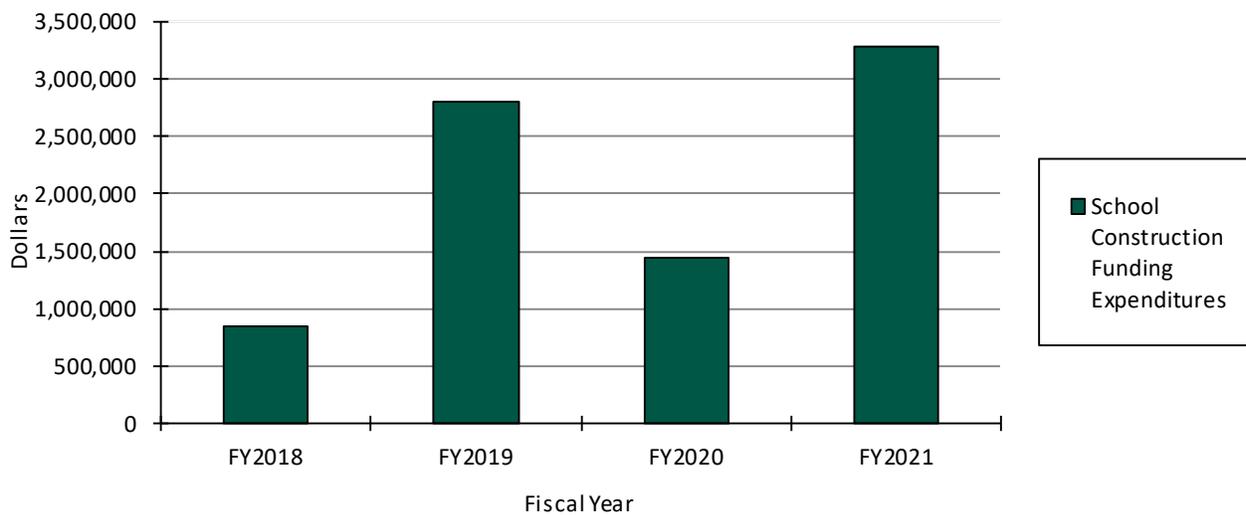
	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating Budget						
Transfer	\$116,440,953	\$116,796,434	\$126,629,664	\$128,314,664	\$1,685,000	1.3%
Shared Services/Audit	0	0	354,600	115,307	(239,293)	-67.5%
Public Day School						
Transfer	518,000	518,000	518,000	630,158	112,158	21.7%
Subtotal School Operating						
Transfer	116,958,953	117,314,434	127,502,264	129,060,129	1,557,865	1.2%
Debt Service	31,158,878	31,141,916	31,696,129	30,358,266	(1,337,863)	-4.2%
Local School Funding						
Support	\$148,117,831	\$148,456,350	\$159,198,393	\$159,418,395	\$220,002	0.1%



SCHOOL OPERATIONS: LOCAL FUNDING

FY2021 Adopted Budget

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Designated Repairs, Replacement and Rehab	\$0	\$0	\$1,445,865	\$1,445,865	\$0	0.0%
Transfer for School Capital Projects	849,298	2,794,863	0	1,833,476	1,833,476	100.0%
Total	849,298	2,794,863	1,445,865	3,279,341	1,833,476	126.8%
Total Funding	\$849,298	\$2,794,863	\$1,445,865	\$3,279,341	\$1,833,476	126.8%



Notable Changes

Operating

- Increase for VRS
- Increase for Public Day School
- Shared services decreased to end shared Central Procurement.

Debt

- Reduction in debt service due to retirement of debt

Capital

- Maintains BOS ongoing capital commitment of \$1.4 to 3R
- \$877K of Prior Year Fund Balance to fund High School #6
- \$956K of Prior Year Fund Balance to fund 3R projects at NSHS

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?

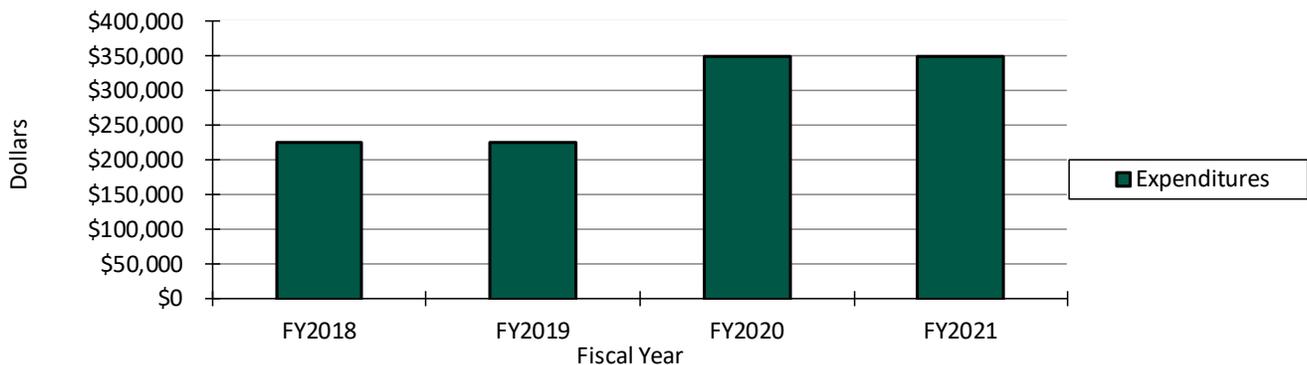
Agencies Include:

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$26,070	\$26,070	\$48,858	\$48,858	\$0	0.0%
Capital	200,000	200,000	300,000	300,000	0	0.0%
Total	226,070	226,070	348,858	348,858	0	0.0%
Local Tax Funding	\$226,070	\$226,070	\$348,858	\$348,858	\$0	0.0%



Notable Changes

- Continues year two of five of capital contribution to build the Nursing School

PARTNER AGENCIES: GERMANNA COMMUNITY COLLEGE

FY2021 Adopted Budget

Agency Funding Summary

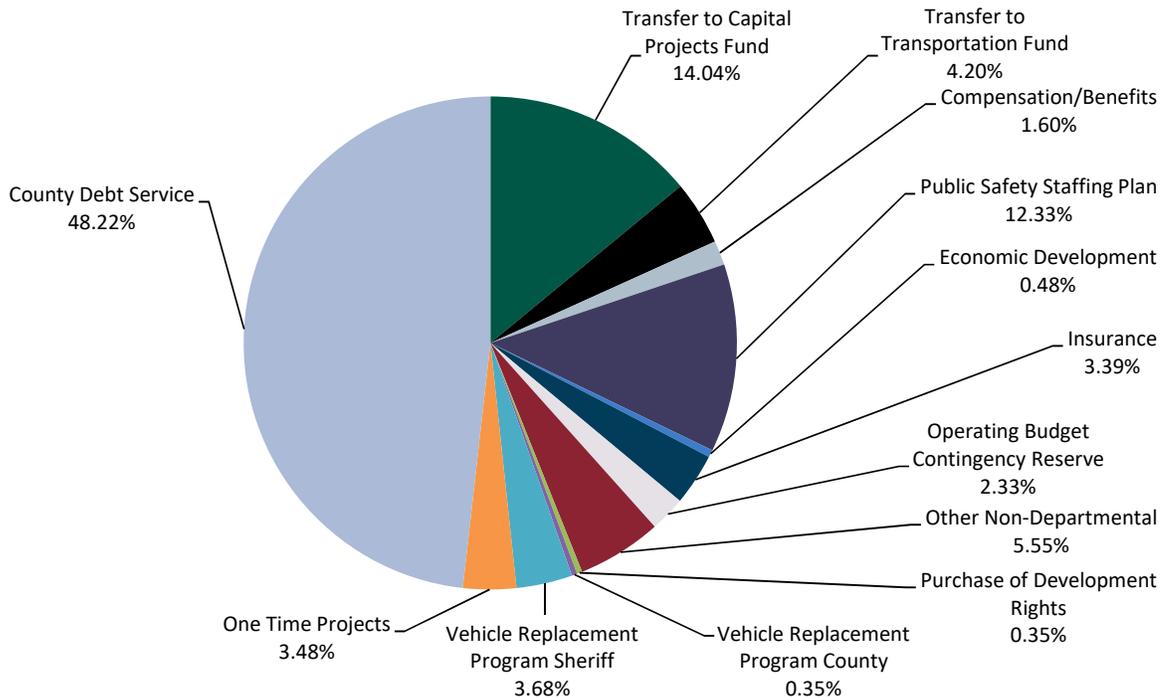
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Agency Request	FY2021 Adopted Budget	Changes '20 to '21	
Germanna Community College - Maintenance Reserve + Capital	\$200,000	\$300,000	\$425,000	\$300,000	\$0	0.0%
Germanna Community College - Operating	26,070	48,858	48,858	48,858	0	0.0%
Total	\$226,070	\$348,858	\$473,858	\$348,858	\$0	0.0%

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	

NON-DEPARTMENTAL

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Transfers Between Funds					
Transfer to Capital Projects Fund	\$3,321,535	\$9,196,705	\$4,012,070	(\$5,184,635)	(56.4)%
Transfer to Transportation Fund	2,880	0	1,202,230	1,202,230	100.0%
Compensation/Benefits	0	20,000	458,000	438,000	2,190.0%
Public Safety Staffing Plan	0	0	3,526,257	3,526,257	100.0%
Economic Development	284,738	276,813	138,406	(138,407)	(50.0)%
Insurance	820,621	902,776	970,328	67,552	7.5%
Operating Budget Contingency Reserve	0	664,889	664,889	0	0.0%
Other Non-Departmental	2,098,402	1,606,669	1,586,669	(20,000)	(1.2)%
Purchase of Development Rights	0	0	100,000	100,000	100.0%
Vehicle Replacement Program County	21,002	100,000	100,000	0	0.0%
Vehicle Replacement Program Sheriff	914,771	1,051,861	1,051,861	0	0.0%
One Time Projects	2,253,088	508,431	995,718	487,287	95.8%
County Debt Service	13,783,766	13,782,968	13,786,464	3,496	0.0%
Total Expenditures	\$23,500,803	\$28,111,112	\$28,592,892	\$481,780	1.7%



Who Are We?

The Non-Departmental accounts provide funds for:

Compensation and Benefits:

- Includes funding for Market Pay enhancements

Public Safety Salary Scale

- Includes funding for Sheriff and Fire and Rescue Step Plan

Economic Development:

- Maintained level funding for Economic Development Initiatives, such as Downtown 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:

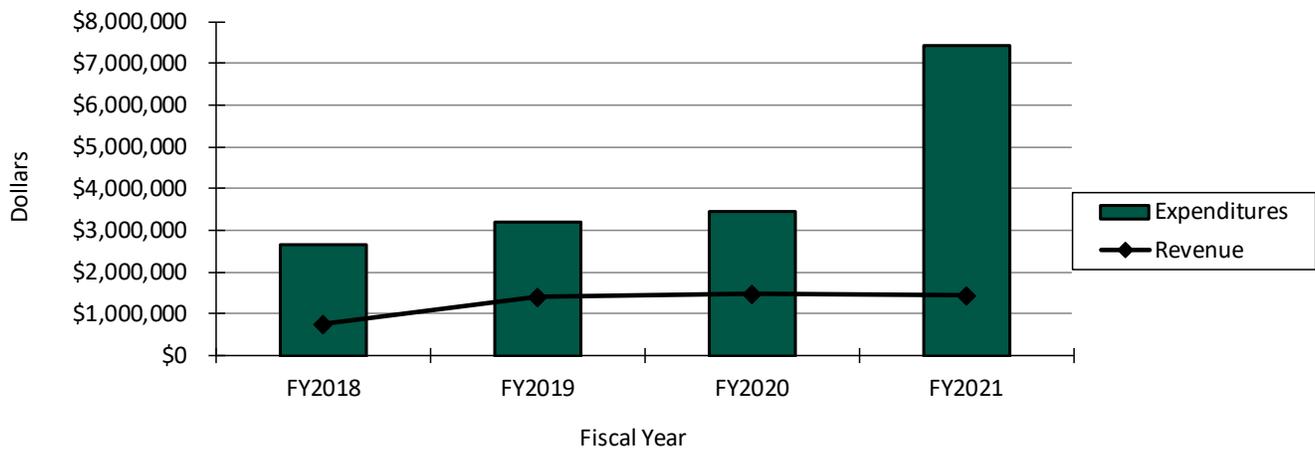
- Accounts for County wide expenditures that are not related specifically to a department

Purchase of Development Rights:

- Acquire conservation easements voluntarily offered by property owners

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$504,875	\$71,825	\$92,000	\$4,056,257	\$3,964,257	4309.0%
Operating	2,145,530	3,111,381	3,379,147	3,288,292	(90,855)	-2.7%
Local Tax Funding	2,650,405	3,183,206	3,471,147	7,444,549	3,973,402	114.5%
Revenue	760,859	1,419,062	1,481,872	1,438,528	(43,344)	-2.9%
Net Tax Support	\$1,889,546	\$1,764,144	\$1,989,275	\$6,006,021	\$4,016,746	201.9%



Mission

The Purchase of Development Rights (PDR) program enables the Stafford County Government to acquire conservation easements voluntarily offered by property owners as a way to ensure that Stafford’s resources are protected and efficiently used, and limits further residential development on a property. The program is proposed to preserve open space and rural lands; farm and forest land; water resources and environmentally sensitive lands; and wildlife and aquatic habitat. It will also help to shape the character, direction, and timing of development in the county; improve the quality of life for residents; and promote recreation and tourism through the preservation of scenic and historic resources.

Who Are We?

The Stafford County Purchase of Development Rights (PDR) program, established in 2007, compensates property owners for restricting development on their land through recordation of a conservation easement. The property owner retains ownership of the land and may continue to reside on property, and retain such uses as farming or timbering. Compensation to the property owner is determined by how many development rights, or buildable lots, exist on the property.

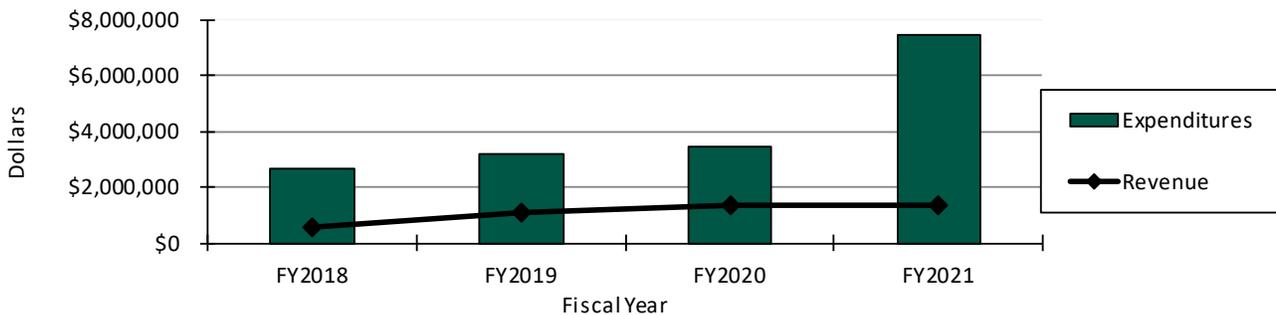
As of January, 2020, the County has preserved 743 acres of farm and forest lands on eight properties county-wide through acquisition of conservation easements. An additional 124 acres were acquired fee simple using donated funds and grant funds through the PDR program. A total of 223 development rights have been extinguished. Six additional properties totaling 396 acres are in process to be included in the PDR program, with anticipated closing on the projects by the end of fiscal year 2021. This would extinguish an additional 101 development rights.

The County’s portion of the costs comes primarily from rollback taxes. The remaining costs come from State and Federal matching grant funds and donation of funds.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Capital ¹	0	0	0	100,000	100,000	100.0%
Local Tax Funding	0	0	0	100,000	100,000	100.0%
Revenue	0	0	0	100,000	100,000	100.0%
Net Tax Support	\$0	\$0	\$0	\$0	\$0	0.0%

¹FY2021 Adopted Budget consider all pdr revenues and expenditure transactions in the general fund, rather than capital fund.



Goals/Objectives

- To increase the number of properties within the PDR Program. (Service level 1)
- To preserve a sizeable acreage of open space within the county to retain rural and forest lands, water resources, and wildlife and aquatic habit. (Service levels 1 and 2)
- To allow growth within the County, but also promote recreation and tourism through preservation of scenic and historic resources. (Service levels 1, 2, and 3)
- Promote and encourage participation within the PDR Program while not burdening the costs on the residents and maximizing grants and other funding sources. (Service levels 4 and 5)

Service Levels	FY2019 Actual ¹	FY2020 Budget	FY2021 Plan ²
1. Number of properties in the PDR Program	9	12	16
2. Number of acres preserved through the PDR Program	784	982	1,263
3. Number of development rights extinguished	198	251	352
4. Costs paid with County Funds	\$2,077,524	\$2,572,404	\$3,484,904
5. Costs paid with Grants, Donations, and Other Funds	\$3,080,579	\$3,855,199	\$4,767,699

⁽¹⁾ FY2019 actuals include all properties in program from FY2008-FY2019. FY2020 and FY2021 represent cumulative totals through FY2021.

⁽²⁾ Board of Supervisors deviated from policy stating all rollback taxes will be dedicated to PDR, only \$100,000 was for FY2021.

CAPITAL PROJECTS: REPAIR, REPLACEMENT, AND REHABILITATION

FY2021 Adopted Budget

Mission

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

Who Are We?

Repair, replacement, and rehabilitation (3R) funds in the General Fund will be used for one time projects and vehicle replacement.

Summary of Projects

One Time Requests	Item	Funding
Non-Departmental	Executive Leadership Team – Program of Services Inventory	150,000
Non-Departmental	Executive Leadership Team – Inventory of Systems	100,000
Information Technology	Security Tokens – Multifactor Authentication	50,000
Registrar	Presidential Election	111,500
Registrar	Redistricting	465,000
Finance & Budget	Procurement Trade Show and Business Forum	13,000
Human Resources	457 Plan RFP	26,000
Commonwealth Attorney	Digital Trial Evidence Courtroom Software	18,968
Sheriff	Cyclical Replacement Funds	28,000
Community Facilities	Cyclical Replacement Funds	28,000
Circuit Court	Replace Judges’ Chairs (courtrooms and offices)	5,250
Sub-Total One-time		\$995,718

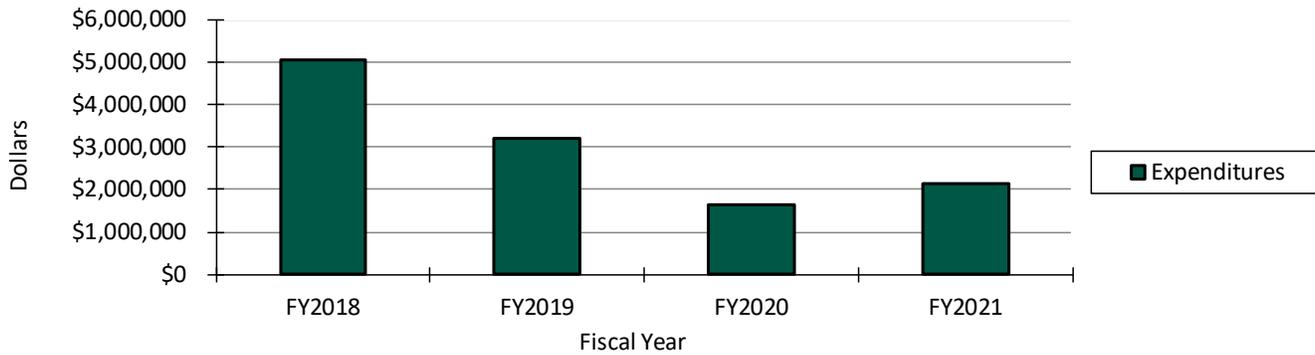
Vehicle Replacement	Item	Funding
Non-Departmental	Vehicle Replacement County	100,000
Sheriff	Vehicle Replacement Sheriff	1,051,861
Sub-Total One-time		\$1,151,861
Total		\$2,147,579

CAPITAL PROJECTS: REPAIR, REPLACEMENT, AND REHABILITATION

FY2021 Adopted Budget

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	422,736	603,156	0	0	0	0.0%
Capital	4,613,829	2,606,260	1,660,292	2,147,579	487,287	29.3%
Local Tax Funding	\$5,036,565	\$3,209,416	\$1,660,292	\$2,147,579	\$487,287	29.3%



Notable Changes

- Increase funding for one-time projects (see list above)

Mission

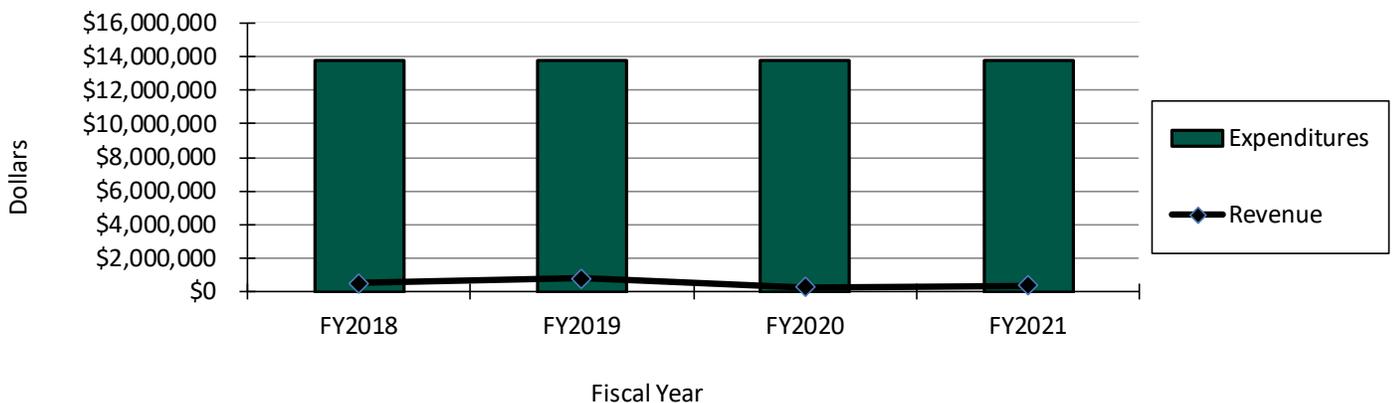
The County’s General Government debt budget includes principal and interest payments on outstanding debt repaid from the general fund. Debt service payments of the School system and self-supporting revenue bonds are included in the respective budgets of the school system and the various enterprises.

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Capital	\$13,740,398	\$13,783,766	\$13,782,968	\$13,786,464	\$3,496	0.0%
Local Tax Funding	\$13,740,398	\$13,783,766	\$13,782,968	\$13,786,464	\$3,496	0.0%
Revenue	501,450	796,333	279,584	336,464	56,880	20.3%
Net Tax Support	\$13,238,948	\$12,987,433	\$13,503,384	\$13,450,000	(\$53,384)	-0.4%



Notable Changes

- Increase in debt service for Fire and Rescue apparatus

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.

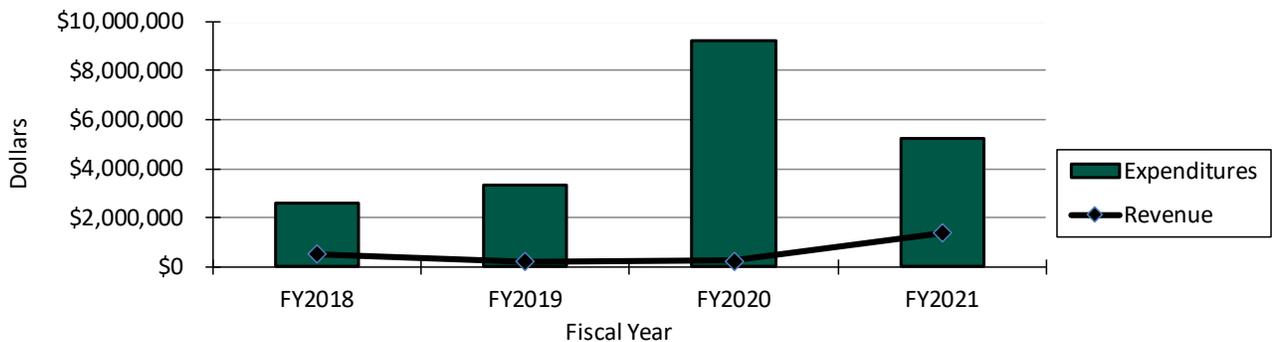
The above goals support the Principles of High Performance Financial Management.

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Transfer to Capital Projects Fund	\$1,196,287	\$3,321,535	\$9,196,705	\$4,012,070	(\$5,184,635)	-56.4%
Transfer to Transportation Fund	225,726	2,880	0	1,202,230	1,202,230	100.0%
Transfer to Armed Services Memorial Fund	62,500	0	0	0	0	0.0%
Transfer to Lake Arrowhead	548,000	0	0	0	0	0.0%
Transfer to Lake Carroll Service District	550,000	0	0	0	0	0.0%
Local Tax Funding	\$2,582,513	\$3,324,415	\$9,196,705	\$5,214,300	(\$3,982,405)	-43.3%
Revenue	533,696	237,104	250,000	1,378,230	1,128,230	451.3%
Net Tax Support	\$2,048,817	\$3,087,311	\$8,946,705	\$3,836,070	(\$5,110,635)	-57.1%



Notable Changes

Transfer to Capital Projects fund includes:

- o Reduction of pay-as-you-go capital projects guideline from 3% to 2% due to COVID-19
- o FY20 Adopted Budget included dedicated funding for Courthouse project

Transfer to Transportation Fund:

- o \$1.2 million for the Jefferson Davis Highway and Courthouse Road Intersection 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

Holly Hazard, Chair
HARTWOOD DISTRICT

Irene Hollerback, Vice-Chair
AQUIA DISTRICT

Dr. Sarah Chase
FALMOUTH DISTRICT

Patricia Healy
ROCK HILL DISTRICT

Susan Randall
GEORGE WASHINGTON DISTRICT

Dr. Elizabeth Warner
GRIFFIS-WIDEWATER DISTRICT

Pamela Yeung
GARRISONVILLE DISTRICT

VISION, BELIEFS, AND MISSION STATEMENT

FY2021 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 FY2021 is 29,860, an increase of 509 students. Total new spending in the budget is \$17.7 million. It includes funding for:

- New starting teacher salary of \$45,766
- Pay enhancements for selected service job classifications based on the Evergreen Solutions Classification and Compensation Study
- \$150,000 Security Infrastructure Improvements
- 102.4 new positions, including:
 - 50.0 Teachers
 - 15.0 Paraprofessionals
 - 9.4 Counselors
 - 5.0 Nurses (LPN)
 - 3.0 Directors/Supervisors
 - 2.0 Coordinators
 - 1.5 Speech Pathologists
 - 4.0 Assistant Principals
 - 2.0 Other Professionals
 - 1.0 Attendance Social Worker
 - 0.5 Occupational Physical Therapist
 - 1.0 Computer Technician
 - 5.0 Bus Drivers
 - 3.0 Food Services (Hourly)
- Funding for five (5) mainstream buses and five (5) Special Education buses bringing the total budgeted to ten (10).

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

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
School Operating Fund	\$289,358,686	\$305,381,821	\$323,099,249	\$17,717,428	5.80%
Nutrition Services Fund	12,437,609	14,468,338	15,508,941	1,040,603	7.19%
Construction Fund ⁽¹⁾	34,076,234	5,122,855	1,766,934	(3,355,921)	-65.51%
Grant Fund	10,170,641	13,237,009	15,072,176	1,835,167	13.86%
Total School Funds	\$346,043,170	\$338,210,023	\$355,447,300	\$17,237,277	5.10%

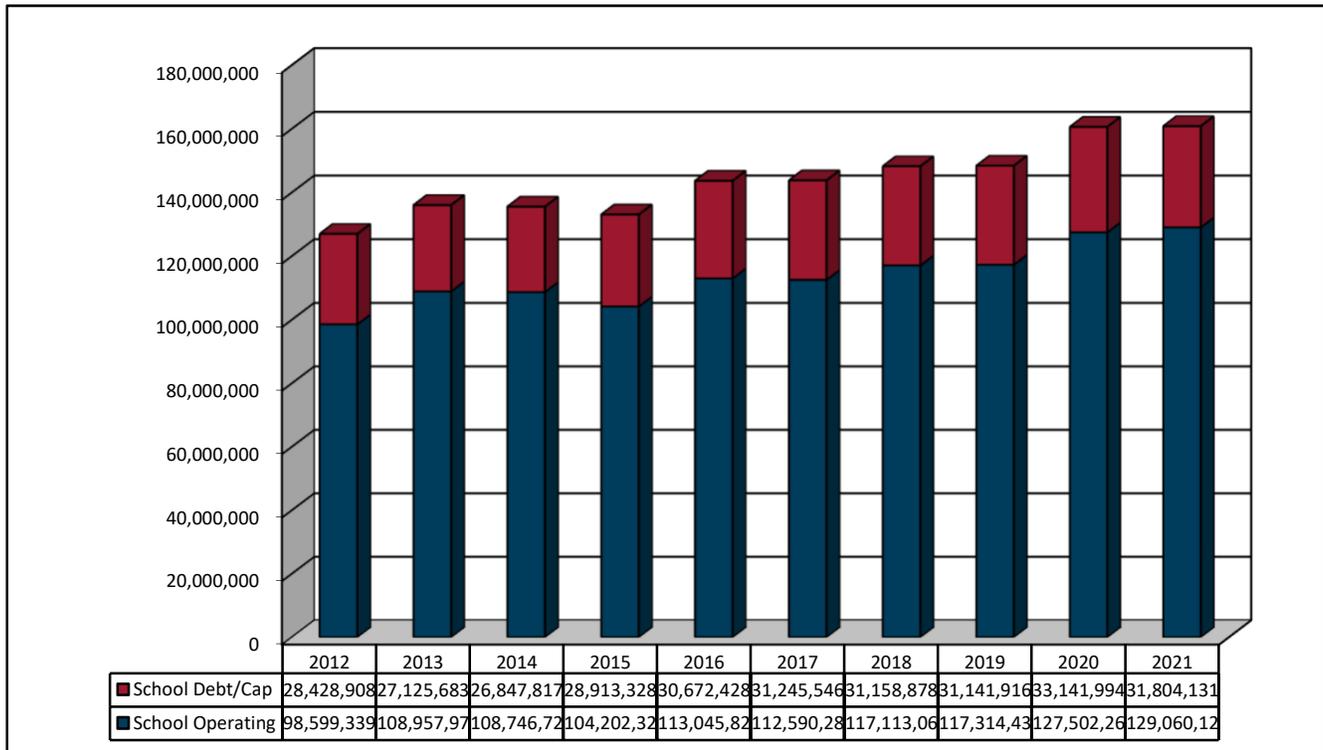
Internal Service Funds	FY2019 Adopted Budget	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Health Benefits Fund	29,589,368	31,722,329	31,666,750	(55,579)	-0.18%
Workers' Compensation Fund	667,396	617,430	790,798	173,368	28.08%
Total	\$30,256,764	\$32,339,759	\$32,457,548	\$117,789	0.36%

SCHOOL TRANSFER AND DEBT SERVICE

FY2021 Adopted Budget

The schedule and graph below show an historical analysis of the School transfer separated by operating costs and debt service. Years FY2012 through FY2019 are actual expenditures; years FY2020 is Adopted and FY2021 reflect the Adopted Budget.

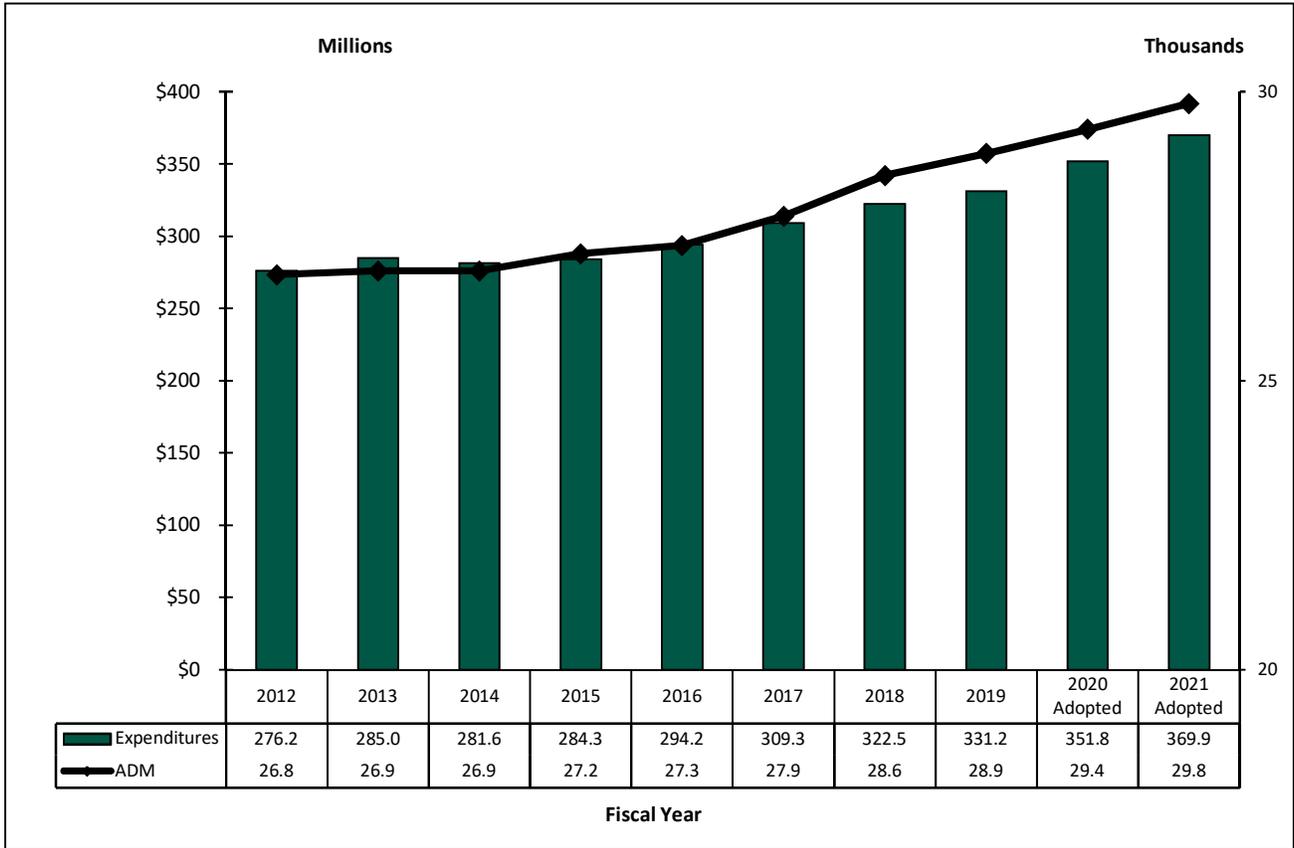
Year	School Transfer	School Transfer Operating	Prior Year % Change Oper	Debt Service/ Capital Projects	Prior Year % Change Debt
2012	127,028,247	98,599,339	-0.73%	28,428,908	11.13%
2013	136,083,658	108,957,975	10.51%	27,125,683	-4.58%
2014	135,594,545	108,746,728	-0.19%	26,847,817	-1.02%
2015	133,115,651	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	148,456,350	117,314,434	0.17%	31,141,916	-0.05%
2020	160,644,258	127,502,264	8.68%	33,141,994	6.42%
2021	160,864,260	129,060,129	1.22%	31,804,131	-4.04%
Average 2012 to 2021			2.17%		0.97%



SCHOOL OPERATING VS. ENROLLMENT

FY2021 Adopted Budget

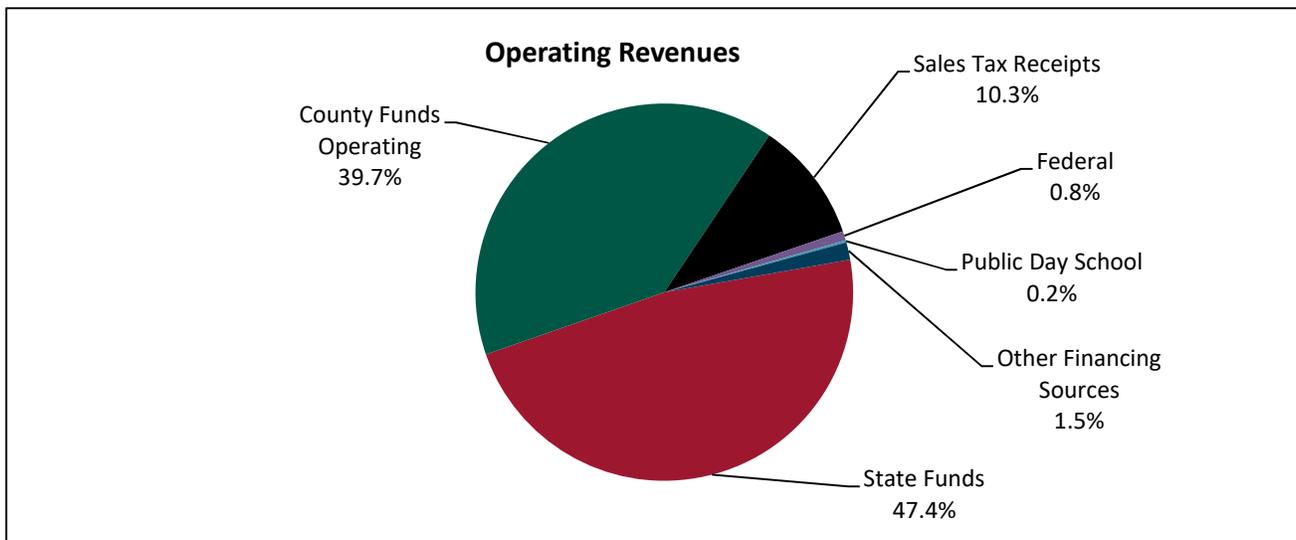
Estimated school average daily membership (ADM) for Fiscal Year 2021 is 29,860 and a school operating budget of \$369.9 million (includes total operating budget, debt service, and grants fund).



SCHOOL OPERATING FUND

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
State Funds	\$133,368,936	\$140,187,043	\$153,259,952	\$13,072,909	9.3%
County Funds Operating	116,796,434	126,984,264	128,429,971	1,445,707	1.1%
Sales Tax Receipts	30,166,950	32,028,361	33,439,190	1,410,829	4.4%
Federal	2,538,690	2,153,000	2,550,000	397,000	18.4%
Public Day School	518,000	518,000	630,158	112,158	21.7%
Other Financing Sources	3,945,329	3,511,153	4,789,978	1,278,825	36.4%
Total	\$287,334,339	\$305,381,821	\$323,099,249	\$17,717,428	5.8%

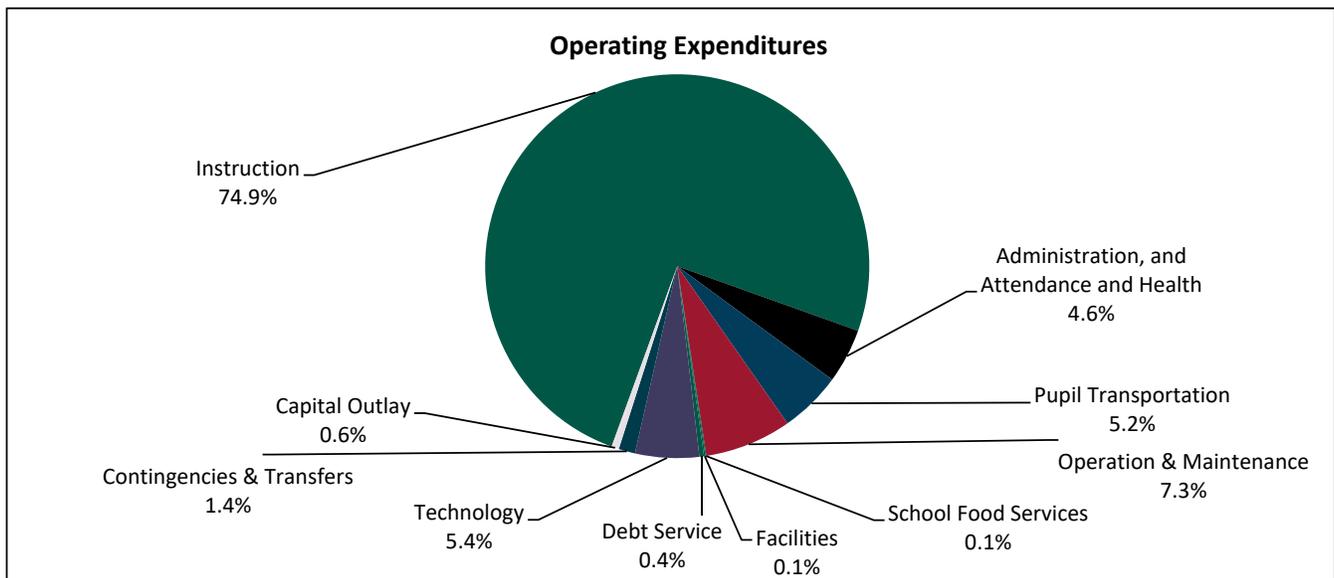


Fund Balance, Beginning of Year	\$9,281,539	\$6,701,074	\$6,701,074	\$0	0.00%
Fund Balance, End of Year	\$6,701,074	\$6,701,074	\$6,701,074	\$0	0.00%

SCHOOL OPERATING FUND

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Expenditures					
Instruction	\$214,777,095	\$231,842,132	\$242,029,762	\$10,187,630	4.4%
Administration, and Attendance and Health	12,242,038	13,891,958	14,869,704	977,746	7.0%
Pupil Transportation	14,734,707	15,648,850	16,828,451	1,179,601	7.5%
Operation & Maintenance	23,032,559	23,300,356	23,582,978	282,622	1.2%
School Food Services	235,601	240,823	248,420	7,597	3.2%
Facilities	344,084	235,774	397,000	161,226	68.4%
Debt Service	405,229	406,949	1,236,955	830,006	204.0%
Technology	15,286,679	16,254,390	17,373,279	1,118,889	6.9%
Contingencies & Transfers	556,118	1,500,000	4,500,000	3,000,000	200.0%
Capital Outlay	8,300,694	2,060,589	2,032,700	(27,889)	-1.4%
Total	\$289,914,804	\$305,381,821	\$323,099,249	\$17,717,428	5.8%

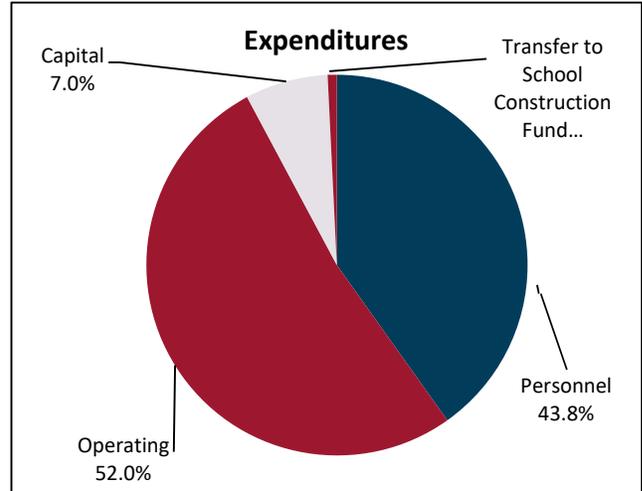
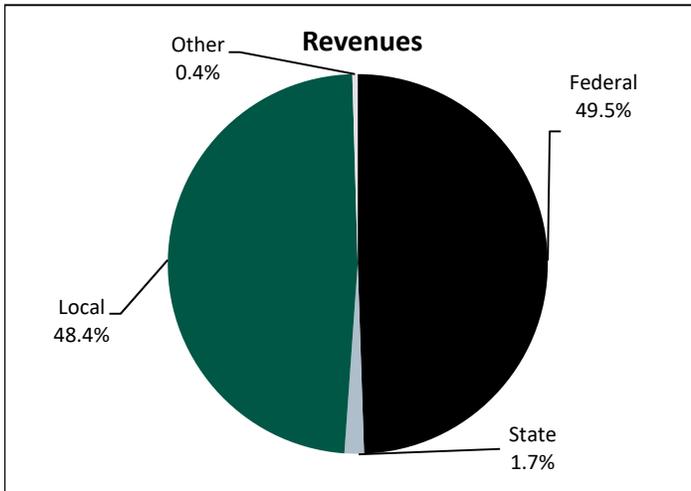


SCHOOL NUTRITION SERVICES FUND

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Federal	\$6,782,783	\$6,523,016	\$7,126,200	\$603,184	9.25%
State	229,347	266,034	239,400	(26,634)	-10.01%
Local					
Lunch Sales	3,604,248	5,155,150	3,725,271	(1,429,879)	-27.74%
A-la-carte	2,484,254	1,792,200	2,608,500	816,300	45.55%
Breakfast Sales	511,770	541,883	545,570	3,687	0.68%
Expenditure Refunds	34,985	60,255	100,000	39,745	65.96%
Total	\$6,635,257	\$7,549,488	\$6,979,341	(\$570,147)	-7.55%
From School Operating Fund	\$0	\$11,036	\$0	\$0	-100.00%
Other	81,859	118,764	64,000	(54,764)	-46.11%
Total	\$13,729,246	\$14,468,338	\$14,408,941	(\$59,397)	-0.41%
Expenditures					
Personnel	\$5,751,593	\$6,329,351	\$6,277,191	(\$52,160)	-0.82%
Operating	6,650,838	8,001,482	8,131,750	130,268	1.63%
Capital	35,178	17,505	1,100,000	1,082,495	6183.92%
Transfer to School Construction Fund	22,018	120,000	0	0	-100.00%
Total	\$12,459,627	\$14,468,338	\$15,508,941	\$1,040,603	7.19%

Fund Balance, Beginning of Year	\$6,236,782	\$7,506,401	\$7,506,401	\$0	0.00%
Fund Balance, End of Year	\$7,506,401	\$7,506,401	\$6,406,401	(\$1,100,000)	-14.65%



SCHOOL CONSTRUCTION FUND

FY2021 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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
VPSA Interest	\$174,164	\$0	\$0	\$0	0.00%
Transfer from General Fund ⁽¹⁾	16,169,481	0	12,724,700	12,724,700	100.00%
Transfer from Capital Projects Fund	0	4,565,000	0	(4,565,000)	-100.00%
Transfer from School Operating Fund	0	0	0	0	0.00%
Transfer from Nutrition Fund	0	120,000	0	(120,000)	-100.00%
Other	96,090	437,855	321,069	(116,786)	-26.67%
Total	\$16,439,735	\$5,122,855	\$13,045,769	\$7,922,914	154.66%
Expenditures					
Personnel	\$313,909	\$347,855	\$211,069	(\$136,786)	-39.32%
Operating	1,647,522	210,000	110,000	(100,000)	-47.62%
Capital ^(1,2)	32,114,803	4,565,000	12,724,700	8,159,700	178.74%
Total	\$34,076,234	\$5,122,855	\$13,045,769	\$7,922,914	154.66%

Fund Balance, Beginning of Year	\$23,548,120	\$5,911,621	\$5,911,621	\$0	0.00%
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Fund Balance, End of Year	\$5,911,621	\$5,911,621	\$5,911,621	\$0	0.00%
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⁽¹⁾ FY20 and FY21 Funding for designated repairs, replacement and rehab. (VPSA Borrow transferred from the County Capital Projects Fund)

SCHOOLS GRANTS FUND

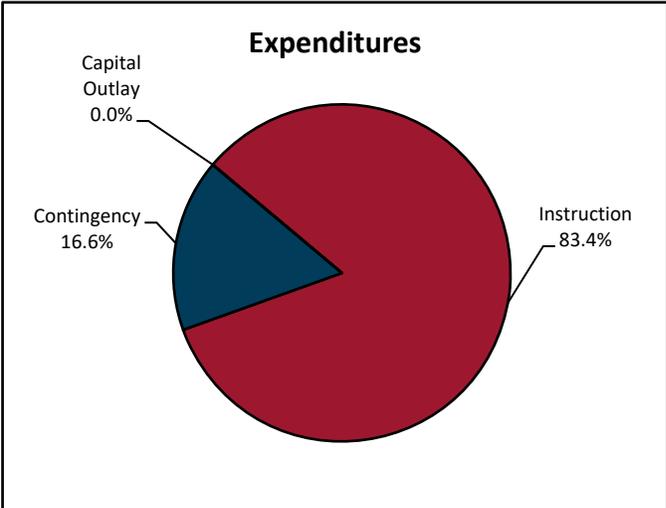
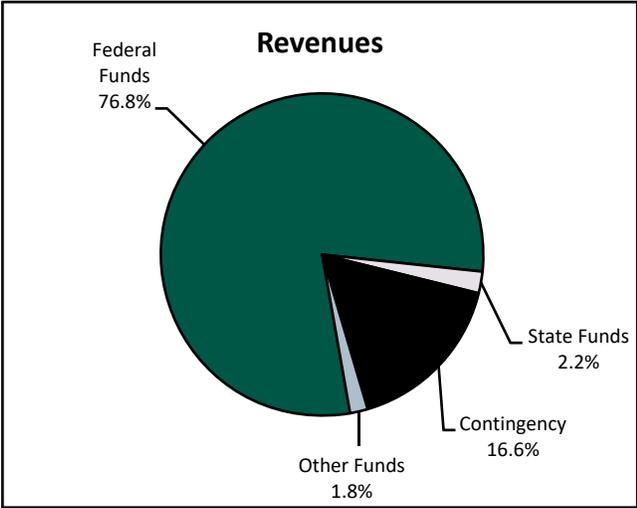
FY2021 Adopted Budget

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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Federal Funds	\$9,591,811	\$10,284,056	\$11,976,892	\$1,692,836	16.46%
State Funds	278,321	239,953	327,284	87,331	36.40%
Contingency	0	2,500,000	2,500,000	0	0.00%
Other Funds	273,104	213,000	268,000	55,000	25.82%
Total	\$10,143,236	\$13,237,009	\$15,072,176	\$1,835,167	13.86%
Expenditures					
Instruction	\$10,057,177	\$10,631,134	\$12,572,176	\$1,941,042	18.26%
Contingency	0	2,500,000	2,500,000	0	0.00%
Capital Outlay	113,464	105,875	0	0	-100.00%
Transfer to Other Fund	0	0	0	0	0.00%
Total	\$10,170,641	\$13,237,009	\$15,072,176	\$1,835,167	13.86%

Fund Balance, Beginning of Year \$145,312 \$117,907 \$117,907 \$0 0.00%

Fund Balance, End of Year \$117,907 \$117,907 \$117,907 \$0 0.00%



SCHOOLS WORKERS COMPENSATION FUND

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Transfer from Other Funds	\$585,443	\$617,430	\$790,798	\$173,368	28%
Total	\$585,443	\$617,430	\$790,798	\$173,368	28%
Expenditures					
Workers Compensation	\$576,842	\$522,711	\$692,612	\$169,901	33%
Personnel	90,554	94,719	98,186	3,467	4%
Total	\$667,396	\$617,430	\$790,798	\$173,368	28%

Net Assets, Beginning of Year \$626,892 \$544,939 \$544,939 \$0 0%

Net Assets, End of Year \$544,939 \$544,939 \$544,939 \$0 0%

SCHOOLS HEALTH BENEFITS FUND

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Charges for Services	\$29,516,558	\$31,647,329	\$31,591,750	(\$55,579)	-0.2%
Interest	117,780	75,000	75,000	0	0.0%
Total	\$29,634,338	\$31,722,329	\$31,666,750	(\$55,579)	-0.2%
Expenditures					
Personnel	\$147,814	\$172,703	\$157,725	(\$14,978)	-8.7%
Operating	29,441,554	31,549,626	31,509,025	(40,601)	-0.1%
Total	\$29,589,368	\$31,722,329	\$31,666,750	(\$55,579)	-0.2%
Net Assets, Beginning of Year	\$23,150,852	\$23,195,822	\$23,195,822	\$0	0.0%
Net Assets, End of Year	\$23,195,822	\$23,195,822	\$23,195,822	\$0	0.0%

PUBLIC SCHOOL FACTS

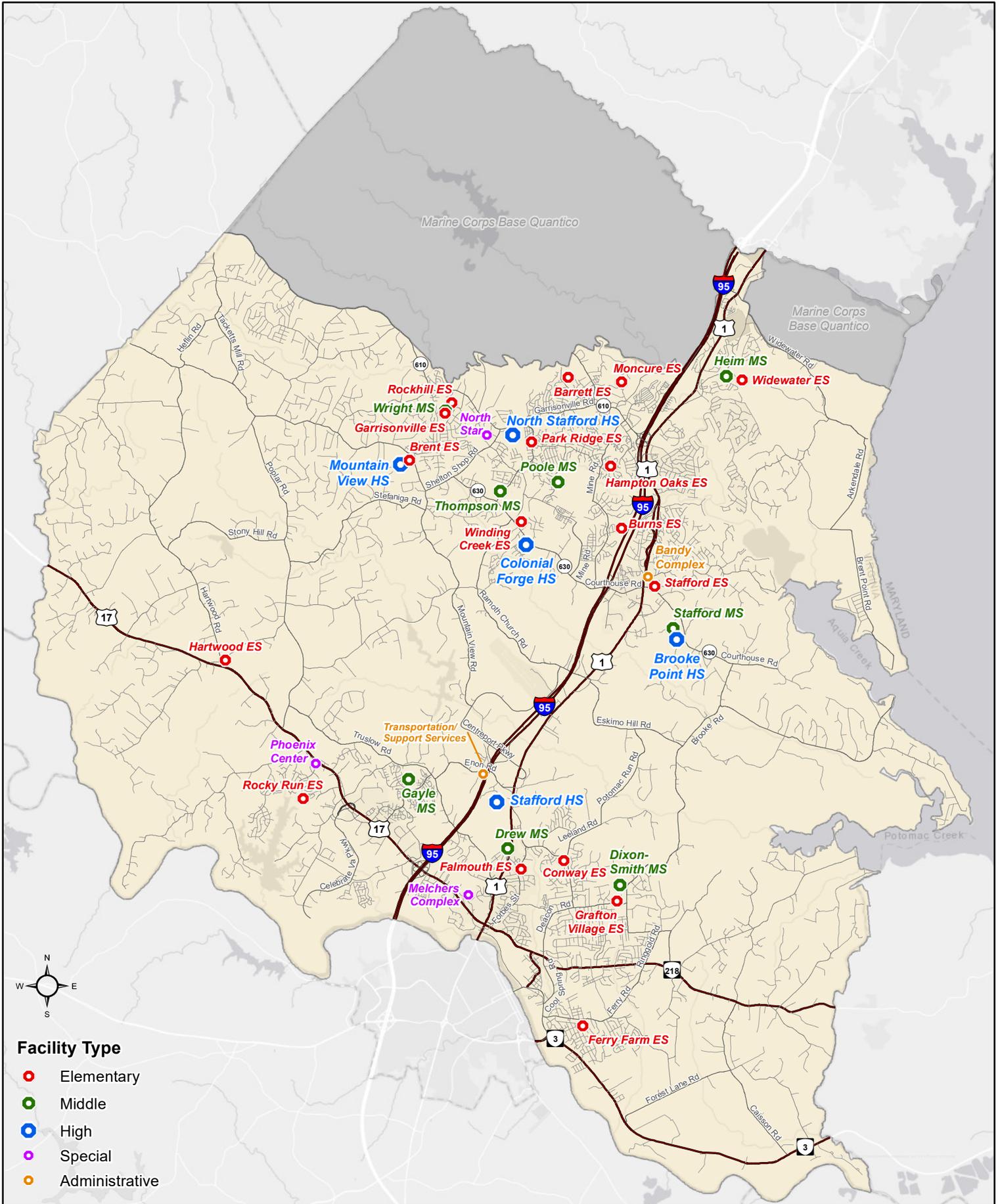
FY2021 Adopted Budget

School	Year Opened	Design	Program	Projected ADM ¹
Elementary Schools				
Ferry Farm	1957	732 ²	743	651
Hartwood	1963	649 ²	582	545
Moncure	2019	964 ²	841	908
Falmouth	1967	794 ²	703	672
Grafton Village	1967	754 ²	811	730
Stafford	1968	794 ²	785	729
Garrisonville	1981	768 ²	801	557
Widewater	1988	843 ²	801	662
Rockhill	1989	843 ²	865	682
Park Ridge	1990	843 ²	864	825
Hampton Oaks	1992	950 ²	859	882
Winding Creek	1997	925 ²	943	815
Rocky Run	2000	950 ²	881	851
Kate Waller Barrett	2002	950 ²	849	865
Margaret Brent	2004	950 ²	931	811
Conway	2005	950 ²	863	889
Anthony Burns	2006	950 ²	844	765
Middle Schools				
Edward E. Drew	1951	650 ³	650	638
A. G. Wright	1981	920	920	916
Stafford	1991	1,100	1,100	991
H. H. Poole	1995	1,100	1,100	920
Rodney E. Thompson	2000	1,100	1,100	1,039
T. Benton Gayle	2002	1,100	1,100	959
Dixon-Smith	2006	1,100	1,100	810
Shirley Heim	2008	1,100	1,100	1,001
High Schools				
Stafford	2015	2,150	2,150	1,976
North Stafford	1981	2,050	2,050	1,802
Brooke Point	1993	2,125	2,125	1,953
Colonial Forge	1999	2,175	2,175	2,023
Mountain View	2005	2,150	2,150	1,994

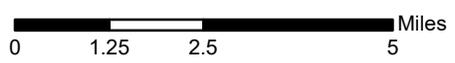
¹ ADM - Projected Average Daily Membership (FY21 (2020-21 School Year))

² January 2020 -- Capacity was reviewed and recalculated

³ Reduced due to the addition of the Empfield Day School



- 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.

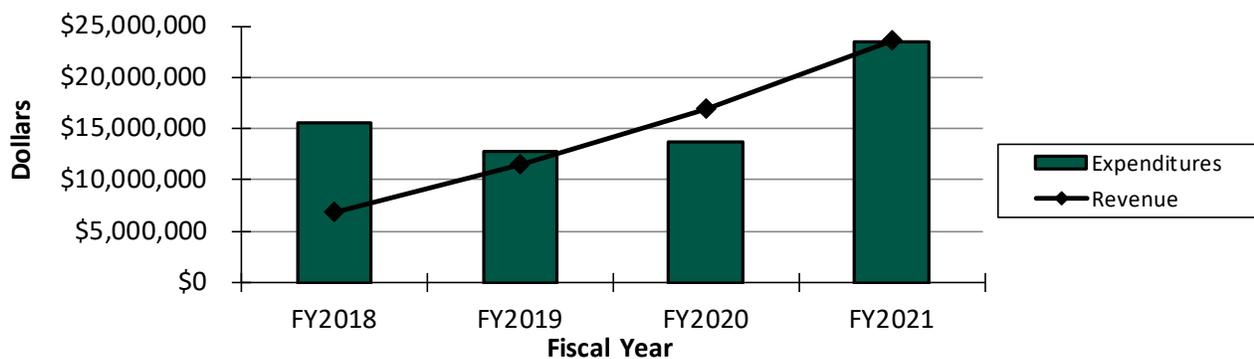
Who Are We?

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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$77,847	\$86,987	\$108,098	\$169,179	\$61,081	56.5%
Operating	3,154,656	3,313,326	4,100,921	3,321,420	(779,501)	-19.0%
Debt Service	847,835	1,446,787	1,403,833	1,363,049	(40,784)	-2.9%
Capital	11,540,619	7,976,364	8,075,585	18,669,973	10,594,388	131.2%
Total	\$15,620,957	\$12,823,463	\$13,688,437	\$23,523,621	\$9,835,184	71.9%
Revenue	6,747,929	11,501,954	16,938,437	23,097,231	6,158,794	36.4%
Prior Year Funding	8,873,028	1,321,509	750,000	426,390	(323,610)	-43.1%
Difference	\$0	\$0	\$4,000,000	\$0	(\$4,000,000)	-100.0%

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



Notable Changes

Personnel

- Transportation Fund now supports 50% of Transportation Planner position. Previously funded 100% in General Fund

Operating

- Loss of Recordation Tax Revenue
- Decrease in Gas Tax Revenue

Capital

- 2019 Transportation Bond Referendum
- Continue funding for Courthouse Road / Rt. 1 improvements, Woodstock Lane & Telegraph Road
- New projects include Berea Church Road

Goals/Objectives

- Begin implementation of the 2019 Transportation Bond Referendum, which will allow the County to borrow up to \$50M to fund specified road improvements within Stafford County. (Service Level 1)
- Coordinate mass transit projects and service with Virginia Railway Express (VRE) and Fredericksburg Regional Transit (FRED). (Service Levels 2 and 3)
- Utilize VDOT Revenue Sharing Funds to begin the construction of Berea Church Road and continue with the acquisition of necessary right-of-way and the relocation of impacted utilities associated with the Courthouse Road / Route 1 intersection improvements. (Service Level 4)
- Utilize Transportation Alternatives (TA) federal grant funding to continue design and/or construction of the Belmont-Ferry Farm Trail – Phases 4 & 6, as well as the Flatford Road sidewalk project. (Service Level 5)
- Utilize VDOT Smart Scale Funds to continue with the acquisition of necessary right-of-way and the relocation of impacted utilities associated with the Courthouse Road / Route 1 intersection improvements, as well as the Route 1 / Telegraph Road / Woodstock Lane intersection project.

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Bond Referendum projects	N/A	N/A	1
2. VRE system average daily ridership	18,053	18,700	18,900
3. Miles of FRED Transit Bus Routes	110	110	110
4. Amount of State/Federal Transportation Revenues (All Transportation Funds)	\$6,674,631	\$5,190,695	\$19,551,869

Budget Summary

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Operating Revenue					
Gasoline Sales Tax	\$4,750,315	\$4,638,900	\$4,089,500	(\$549,400)	-11.8%
State Recordation Tax	862,306	865,000	0	(865,000)	-100.0%
Use of Money & Property	155,628	108,952	55,500	(53,452)	-49.1%
Use of Transportation Fund Balance	0	0	1,478,319	1,478,319	100.0%
Transfer from General Fund ⁽¹⁾	0	4,000,000	0	(4,000,000)	-100.0%
Total Operating Revenue	\$5,768,249	\$9,612,852	\$5,623,319	(\$3,989,533)	-41.5%
Operating Expenditures					
VRE Subsidy	2,475,127	2,352,820	2,477,175	124,355	5.3%
PRTC Subsidy	107,500	104,200	130,500	26,300	25.2%
Financial Management	16,160	16,000	14,400	(1,600)	-10.0%
FRED Bus Service	494,816	469,631	469,631	0	0.0%
Airport Subsidy	85,714	85,714	85,714	0	0.0%
Gateway	91,292	100,000	90,000	(10,000)	-10.0%
Street Signs	16,713	25,000	22,500	(2,500)	-10.0%
Social Services	26,000	35,000	31,500	(3,500)	-10.0%
Debt Service	1,446,787	1,403,833	1,363,049	(40,784)	-2.9%
Project Management	86,987	108,098	169,179	61,081	56.5%
Transfer to Capital Fund	0	912,556	769,671	(142,885)	-15.7%
Total Operating Expenditures	\$4,847,096	\$5,612,852	\$5,623,319	\$10,467	0.2%
Capital Revenues					
Federal Revenue	411,790	0	1,449,188	1,449,188	100.0%
State Revenue	3,919,035	3,950,000	13,702,823	9,752,823	246.9%
Transfer from Operating	0	912,556	769,671	(142,885)	-15.7%
Transfer from General Fund ⁽¹⁾	2,880	0	1,202,230	1,202,230	100.0%
Transfer from Impact Fees ⁽²⁾	600,000	2,463,029	350,000	(2,113,029)	-85.8%
Transfer from School Funds	800,000	0	0	0	0.0%
Use of Prior Year Fund Balance	0	750,000	426,390	(323,610)	-43.1%
Total Capital Revenue	\$5,733,705	\$8,075,585	\$17,900,302	\$9,824,717	121.7%
Capital Expenditures					
Widening/Safety Improvements ⁽³⁾	0	912,556	578,800	(333,756)	-36.6%
Current Project Support	0	2,463,029	346,302	(2,116,727)	-85.9%
Road Improvements ⁽⁴⁾	7,976,364	4,700,000	16,975,200	12,275,200	261.2%
Total Capital Expenditures	\$7,976,364	\$8,075,585	\$17,900,302	\$9,824,717	121.7%
Funding Subject to Future Appropriation					
General Fund Transfer - Project Support	\$0	\$4,000,000	\$0	(\$4,000,000)	-100.0%
Impact Fee Revenue	0	0	250,000	250,000	100.0%
Total Funds Subject to Future Appropriation	\$0	\$4,000,000	\$250,000	(\$3,750,000)	-93.8%
Fund Balance, Beginning of Year	\$9,955,078	\$8,633,569	\$7,883,569	(\$750,000)	-8.7%
Revenues	11,501,954	12,938,437	21,618,912	8,680,475	67.1%
Expenditures	(12,823,463)	(13,688,437)	(23,523,621)	(9,835,184)	0.0%
Fund Balance, End of Year	\$8,633,569	\$7,883,569	\$5,978,860	(\$1,904,709)	-24.2%

(1)The FY2021 transfer represents proffers related to the Courthouse Road & Route 1 intersection improvements.

(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, including Courthouse Road & Route 1 intersection improvements.

(3) Road Safety and wedge widening funding is designated for projects identified from the Comprehensive Road Study.

(4) Proposed projects for FY2021 are Courthouse and Route 1 Improvement, Belmont - Ferry Farm Trial Phase 6, and Improvements to Route 1 Telegraph and Woodstock. Additional capital projects are proposed in the Warrenton Road Service District (Berea Road) and Garrisonville Road Service District (sidewalk project).

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

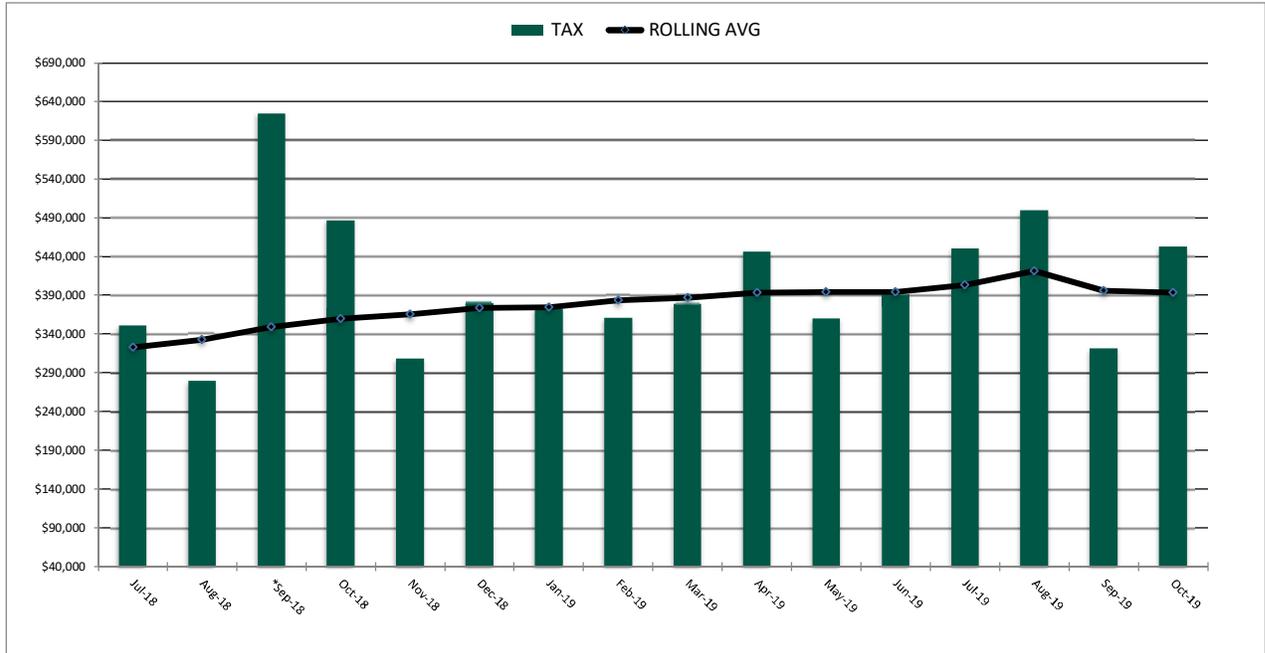
- Located on 552 acres of land.
- The airport has one 5,000 ft. paved runway with a full parallel taxi way which is fully lighted.
- Centrally located in Stafford County with easy access to I-95.
- 3.2 miles outside of the DC Special Flight Rule Area (SFRA).
- Maintains 60 aircraft tie-down positions, 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.

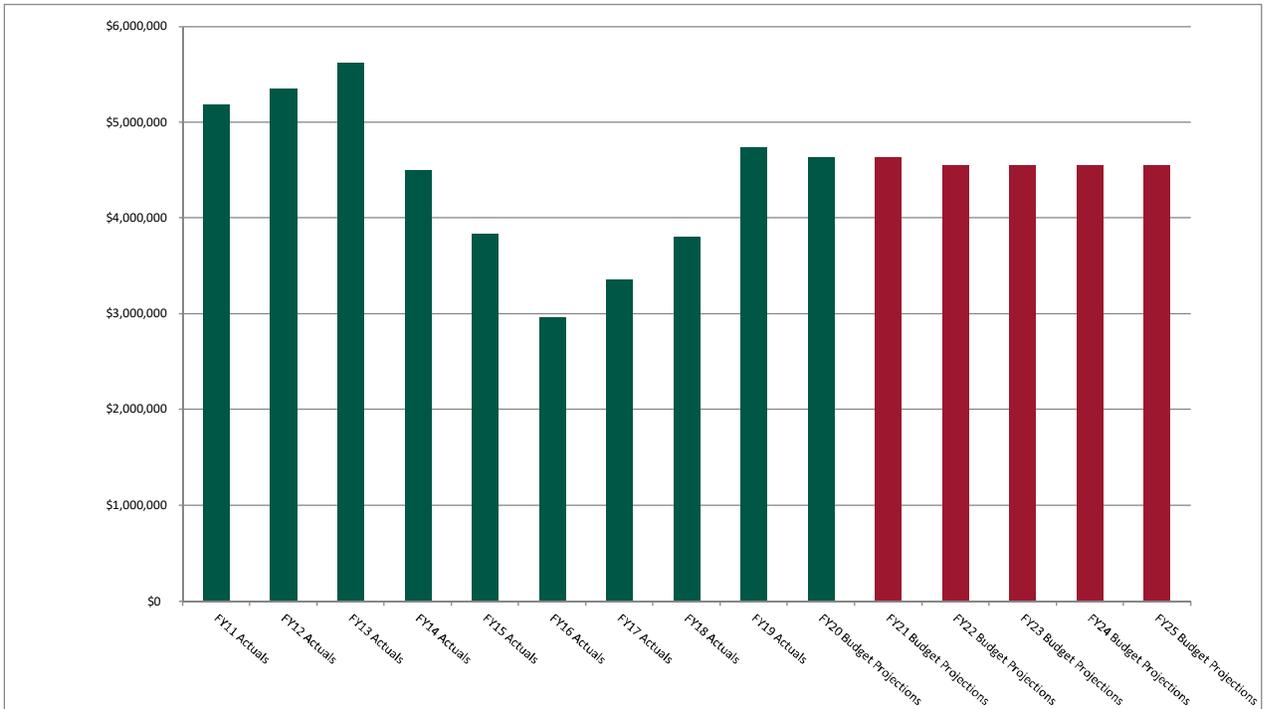
PRTC NET FUEL TAX COLLECTION

FY2021 Adopted Budget



* 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 FY2019 and FY2020 (through October) 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.

FY21 - 26 projections account for the gas tax floor, provided by PRTC.

ROAD IMPACT FEE FUNDS

FY2021 Adopted Budget

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.

FY2019 Revenues:	\$	0
FY2019 Expenditures (Poplar Road):		0
Fund Balance 6/30/19:	\$	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.

FY2019 Revenues:	\$814,518
FY2019 Expenditures:	600,000
Fund Balance 6/30/19:	\$2,077,547

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.

FY2019 Revenues:	\$12,320
FY2019 Expenditures:	1,288,033
Fund Balance 6/30/19:	\$122,516

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.

FY2019 Revenues:	\$2,159,697
FY2019 Expenditures:	950,787
Fund Balance 6/30/19:	\$1,287,794
2020 tax rate:	.085

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.

FY2019 Revenues and transfers in:	\$140,148
FY2019 Expenditures:	124,788
Fund Balance 6/30/19:	\$3,386,062

The FY2021 Adopted Budget includes expenditures in the Garrisonville Road Service District Fund and Warrenton Road Service District Fund.

TRANSPORTATION IMPACT FEE: COUNTY-WIDE FUND

FY2021 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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Road Impact Fees	\$764,705	\$600,000	\$600,000	\$0	0.0%
Interest	49,813	0	0	0	0.0%
Use of Prior Year Fund Balance	0	1,863,029	0	(1,863,029)	100.0%
Total	\$814,518	\$2,463,029	\$600,000	\$0	0.0%
Expenditures					
Project Support ⁽¹⁾	\$0	\$0	\$250,000	\$250,000	0.0%
Transfer to Transportation Fund ⁽²⁾	600,000	2,463,029	350,000	(\$2,113,029)	-85.8%
Total	\$600,000	\$2,463,029	\$600,000	(\$1,863,029)	-75.6%

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance, Beginning of Year	\$1,863,029	\$2,077,547	\$914,518	(\$1,163,029)	-56.0%
Revenues	814,518	600,000	600,000	0	0.0%
Expenditures	(600,000)	(2,463,029)	(600,000)	1,863,029	-75.6%
Revisions to revenue estimates ⁽³⁾	0	700,000	0	(700,000)	-100.0%
Fund Balance, End of Year	\$2,077,547	\$914,518	\$914,518	\$0	0.0%

⁽¹⁾ Funds will be used to support transportation projects.

⁽²⁾ Prior transfers to the Transportation Fund included repayment for Garrisonville Turn Lane and Brooke Road.

⁽³⁾ Collection of prior year impact fees.

GARRISONVILLE ROAD SERVICE DISTRICT FUND

FY2021 Adopted Budget

The following schedule shows activity in the Garrisonville Road Service District Fund. The tax rate for the service district is \$0.085 per \$100 of Assessed Valuation.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Property Taxes	\$572,890	\$579,958	\$539,500	(\$40,458)	-7.0%
Miscellaneous	144,654	0	0	0	0.0%
Interest	19,344	1,000	1,000	0	0.0%
State/Federal Revenue	1,422,809	123,304	415,896	292,592	237.3%
Use of Prior Year Fund Balance	0	30,826	0	(30,826)	-100.0%
Total	\$2,159,697	\$735,088	\$956,396	\$221,308	30.1%
Expenditures					
Project Management ⁽¹⁾	6,897	18,309	8,551	(9,758)	-53.3%
Debt Service	454,475	441,225	427,975	(13,250)	-3.0%
Rt. 610, Garrisonville Rd ⁽²⁾	452,056	0	0	0	0.0%
Sidewalk Improvements ⁽³⁾	37,359	154,130	519,870	365,740	237.3%
Contingency	0	121,424	0	(121,424)	-100.0%
Total	\$950,787	\$735,088	\$956,396	\$221,308	30.1%

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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance, Beginning of Year	\$78,884	\$1,287,794	\$1,256,968	(\$30,826)	-2.4%
Revenues	2,159,697	704,262	956,396	221,308	35.8%
Expenditures	(950,787)	(735,088)	(956,396)	(221,308)	0.0%
Fund Balance, End of Year	\$1,287,794	\$1,256,968	\$1,256,968	\$0	0.0%

⁽¹⁾ Project Management fees associated with the projects.

⁽²⁾ The FY2019 expenditure reflects Garrisonville Road (Route 610) improvements.

⁽³⁾ The FY2021 proposed budget includes the Flatford Road sidewalk project.

WARRENTON ROAD SERVICE DISTRICT FUND

FY2021 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.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Interest	\$81,458	\$0	\$25,000	\$25,000	100.0%
State/Federal Revenue	58,690	1,117,391	2,656,087	1,538,696	137.7%
Total	\$140,148	\$1,117,391	\$2,681,087	\$1,563,696	139.9%
Expenditures					
Project Management	13,982	21,920	22,916	996	4.5%
Warrenton Road Service District ⁽¹⁾	110,806	2,234,781	4,433,467	2,198,686	98.4%
Total	\$124,788	\$2,256,701	\$4,456,383	\$2,199,682	97.5%

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance, Beginning of Year	\$3,370,702	\$3,386,062	\$2,246,752	(\$1,139,310)	-33.6%
Revenues	140,148	1,117,391	2,681,087	1,563,696	139.9%
Expenditures	(124,788)	(2,256,701)	(4,456,383)	(2,199,682)	97.5%
Fund Balance, End of Year	\$3,386,062	\$2,246,752	\$471,456	(\$1,775,296)	-79.0%

⁽¹⁾ Berea Church Road improvements.



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 711 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 541 miles of sewer lines and 93 pump stations.

Utilities Department Personnel:

The Department of Public Works – Utilities Division provides 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 Department of Public Works – Utilities Division finished Fiscal Year 2019 with 37,845 billed customer accounts. The number of billed customer accounts served by the Department of Public Works – Utilities Division is expected to exceed 38,500 by the end of Fiscal Year 2020, assuming 1.5-2.0% growth. For the remainder of the planning period (FY20-FY22), accounts are projected to grow at a moderate rate of 1.5% 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 711 miles of water lines, 16 water tanks, 5,933 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 541 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Operating Revenues						
Water & Sewer Fees	\$37,536,141	\$37,536,141	\$45,240,830	\$41,752,473	(\$3,488,357)	-7.7%
Other Charges & Fees	1,617,984	1,617,984	1,832,881	1,280,306	(552,575)	-30.1%
Availability Fees for Expansion Debt Service	0	0	0	2,031,974	2,031,974	0.0%
Use of Money & Property	723,657	723,657	1,235,203	702,500	(532,703)	-43.1%
Total Operating Revenue	\$39,877,782	\$39,877,782	\$48,308,914	\$45,767,253	(\$2,541,661)	-5.3%
Operating Expenditures					0	0.0%
Personnel	\$11,615,557	\$11,838,309	\$12,722,830	\$13,775,381	\$1,052,551	8.3%
Operating Expenditures	13,531,872	14,131,768	16,127,561	16,488,584	361,023	2.2%
Other Capital	1,840,464	1,902,390	335,000	434,500	99,500	29.7%
Debt Service	3,597,943	3,112,147	7,987,770	7,082,380	(905,390)	-11.3%
Transfer to General Fund	24,000	854,620	207,103	122,334	(84,769)	-40.9%
Transfer to Capital	700,000	0	10,928,650	7,864,074	(3,064,576)	-28.0%
Total Operating Expenditures	\$31,309,836	\$31,839,234	\$48,308,914	\$45,767,253	(\$2,541,661)	-5.3%
Capital Revenues					0	0.0%
ProRata Fees	\$2,313,489	\$2,313,489	\$1,797,250	\$336,500	(\$1,460,750)	-81.3%
Availability Fees	11,329,070	11,329,070	8,470,800	5,593,126	(2,877,674)	-34.0%
Transfer from Operating	0	0	10,928,650	7,864,074	(3,064,576)	-28.0%
Total Capital Revenues	\$13,642,559	\$13,642,559	\$21,196,700	\$13,793,700	(\$7,403,000)	-34.9%
Capital Expenditures					0	0.0%
Operating - Capital Projects	\$2,629,606	\$5,996,105	\$14,529,950	\$10,247,060	(\$4,282,890)	-29.5%
Expansion - Capital Projects	5,417,556	4,960,100	6,666,750	3,546,640	(3,120,110)	-46.8%
Total Capital Expenditures	\$8,047,162	\$10,956,205	\$21,196,700	\$13,793,700	(\$7,403,000)	-34.9%
Increase/(Decrease to Fund Balance)	\$14,163,343	\$10,724,902	\$0	\$0	\$0	-100.0%

Funded Positions						
Full-Time Positions	140	149	152	153	1	0.66%
Part-Time Positions	1	0	0	0	0	0.00%

Notable Changes

Personnel

- 1 Full-Time 3R / Service District Project Manager (50% funded through Service District Funds)

Operating

- No change to rates

Capital Expansion/Operating

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

Water & Sewer Fees

Utilities customers are billed monthly for water consumption and wastewater usage. The Department of Public Works projects 38,600 billed customer accounts by June 2020, assuming 1.5-2% growth. This increase will help the Department meet ever growing needs for infrastructure rehabilitation and replacement while continuing to effectively address customer concerns. A 1.5% water and sewer rate increase is proposed for FY 2021.

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. No bonds are planned in FY2021.

Grants

No grant revenues are projected for FY2021.

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

FY2021 Adopted Budget

Service Levels	FY2019 Actual	FY2020 Budget	FY2021 Plan
1. Billion gallons of water treated (Manual Tracking)	3.450	3.850	3.700
2. Billion gallons of wastewater treated (Manual Tracking)	3.220	3.400	3.600
3. Number of water and sewer billed accounts (Billing System)	37,845	39,150	39,150
4. Number of Miss Utility locate requests processed (Manual Tracking)	23,960	25,110	31,131
5. Number of water meters read (Billing System)	434,473	435,000	450,274
6. Number of delinquency notices (Billing System)	15,900	19,000	17,530
7. Number of delinquent water turn-offs (Billing System)	3,210	3,300	3,560
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)	\$1.46	\$1.49	\$1.59
11. Operating cost to treat wastewater (per thousand gallons) (Manual Tracking)	\$1.51	\$1.54	\$1.58
12. Inspect, Clean and Evaluate Sewer Pipe for Inflow, Infiltration and FOG (Miles)	82	86	160
13. Flush and Inspect Water System (Unidirectional Flush, Miles)	60	60	75

UTILITIES FUND BUDGET

FY2021 Adopted Budget

	FY2021		
	User Fees	Expansion Fees	Total
Operating Revenues			
Water/Sewer Fees	\$41,752,473	\$0	\$41,752,473
Other Charges and Fees	1,280,306	0	1,280,306
Availability Fees for Expansion Debt Service	0	2,031,974	2,031,974
Use of Money/Property	702,500	0	702,500
Total Operating Revenues	\$43,735,279	\$2,031,974	\$45,767,253
Operating Expenditures			
Admin	1,225,349	0	1,225,349
Customer Service/ Inspector/Engineering	5,982,585	0	5,982,585
Smith Lake	2,839,373	0	2,839,373
Lake Mooney	3,886,476	0	3,886,476
Field Operations	6,087,297	0	6,087,297
Aquia	3,301,492	0	3,301,492
Little Falls Run	2,536,705	0	2,536,705
Transfer to Capital	7,864,074	0	7,864,074
Maintenance	4,961,522	0	4,961,522
Total Operating Expenditures	\$38,684,873	\$0	\$38,684,873
Debt Service			
Existing Debt Service	5,050,406	2,031,974	7,082,380
Total Debt Service	\$5,050,406	\$2,031,974	\$7,082,380
Total Personnel & Operating	\$43,735,279	\$2,031,974	\$45,767,253
Capital Revenues			
Transfer from Operating Revenue / User Fees	10,134,500	0	10,134,500
Availabilities/ProRata Fees	0	3,659,200	3,659,200
Grants	0	0	0
Bond Proceeds	0	0	0
Use of Fund Balance	0	0	0
Total Capital Revenues	\$10,134,500	\$3,659,200	\$13,793,700
Capital Expenditures			
342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank	4,000,000	0	4,000,000
Hydrant Valves Replacement Program	100,000	0	100,000
LMWTP -002 Lake Mooney Thickener Tank and Equipment	0	800,000	800,000
Redundant Gate Replacement for Abel Lake and Smith Lake	80,000	0	80,000
Water Distribution Rehab - Neighborhood Systems	500,000	0	500,000
Water Distribution Rehab - Small Water Projects	300,000	0	300,000
Water Distribution Rehab - Transmission Lines	500,000	0	500,000
Water Sub-Total	\$5,480,000	\$800,000	\$6,280,000
AWWTF-002 - Aquia WWTF General Upgrades - Electrical, Headworks and Ancillary	971,000	0	971,000
Gravity Lines & Interceptor Maintenance	500,000	0	500,000
Infiltration & Inflow Maintenance	250,000	0	250,000
LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station	264,000	0	264,000
LFR-209 - Replace Falls Run Pump Station	500,000	0	500,000
LWWTF-002 - Little Falls Run WWTF General Upgrades - Headworks and Effluent Filter	1,000,000	0	1,000,000
LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade Solids Handling Silos and Systems	0	2,500,000	2,500,000
Pump Stations Rehabilitation and Replacement	500,000	0	500,000
Sewer Sub-Total	\$3,985,000	\$2,500,000	\$6,485,000
Vehicle and Equipment Replacement	443,000	0	443,000
Contingency Allowance	585,700	0	585,700
Other Sub-Total	\$1,028,700	\$0	\$1,028,700
Total Capital Projects	\$10,493,700	\$3,300,000	\$13,793,700

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

PROJECTED AVAILABLE CASH BALANCE

FY2021 Adopted Budget

6/30/2020 Projected Equity in Cash and Investments

\$74,274,060

FY21 Projections:	
Revenues	
Water & Sewer Fees	\$41,752,473
Availability & Pro Rata Fees	7,961,600
Other Charges & Fees	1,280,306
Use of Money & Property	702,500
Transfer from Operating	7,864,074
Revenue Bonds	0
Total Revenues	\$59,560,953
Expenses	
Personnel	\$13,775,381
Operating Expenditures	16,488,584
Other Capital	434,500
Transfer to General Fund	122,334
Transfer to Capital	7,864,074
Capital Projects	13,793,700
Debt Service	7,082,380
Total Expenses	\$59,560,953
Change in fund balance	\$0
6/30/2021 Projected Equity in Cash and Investments	\$74,274,060
Less:	
Debt Set Asides	(\$7,082,380)
Construction and Maintenance	(52,269,030)
Total Restricted Funds	(\$59,351,410)
Unrestricted	\$14,922,650



ARMED SERVICES MEMORIAL

FY2021 Adopted Budget

Accounts for revenue and expenditures related to the construction of the Armed Services Memorial.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Miscellaneous	\$1,600	\$0	\$0	\$0	0.0%
Bricks	2,000	0	2,000	2,000	100.0%
Transfer From General Fund	0	0	0	0	0.0%
Total	\$3,600	\$0	\$2,000	\$2,000	100.0%
Expenditures					
Operating	470	0	2,000	2,000	100.0%
Total	\$470	\$0	\$2,000	\$2,000	100.0%

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance					
Fund Balance, Beginning of Year	\$14,103	\$17,233	\$17,233	\$0	0.0%
Revenues	3,600	0	2,000	2,000	100.0%
Expenditures	(470)	0	(2,000)	(2,000)	100.0%
Fund Balance, End of Year	\$17,233	\$17,233	\$17,233	\$0	0.0%

Mission

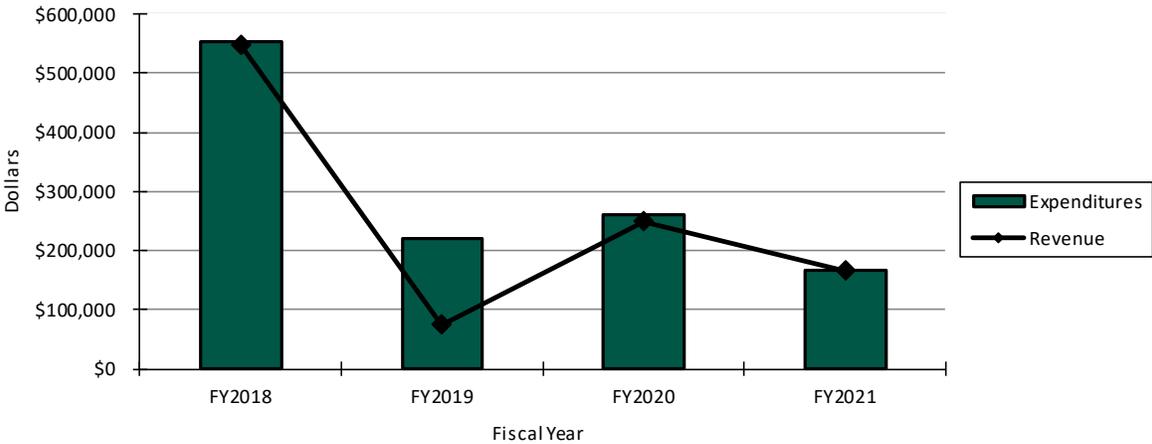
Pursuant to state and federal laws, the Stafford Sheriff’s Office participates in forfeited asset sharing programs administered by the U.S. Department of Justice and the Virginia Department of Criminal Justice Services (DCJS). Federal and state law authorizes the civil seizure and forfeiture of assets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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Operating	\$67,959	\$83,867	\$260,000	\$166,929	(\$93,071)	-35.8%
Capital	485,948	137,827	0	0	0	0.0%
Total	553,907	221,694	260,000	166,929	(93,071)	-35.8%
Revenue	545,676	75,442	250,000	166,929	(83,071)	-33.2%
Inc/(Dec) to Fund Balance	(\$8,231)	(\$146,252)	(\$10,000)	\$0	\$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

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Sheriff	\$0	\$0	\$0	\$0	0.0%
Commonwealth's Attorney	0	10,000	10,000	0	0.0%
Sub-total use of Prior Year Fund Balance	0	10,000	10,000	0	0.0%
Sheriff	58,330	250,000	156,929	(93,071)	-37.2%
Commonwealth's Attorney	17,112	0	0	0	0.0%
Sub-total Revenue	75,442	250,000	156,929	(93,071)	-37.2%
Total	\$75,442	\$260,000	\$166,929	(\$93,071)	-35.8%
Expenditures					
Judicial Administration	13,609	10,000	10,000	0	0.0%
Public Safety	70,258	250,000	156,929	(93,071)	-37.2%
Capital Outlay	137,827	0	0	0	0.0%
Total	\$221,694	\$260,000	\$166,929	(\$93,071)	-35.8%

Fund Balance, Beginning of Year	\$167,187	\$20,935	\$10,935	(\$10,000)	-47.8%
Revenues	75,442	250,000	156,929	(93,071)	-37.2%
Expenditures	(221,694)	(260,000)	(166,929)	(93,071)	-35.8%
Fund Balance, End of Year	\$20,935	\$10,935	\$935	(\$10,000)	-91.4%

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.

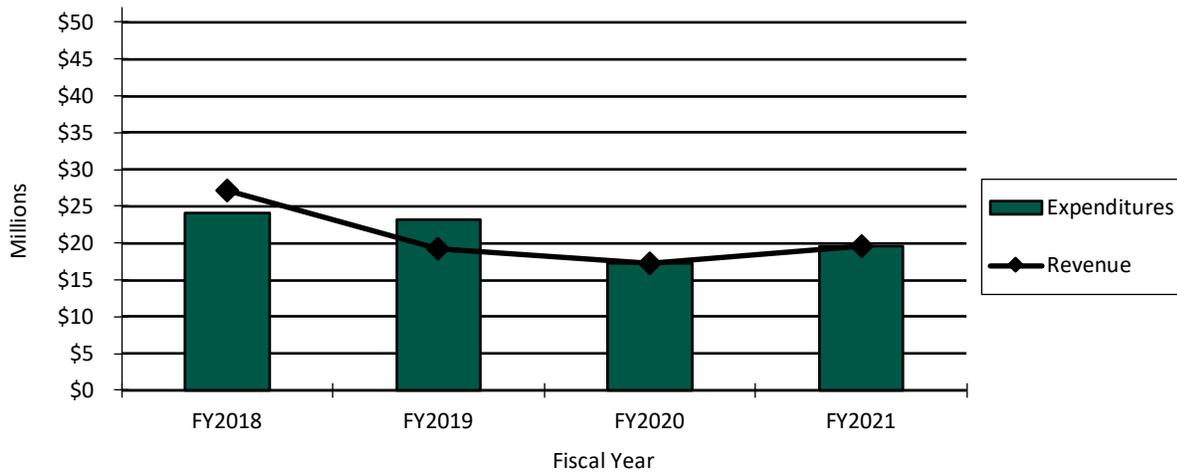
The County acquires funding for certain capital items using a master lease agreement. The agreement was secured using a competitive bid process, and permits borrowing up to the agreed upon amount, and defines the index upon which the rate will be determined at the time of the borrowing.

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.
 - During the final development of the FY2021 Adopted Budget, and the projected revenue shortfalls due to the COVID-19 Pandemic, the Board reduced the Financial Policy requirements of 3% of general fund recurring revenue to 2%. Staff was directed to look at all projects and determine if they are essential or non-essential. Department leaders from all departments with projects that were proposed, along with the Chief Financial Officer, the Budget Director and the Sr. Budget Analyst met to review all projects. These departments included: Parks, Recreation and Community Facilities; Fire and Rescue; Sheriff's Department; and Information Technology. This group did not prioritize projects beyond FY2021, as the CIP process will begin again in August for FY2022-31 CIP.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$196,561	\$139,563	\$198,267	\$145,000	(\$53,267)	-26.9%
Operating	0	0	0	0	0	0.0%
Capital	23,835,612	23,139,717	16,998,403	19,521,955	2,523,552	14.8%
Total	24,032,173	23,279,280	17,196,670	19,666,955	2,470,285	14.4%
Revenue	27,231,212	19,161,298	17,196,670	19,666,955	2,470,285	14.4%
Inc/(Dec) to Fund Balance	\$3,199,039	(\$4,117,982)	\$0	\$0	\$0	0.0%
Funded Positions						
Full-Time Positions	2	2	2	2	0	0.0%



Notable Changes

Personnel

- o Decrease based on projection of project management costs

Capital

- o Funding of anticipated VPSA bonds
- o Increase in funding for replacement ambulance
- o Decrease in funding for pay-as-you-go capital projects due to COVID-19 and projected revenue shortfalls

CAPITAL PROJECTS FUND

FY2021 Adopted Budget

Revenue/Expenditure/Fund Balance Summary

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
VPSA Bonds	\$13,404,024	\$4,565,000	\$7,091,992	\$2,526,992	55.4%
Lease Revenue Proceeds	2,194,073	3,242,185	2,657,521	(584,664)	-18.0%
Interest	233,591	192,780	145,000	0	0.0%
Other-Miscellaneous	8,075	0	0	0	0.0%
Transfer from the General Fund	3,321,535	9,196,705	10,823,339	1,626,634	0.0%
Total	\$19,161,298	\$17,196,670	\$20,717,852	\$3,568,962	20.8%
Expenditures					
Capital Improvement Program General Fund					
Courthouse	\$0	\$2,600,000	\$0	(\$2,600,000)	-100.0%
Parking and Initial Start of Downtown Stafford	0	1,800,000	0	(1,800,000)	-100.0%
Fire and Rescue Apparatus and Ambulance	3,222,969	2,411,000	3,157,000	746,000	30.9%
Fire and Rescue Life Pac	292,234	1,716,000	0	(1,716,000)	-100.0%
Community Facilities Equipment	0	78,030	0	(78,030)	-100.0%
Repair, Replacement, & Rehabilitation Projects	1,704,866	3,203,373	4,959,287	1,755,914	54.8%
Transfer to School Construction	13,374,618	4,565,000	11,768,565	7,203,565	157.8%
Transfer to General Fund	466,431	0	0	0	0.0%
Animal Shelter	79,545	0	0	0	0.0%
Embrey Mill	3,843	0	0	0	0.0%
Fire and Rescue Station 14	3,250,851	0	0	0	0.0%
Sub-Total	\$22,395,357	\$16,373,403	\$19,884,852	\$3,511,449	21.4%
Other Capital Costs					
Personnel	\$96,539	\$198,267	\$145,000	(\$53,267)	-26.9%
Computer Software/Equipment	18,195	375,000	0	(375,000)	-100.0%
Issue Cost	81,788	0	0	0	0.0%
Purchase of Development Rights	687,401	250,000	0	(250,000)	-100.0%
Sub-Total	\$883,923	\$823,267	\$145,000	(\$678,267)	-82.4%
Total	\$23,279,280	\$17,196,670	\$20,029,852	\$2,833,182	16.5%
Fund Balance, Beginning of Year	\$12,891,437	\$8,773,455	\$8,773,455	\$0	0.0%
Revenues	19,161,298	17,196,670	20,717,852	3,521,182	20.5%
Expenditures	(23,279,280)	(17,196,670)	(20,029,852)	(2,833,182)	16.5%
Fund Balance, End of Year	\$8,773,455	\$8,773,455	\$9,461,455	\$688,000	7.8%

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, accounting 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

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$1,749,957	\$1,765,901	\$1,904,210	\$1,809,077	(\$95,133)	-5.00%
Operating	1,801,081	1,863,136	2,364,731	2,300,386	(64,345)	-2.72%
Capital	0	0	20,000	891,870	871,870	4359.35%
Total	3,551,038	3,629,037	4,288,941	5,001,333	712,392	16.61%
Revenue	3,618,604	3,651,300	4,288,941	5,001,333	712,392	16.61%
Inc/(Dec) to Net Assets	\$67,566	\$22,263	\$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

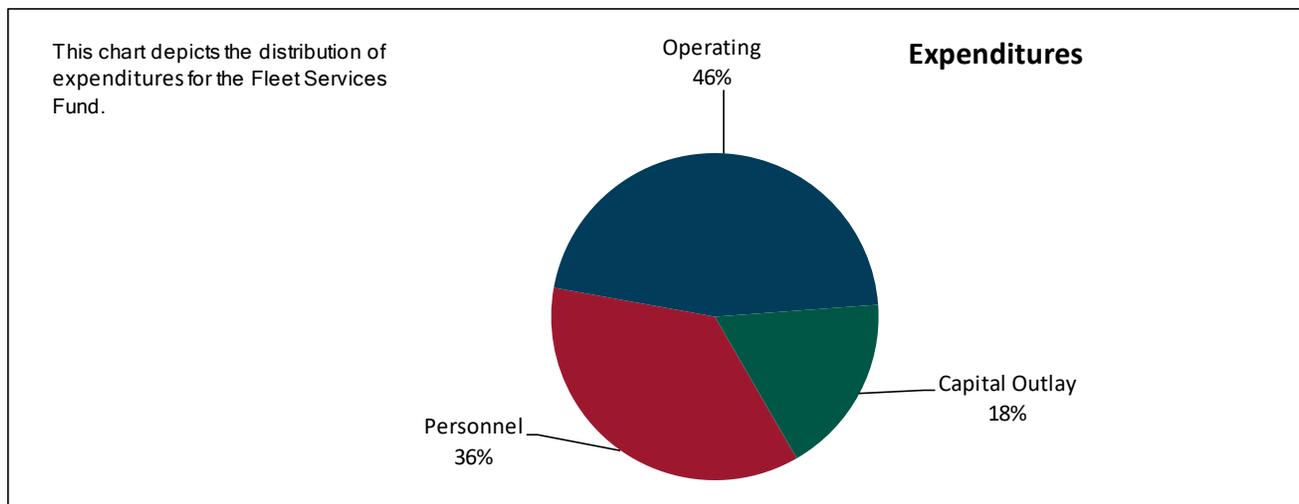
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
School Fund	\$3,051,464	\$2,961,830	\$2,954,933	(\$6,897)	-0.23%
Stafford County	452,973	1,227,111	1,266,400	39,289	3.20%
Utilities Fund	134,592	0	0	0	0.00%
Vehicle Sales/Other	12,270	100,000	0	(100,000)	-100.00%
Total	3,651,300	4,288,941	4,221,333	(67,608)	-1.58%
Expenditures					
Personnel	\$1,765,901	\$1,904,210	\$1,809,077	(\$95,133)	-5.00%
Operating	1,863,136	2,364,731	2,300,386	(64,345)	-2.72%
Capital Outlay	0	20,000	891,870	871,870	4359.35%
Total	\$3,629,037	\$4,288,941	\$5,001,333	\$712,392	16.61%

Fund Balance

Beginning of Year ⁽¹⁾	\$3,125,064	\$3,147,327	\$3,147,327	\$0	0.00%
Revenues	3,651,300	4,288,941	4,221,333	(67,608)	-1.58%
Expenditures	(3,629,037)	(4,288,941)	(5,001,333)	(712,392)	16.61%
End of Year ⁽¹⁾⁽²⁾	\$3,147,327	\$3,147,327	\$2,367,327	(\$780,000)	-24.78%

⁽¹⁾ Fund Balance does not include Other Post Employee Benefit (OPEB) Liability

⁽²⁾ The Fund Balance change of more than 10% is support one-time funding of capital projects



Mission

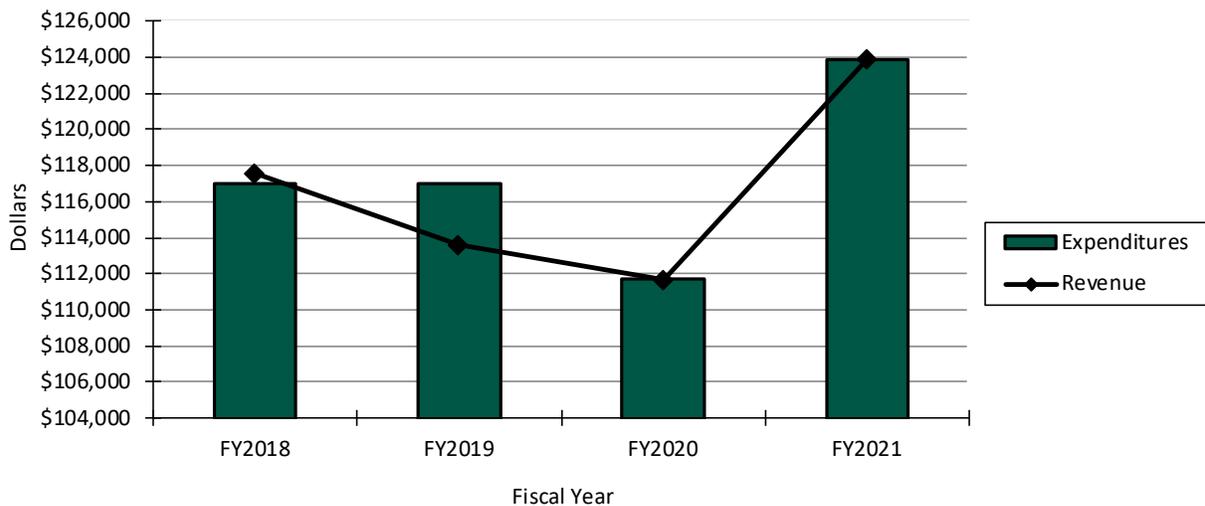
The purpose of the Hidden Lake Subdivision Service District is to provide for dam construction, reconstruction and maintenance; beach and shoreline management and restoration at Hidden Lake; construction, maintenance and general upkeep of the private streets and roads within Hidden Lake Subdivision that 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 2020 effective tax rate is \$0.347.

Budget Summary

	FY2018 Actual	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel	\$2,913	\$1,474	\$2,080	\$2,612	\$532	25.6%
Maintenance Services	53,283	51,461	47,445	60,920	13,475	28.4%
Debt Service	60,801	64,051	62,175	60,350	(1,825)	-2.9%
Total	116,997	116,986	111,700	123,882	12,182	10.9%
Revenue	117,575	113,644	111,700	123,882	12,182	10.9%
Inc/(Dec) to Fund Balance	\$578	(\$3,342)	\$0	\$0	\$0	0.0%

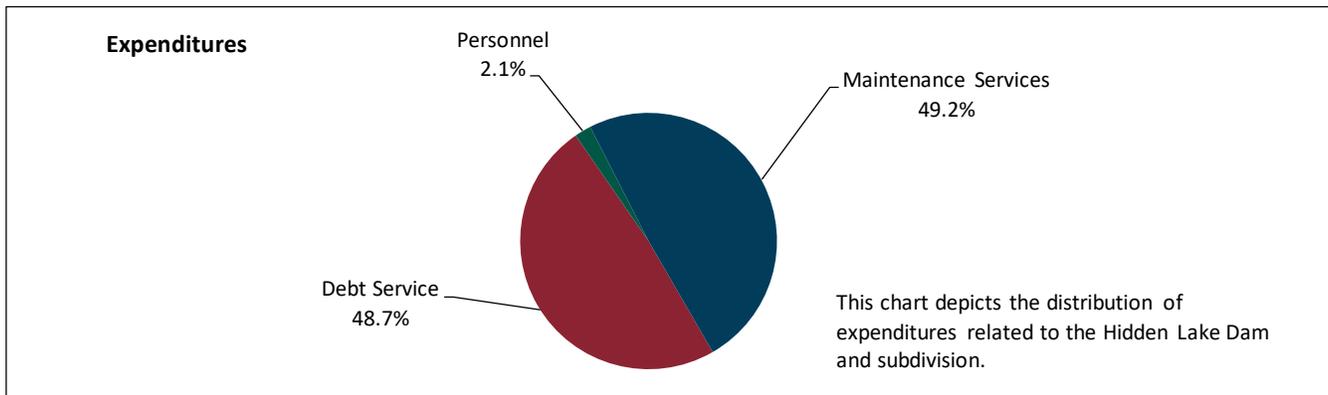


Goals/Objectives

- 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

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Real Property Tax Special Assessment	\$112,474	\$111,000	\$122,382	\$11,382	10.3%
Interest	1,170	700	1,500	800	114.3%
Total	\$113,644	\$111,700	\$123,882	\$12,182	10.9%
Expenditures					
Debt Service	\$64,051	\$62,175	\$60,350	(\$1,825)	-2.9%
Personnel	1,474	2,080	2,612	532	25.6%
Maintenance Services	51,461	47,445	60,920	13,475	28.4%
Total	\$116,986	\$111,700	\$123,882	\$12,182	10.9%
Fund Balance, Beginning of Year	\$94,967	\$91,625	\$91,625	\$0	0.0%
Revenues	113,644	111,700	123,882	12,182	10.9%
Expenditures	(116,986)	(111,700)	(123,882)	(12,182)	10.9%
Fund Balance, End of Year	\$91,625	\$91,625	\$91,625	\$0	0.0%



LAKE CARROLL SERVICE DISTRICT FUND

FY2021 Adopted Budget

The following schedule shows activity in the Lake Carroll Service District Fund. The January 1, 2020 tax rate for the service district is 0.26 per \$100 of assessed valuation.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Property Taxes	\$19,693	\$13,875	\$27,605	\$0	99.0%
Use of Money & Property	12,683	0	0	0	0.0%
Use of Prior Year Fund Balance	0	0	745,135	745,135	100.0%
Total	\$32,376	\$13,875	\$772,740	\$758,865	5469.3%
Expenditures					
County Project Management	0	0	35,015	35,015	100.0%
Capital	15,901	0	700,304	700,304	100.0%
Transfer to General Fund (Debt Service) ⁽¹⁾	11,706	13,875	37,421	23,546	169.7%
Total	\$27,607	\$13,875	\$772,740	\$758,865	5469.3%

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. On March 5, 2019, the Board of Supervisors approved a second loan for \$237,500 (Resolution 19-59). The loan repayment period was extended to 30 years.

Fund Balance	FY2019 Actual	FY2020 Revised Projection	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance, Beginning of Year	\$522,641	\$527,410	\$767,608	\$240,198	45.5%
Revenues	32,376	13,875	27,605	13,730	99.0%
Commonwealth of Virginia Grant ⁽²⁾	0	25,564	0	(25,564)	-100.0%
Transfer from General Fund ⁽³⁾	0	237,500	0	(237,500)	-100.0%
Expenditures	(27,607)	(13,875)	(772,740)	(758,865)	0.0%
Prior Year's Commitment ⁽⁴⁾	0	(22,866)	0	22,866	0.0%
Fund Balance, End of Year	\$527,410	\$767,608	\$22,473	(\$745,135)	-97.1%

(1) Includes partial debt service payment for FY20 in FY21

(2) Department of Conservation and Recreation grant award.

(3) Additional County Loan of \$237,500 approved on March 5, 2019.

(4) Prior year's commitment includes encumbrances.

LAKE ARROWHEAD SERVICE DISTRICT FUND

FY2021 Adopted Budget

The following schedule shows activity in the Lake Arrowhead Service District Fund. The January 1, 2020 tax rate for the service district is 0.093 per \$100 of assessed valuation.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Property Taxes	\$105,363	\$112,000	\$112,000	\$0	0.0%
Use of Money & Property	13,973	7,511	7,500	(11)	-0.1%
Revenue from the Commonwealth	40,762	0	0	0	0.0%
Miscellaneous	71,074	0	0	0	0.0%
Use of Prior Year Fund Balance	0	0	481,611	481,611	100.0%
Total	\$231,172	\$119,511	\$601,111	\$481,600	403.0%
Expenditures					
County Project Management	0	0	25,304	25,304	100.0%
Operating (1)	0	0	5,000	5,000	100.0%
Capital (2)	150	53,408	506,074	452,666	847.6%
Transfer to General Fund (3)	60,965	66,103	64,733	(1,370)	-2.1%
Total	\$61,115	\$119,511	\$601,111	\$481,600	403.0%

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 20 years (through FY 2028) to the Stafford County capital projects reserve.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance					
Fund Balance, Beginning of Year	\$449,510	\$619,567	\$592,407	(27,160)	-4.4%
Revenues	231,172	119,511	119,500	(11)	0.0%
Expenditures	(61,115)	(119,511)	(601,111)	(481,600)	-403.0%
Fund Balance, End of Year	\$619,567	\$619,567	\$110,796	(\$508,771)	-82.1%
Prior Year Commitment		(27,160)			
Maintenance Reserve (4)			(55,600)		0.0%
Unassigned Fund Balance, End of Year	\$619,567	\$592,407	\$55,196	(\$537,211)	-90.7%

(1) Annual maintenance costs after the completion of the dam renovations are estimated at \$30,000 and will be reflected in the tax rate.

(2) The capital costs include dam renovations and land acquisition.

(3) The transfer to the General Fund is the annual repayment of the loan.

(4) The Maintenance Reserve is set aside to provide funding for more expensive and/or emergency concerns if/when they occur.

LYNHAVEN LANE SERVICE DISTRICT

FY2021 Adopted Budget

The following schedule shows activity in the Lynhaven Lane Service District Fund. The January 1, 2020 tax rate for the service district is 0.155 per \$100 of assessed valuation.

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
Property Taxes	\$2,750	\$14,000	\$5,500	(\$8,500)	-60.7%
Use of Money & Property	11				
Total	\$2,761	\$14,000	\$5,500	(\$8,500)	-60.7%
Expenditures					
Capital	0	14,000	5,500	(8,500)	-60.7%
Total	\$0	\$14,000	\$5,500	(\$8,500)	-60.7%

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.

	FY2019 Actual	FY2020 Revised Budget (1)	FY2021 Adopted Budget	Changes '20 to '21	
Fund Balance					
Fund Balance, Beginning of Year	\$0	\$2,761	\$2,761	\$0	0.0%
Revenues	2,761	5,500	5,500	0	0.0%
Expenditures	0	(5,500)	(5,500)	0	0.0%
Fund Balance, End of Year	\$2,761	\$2,761	\$2,761	\$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. Tourism Initiatives include activities such as focused marketing campaigns, as well as investments in tourism products (places, facilities, programs) that help build community and attract visitors.

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 and is an integral part of economic development. 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.

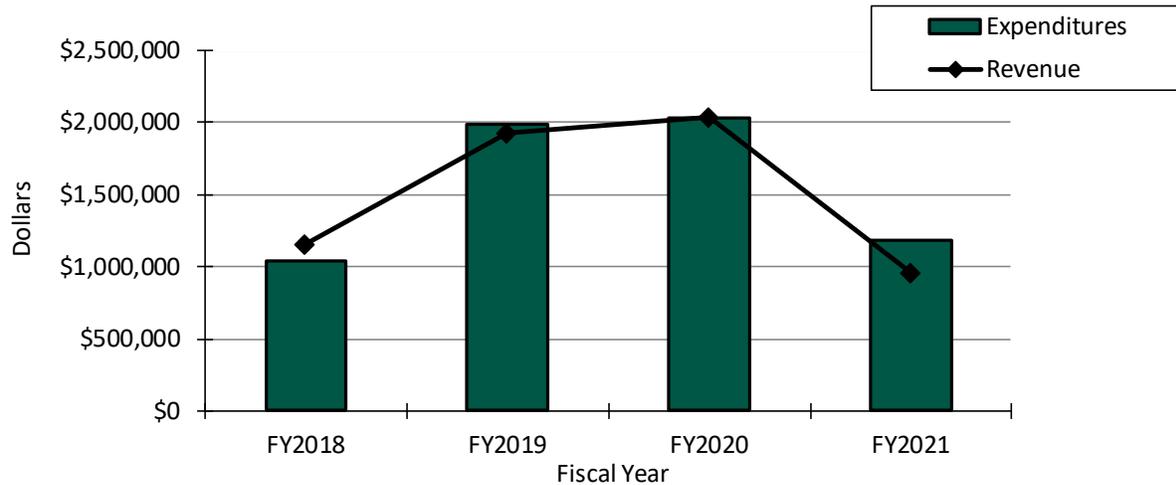
On December 13, 2005, the Board of Supervisors passed Resolution R05-472, which dedicates the entire transient occupancy tax to the Tourism Fund. This resolution directs that two percent of the tax is to be used by the Stafford Museum Board of Directors to develop a charter, raise funds, implement a 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 has focused on integrating tourism marketing and tourism development into the work of the Department. In 2019 Stafford County Tourism Program Policy that further clarifies the program of the Tourism Program. In November, 2019, the Department outlined its Tourism Plan for fiscal years 2021-2023.

Budget Summary

	FY2018 Actual	FY2019 Actuals	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Costs						
Personnel ⁽¹⁾	\$95,651	\$195,551	\$272,510	\$226,470	(\$46,040)	-16.9%
Operating	947,586	1,007,677	938,702	568,229	(370,473)	-39.5%
Transfer to General Fund	0	779,223	820,808	391,819	(428,989)	-52.3%
Total	1,043,237	1,982,451	2,032,020	1,186,518	(845,502)	-41.6%
Revenue	1,150,799	1,922,955	2,032,020	959,048	(1,072,972)	-52.8%
Inc/(Dec) to Fund Balance	\$107,562	(\$59,496)	\$0	(\$227,470)	(\$227,470)	0.0%

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



Notable Changes

Personnel

- 2.0% Health increase
- 2.0% Workers Compensation Increase
- 1.25% Virginia Retirement System
- 0.03% Basic Life Increase
- Funding of positions redistributed from Tourism to Economic Development

Operating

- Termination of marketing contract
- Reduce in events
- Decrease in transfer to General Fund based on projected revenues

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	CY2019 Actual	CY2020 Budget	CY2021 Plan
1. Electronic media – (Facebook, Newsletter, Twitter, Instagram, YouTube)	14,000	14,500	15,000
2. Tourism Visitation Annually *	525,495	530,749	540,000
3. Promotional Events Supported	19 Supported 9 of those new	12 Supported 1 New event	20 support 2 new
4. Transient Occupancy Tax	1,934,848.21	\$1,963,870.00	\$2,000,000

* (number of occupied rooms x number of people per room) / percentage of visitors that are staying overnight in commercial lodging = total number of visitors

Revenue/Expenditure/Fund Balance Summary

	FY2019 Actuals	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Revenues					
3% Occupancy Tax	\$1,139,232	\$1,216,212	\$572,729	(\$643,483)	-52.9%
2% Occupancy Tax ⁽¹⁾	779,223	810,808	381,819	(428,989)	-52.9%
Other Revenue	4,500	5,000	4,500	(500)	-10.0%
Total	\$1,922,955	\$2,032,020	\$959,048	(\$1,072,972)	-52.8%
Expenditures					
Operating	916,724	536,452	371,229	(165,223)	-30.8%
Personnel	195,551	272,510	226,470	(46,040)	-16.9%
Tourism Programs	90,953	402,250	197,000	(205,250)	-51.0%
Transfer to General Fund ^{(1), (2)}	779,223	820,808	391,819	(428,989)	-52.3%
Total	\$1,982,451	\$2,032,020	\$1,186,518	(\$845,502)	-41.6%
Fund Balance, Beginning of Year	\$1,055,989	\$996,493	\$996,493	\$0	0.0%
Revenues	1,922,955	2,032,020	959,048	(1,072,972)	-52.8%
Expenditures	(1,982,451)	(2,032,020)	(1,186,518)	845,502	41.6%
Fund Balance, End of Year	\$996,493	\$996,493	\$769,023	(\$227,470)	-22.8%
Fund Balance Allocation	\$996,493	\$996,493	\$769,023	(\$227,470)	-22.8%
Committed	298,100	298,100	298,100	0	0.0%
Assigned	698,393	698,393	470,923	(227,470)	-32.6%
Fund balance, End of Year	\$996,493	\$996,493	\$769,023	(\$227,470)	-22.8%

⁽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 guiding principles developed in the Board’s annual planning meeting will guide our planning processes in the future. The economic downturn due to the Coronavirus Pandemic has been reflected in the FY2021 Adopted Budget.

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. This adds 19 deputies from FY2022 through FY2025.
Fire and Rescue Staffing	Assumes the addition of one engine crew in FY2022 and three battalion chief’s mid-year in FY2023.
General Government Staffing	Assumes the addition of three new staff members annually to meet the demands of a growing community FY2022 through FY2025.
Contribution to Capital Funding	FY2021 Adopted Budget reduced the contribution to capital funding for Repair, Rehabilitation and Replacement (3R) from the policy guideline of 3% to 2% of operating revenues.
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 FY2022: (1) Benefit Programs Specialist II. In FY2023: (1) Family Services Specialist II. In FY2021 a Self-Sufficiency Specialist was added and there was not sufficient funding for another position. The Board may consider addressing this in future years.
Employee Compensation	A 2.5% compensation increase is planned to keep up with inflation in the market for FY2022-25.
Market Pay	Phase II of the market pay is included in FY2021 Adopted Budget and assumes 2% growth in the planning years.
Real Estate Tax Rate	During the adoption of the FY2021 Budget, the Board approved a four cent decrease to the Real Estate Tax Rate. The rate of \$0.97 is assumed through the plan.
Children’s Services Act	Assumes a 3% growth in students and maintains a 2% increase in costs.

The Board engaged in several five-year financial plan work sessions. The first work session, held on November 6, 2019 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 17, 2019, the Board engaged in the second work session focused on the Utilities and Transportations Funds. The Transportation Bond Referendum was passed by over seventy five percent of voters in November 2019, and the plan began to address the funding strategy to accomplish the projects identified in the Road Bond. The Utilities Fund presented balanced future projections of revenues and expenditures that support capital improvements and preventive maintenance.

FIVE YEAR PLAN: GENERAL FUND

FY2021 Adopted Budget

	FY2019 Actuals	FY2020 Adopted Budget	FY2021 Adopted Budget	FY2022 Projection	FY2023 Projection	FY2024 Projection	FY2025 Projection
Operating Revenue							
Real Estate Tax Rate	\$0.99	\$1.01	\$0.97	\$0.97	\$0.97	\$0.97	\$0.97
Revenues							
Property Taxes	\$ 214,042,524	\$ 222,686,365	\$ 226,122,377	\$ 231,495,000	\$ 238,798,000	\$ 246,460,000	\$ 254,119,000
Local Non-Property Taxes	40,669,876	41,091,994	42,244,321	44,538,000	46,275,000	48,115,000	50,064,000
Permits, Fees, and Licenses	4,346,390	4,575,008	3,794,708	3,841,000	3,919,000	3,998,000	4,080,000
Fines & Forfeitures	895,106	906,769	700,327	699,000	698,000	699,000	702,000
Use of Money & Property	2,638,461	1,689,386	759,151	1,027,000	1,040,000	1,052,000	1,064,000
Charges for Services	6,093,443	6,061,422	5,347,672	6,015,000	6,019,000	6,026,000	6,035,000
State Revenue	19,555,835	20,064,203	20,140,986	19,705,000	19,908,000	20,120,000	20,343,000
Shared Expenses	6,520,816	6,704,087	6,705,088	6,839,000	6,976,000	7,115,000	7,258,000
Federal Funds	4,647,532	4,230,860	4,219,464	4,354,000	4,496,000	4,643,000	4,795,000
Miscellaneous Revenue	4,352,925	4,348,892	4,337,811	4,557,000	4,636,000	4,728,000	4,823,000
Transfers In/Other	3,087,957	2,023,786	1,278,788	1,573,000	1,607,000	1,642,000	1,679,000
Total Operating Revenue	306,850,865	314,382,772	315,650,693	324,643,000	334,372,000	344,598,000	354,962,000
Planned Use of One-Time Revenue	105,000	4,469,931	5,285,874	-	-	-	-
Total Revenue	\$ 306,955,865	\$ 318,852,703	\$ 320,936,567	\$ 324,643,000	\$ 334,372,000	\$ 344,598,000	\$ 354,962,000
Expenditures							
General Government	\$ 68,468,220	\$ 80,034,712	\$ 74,985,301	\$ 74,852,000	\$ 77,861,000	\$ 80,742,000	\$ 83,521,000
Public Safety	58,132,345	64,390,765	69,467,066	73,137,000	75,696,000	78,050,000	80,773,000
School Funding	120,109,297	128,948,129	132,339,470	136,182,865	140,968,865	146,135,865	151,315,865
Debt Service	44,925,682	45,479,097	44,144,730	44,548,000	43,877,000	46,321,000	49,883,000
CIP Operating Impacts	0	0	0	556,000	536,000	549,000	949,000
Total Expenditures	\$ 291,635,544	\$ 318,852,703	\$ 320,936,567	\$ 329,275,865	\$ 338,938,865	\$ 351,797,865	\$ 366,441,865
Future Reductions				(4,632,865)	(4,566,865)	(7,199,865)	(11,479,865)
Real Estate Tax Rate to Balance Plan				\$0.994	\$0.994	\$1.005	\$1.026

FIVE YEAR PLAN: TRANSPORTATION FUND

FY2021 Adopted Budget

	FY2019 Actuals	FY2020 Adopted	FY2021 Adopted	FY2022 Projections	FY2023 Projections	FY2024 Projections	FY2025 Projections
Operating Revenues							
Gasoline Sales Tax	\$4,750,315	\$4,638,900	\$4,089,500	\$4,150,843	\$4,213,105	\$4,276,302	\$4,340,446
State Recordation Tax	862,306	865,000	0	0	0	0	0
Use of Money And Property/Misc	155,628	108,952	55,500	56,333	57,177	58,035	58,906
Transfer from General Fund / Local Funding	0	4,000,000	0	2,142,210	2,977,187	2,578,578	3,541,225
Use of Prior Year Fund Balance	0	0	1,478,319	0	0	0	0
Total Operating Revenue Sources	\$5,768,249	\$9,612,852	\$5,623,319	\$6,349,385	\$7,247,470	\$6,912,915	\$7,940,577
Operating Expenditures							
VRE Subsidy	2,475,127	2,352,820	2,477,175	2,477,175	2,551,490	2,551,490	2,628,037
PRTC Subsidy	107,500	104,200	130,500	159,200	178,000	199,600	223,100
FRED Bus Service	494,816	469,631	469,631	479,024	488,604	498,376	508,344
Airport Subsidy	85,714	85,714	85,714	85,714	85,714	85,714	85,714
Financial Management	16,160	16,000	14,400	16,000	16,320	16,646	16,979
Gateway	91,292	100,000	90,000	100,000	100,000	100,000	100,000
Street Signs	16,713	25,000	22,500	25,000	25,000	25,000	25,000
Social Services	26,000	35,000	31,500	35,000	35,700	36,414	37,142
Project Management	86,987	108,098	169,179	526,399	531,663	536,980	542,349
Debt Service	1,446,787	1,403,833	1,363,049	1,322,263	1,281,479	1,240,695	1,199,911
Debt Service - Nov 2019 Bond	0	0	0	0	105,000	671,000	934,000
Transfer to General Fund	0	0	0	0	0	0	0
Transfer to Capital	0	912,556	769,671	1,123,610	1,848,500	951,000	1,640,000
Total Operating Expenses	\$4,847,096	\$5,612,852	\$5,623,319	\$6,349,385	\$7,247,470	\$6,912,915	\$7,940,577
Capital Revenues							
Transfer from Operating	0	912,556	769,671	1,123,610	1,848,500	951,000	1,640,000
State/Federal Revenue	4,330,825	3,950,000	15,152,011	1,039,202	11,571,899	2,000,000	10,921,654
State/Federal Revenue - Proposed	0	0	0	0	0	0	0
Bond Proceeds	0	0	0	1,258,870	6,792,190	3,110,000	5,370,000
Proffers	2,880	0	1,202,230	0	0	0	0
Service District	0	0	350,000	0	0	0	0
Impact Fees	600,000	2,463,029	0	1,113,238	120,291	0	108,346
Use of Fund Balance	0	750,000	426,390	0	0	0	0
Total Capital Revenue Sources	\$5,733,705	\$8,075,585	\$17,900,302	\$4,534,920	\$20,332,880	\$6,061,000	\$18,040,000
Capital Expenditures							
Road Widening / Safety Improvements	0	912,556	578,800	0	0	0	0
Local Road Projects	7,976,364	4,700,000	16,975,200	4,122,620	18,484,380	5,510,000	16,400,000
Current Project Support	0	2,463,029	346,302	412,300	1,848,500	551,000	1,640,000
Transfer to Fund Balance	0	0	0	0	0	0	0
Total Capital Expenses	\$7,976,364	\$8,075,585	\$17,900,302	\$4,534,920	\$20,332,880	\$6,061,000	\$18,040,000

Fund Balance, Beginning of Year	\$9,955,075	\$8,633,569	\$7,883,569	\$5,978,860	\$5,978,860	\$5,978,860	\$5,978,860
Revenues	11,501,954	12,025,881	20,849,241	9,760,695	25,731,850	12,022,915	24,340,577
Expenditures	(12,823,460)	(12,775,881)	(22,753,950)	(9,760,695)	(25,731,850)	(12,022,915)	(24,340,577)
Fund Balance, End of Year	\$8,633,569	\$7,883,569	\$5,978,860	\$5,978,860	\$5,978,860	\$5,978,860	\$5,978,861
Committed/Assigned	8,633,569	7,883,569	5,978,860	5,978,860	5,978,860	5,978,860	5,978,861
Encumbrance/Commitments	3,666,432	3,666,432	3,666,432	3,666,432	3,666,432	3,666,432	3,666,432
Total Undesignated Fund Balance	\$4,967,137	\$4,217,137	\$2,312,428	\$2,312,428	\$2,312,428	\$2,312,428	\$2,312,429

FIVE YEAR PLAN: UTILITIES FUND

FY2021 Adopted Budget

	FY2020 Adopted	FY2021 Adopted	FY2022 Projections	FY2023 Projections	FY2024 Projections
OPERATING REVENUES					
User Fees	\$45,240,830	\$41,752,473	\$42,378,760	\$43,014,441	\$43,659,658
Water & Sewer Fees	45,240,830	41,752,473	42,378,760	43,014,441	43,659,658
Other Charges/Fees	1,832,881	3,312,280	2,062,454	2,093,390	2,124,791
Interest/Property Rental	1,235,203	702,500	713,038	723,733	734,589
Total Operating Revenues	\$48,308,914	\$45,767,253	\$45,154,251	\$45,831,565	\$46,519,038
OPERATING EXPENDITURES					
Operating & Personnel	\$29,392,494	\$30,820,799	\$31,655,947	\$32,333,494	\$33,020,557
Administration	1,113,119	1,225,349	1,298,736	1,324,710	1,351,205
Engineering	5,434,639	5,982,585	6,272,089	6,397,531	6,525,481
Smith Lake WTP	2,409,559	2,839,373	2,896,160	2,954,084	3,053,558
Lake Mooney WTP	3,678,455	6,087,297	6,209,043	6,333,224	6,459,888
Field Operations	5,945,099	4,961,522	5,060,752	5,161,967	5,265,207
Aquia WWTF	3,168,721	3,886,476	3,964,206	4,043,490	4,124,359
Little Falls Run WWTF	2,347,686	3,301,492	3,367,522	3,434,872	3,503,570
Facilities Maintenance	5,295,216	2,536,705	2,587,439	2,683,616	2,737,288
Debt Service	7,987,770	7,082,380	7,082,380	7,818,380	7,818,380
Use of Operating Revenue for Capital	10,928,650	7,864,074	6,415,924	5,679,691	5,680,102
Total Operating Expenditures	\$48,308,914	\$45,767,253	\$45,154,251	\$45,831,565	\$46,519,038
Operating Revenues in Excess (Loss) of Expenditures	0	0	0	0	0
CAPITAL REVENUES					
Total Capital Revenues	\$30,617,200	\$13,793,700	\$37,447,400	\$28,707,000	\$14,767,100
CAPITAL EXPENDITURES					
Total Capital Expenditures	\$30,617,200	\$13,793,700	\$37,447,400	\$28,707,000	\$14,767,100
Capital Revenues in Excess (Loss) of Expenditures	0	0	0	0	0



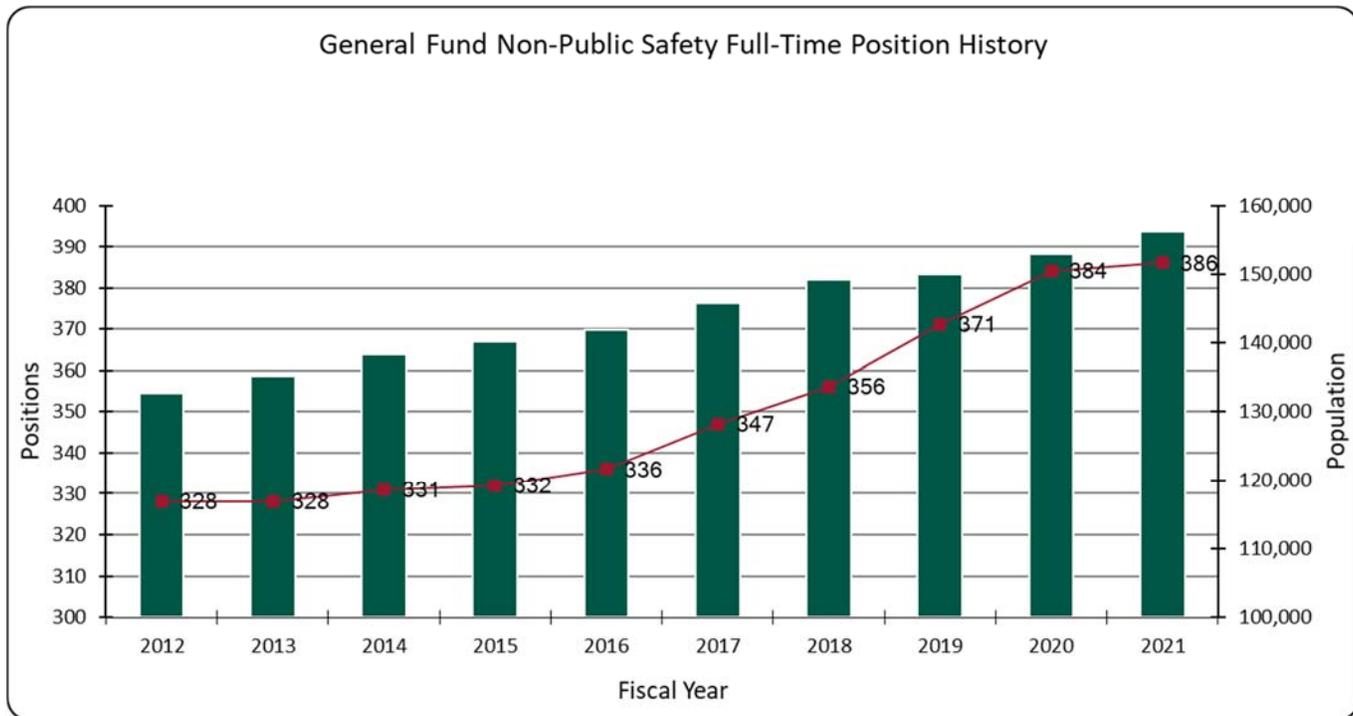
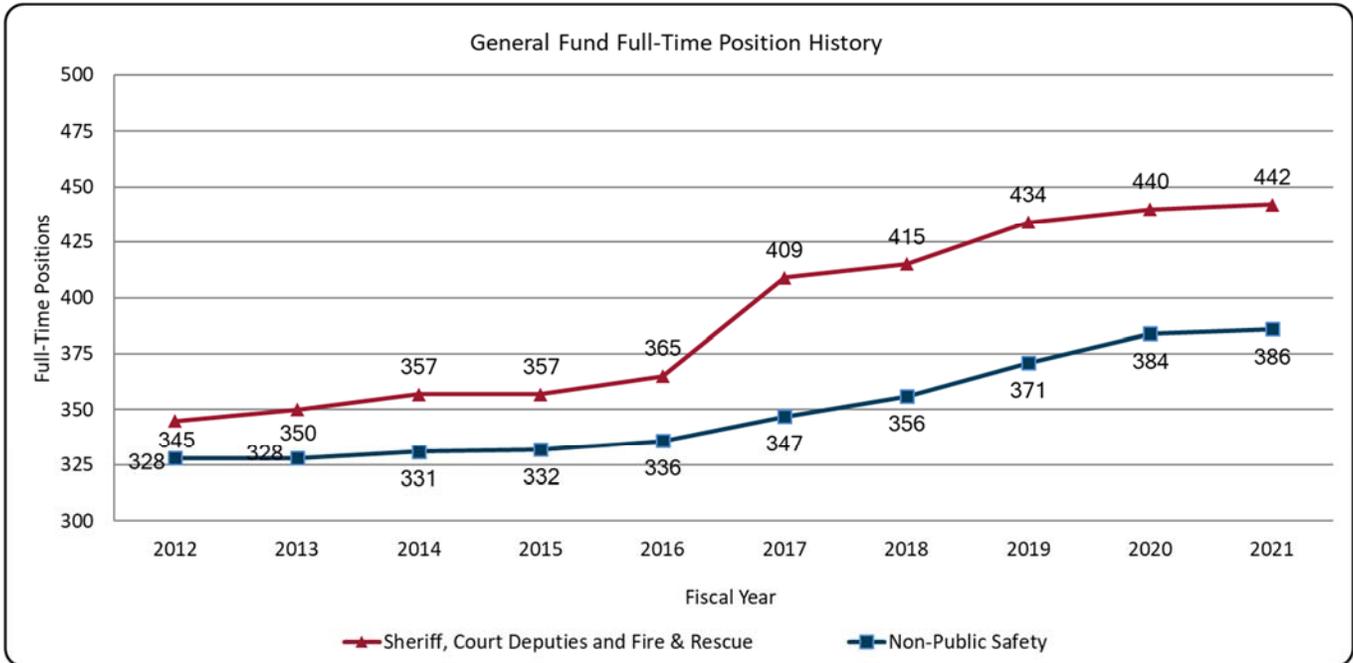
Mission

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 County works with each Department on 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 FY2021, the Adopted Budget adds to the Fire and Rescue department 1 CQI Coordinator (full-time position) and converts the Logistician from a part-time position to full-time.
- Staffing in the general fund non-public safety agencies has had slow growth since the recession despite continually increasing accomplishments and responsibilities. The FY2021 Adopted Budget includes positions to ensure that the County can continue to provide exemplary service to our citizens. A total of 2 new full-time positions:
 - Information Technology: Security Analyst I (1) Full-Time (Funded for Half Year)
 - Social Services: Self Sufficiency Specialist III (1) Full-Time
- The FY2021 Adopted Budget includes 1 additional Utilities Fund position to ensure that the County can continue to provide exemplary service to our citizens.
 - 3R Project Manager (1) Full-Time

General fund Non-Public Safety positions in the FY2021 Adopted Budget have increased fifty-eight (58) positions above staffing levels in FY2012. The General Fund Non-Public Safety Staffing is still below FY2009 staffing levels (399). Staffing levels in general fund Public Safety have increased by ninety-seven (97) positions above staffing levels in FY2012 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, a Classification and Compensation- Project was launched to update the County's overall compensation program for the organization. The study analyzed both the market competitiveness of benchmark jobs along with the internal equity of all County jobs. The outcome of the project chartered the course for the County's current compensation plan (implemented July 1, 2019). An implementation plan to address market competitiveness and reduce pay compression was presented to the Board in a two-phase approach. The FY2020 Budget included funding for the first phase. Positions which were identified as having a high degree of turnover received their compensation adjustments 100% in Phase One (to include several positions in Public Safety). The FY2021 Adopted Budget provides funding to implement the majority of the second phase of the overall recommendation.

The Board of Supervisors supported their Strategic Plan Goal 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" with the approval of the Stafford County Public Safety Pay Scale. The pay scale is structured as a grade and step system, with 26 grades and up to 30 steps. Grades are 7% apart with the exception of career development grades which are 3% apart. Steps increase 3% to the midpoint and then 2.5% to maximum. On December 17, 2019, the Board approved the Stafford County Public Safety Pay Scale (effective July 1, 2020) on Resolution R19-369 in order to place the County's public safety agencies in a more competitive position within the Northern Virginia public safety market. The majority of the implementation of this system, along with individual step increases, were funded with the FY2021 budget. Implementation of command staff and the Advanced Life Support (ALS) stipend will transition over the next several years.

FY2021 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.

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. Two out of three primary modules of this system have been successfully launched and future years will see expanded capabilities for the benefit of our employees.

During the 2020 session, the General Assembly approved a plan to increase minimum wage. The implementation will provide for a minimum wage increase as follows:

- May 1, 2021: \$9.50
- January 1, 2022: \$11.00
- January 1, 2023: \$12.00
- January 1, 2025: \$13.50
- January 1, 2026: \$15.00

The impact to Stafford County will be reviewed, measured and provided to the Board of Supervisors to inform upcoming budgets.

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

FY2021 Adopted Budget

	FY2018		FY2019		FY2020 Revised		FY2021	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
General Government								
Board of Supervisors	0	7	0	7	0	7	0	7
Commissioner of the Revenue	29	1	29	1	29	1	29	1
County Administration	7	0	7	0	8	0	8	0
County Attorney	7	0	7	0	8	0	8	0
Electoral Board and Registrar	3	1	3	1	3	1	3	1
Finance and Budget	17	0	17	0	19	0	19	0
Geographic Information Systems	5	0	5	0	5	0	5	0
Human Resources	5	1	5	1	7	1	7	1
Information Technology	15	0	15	0	15	0	16	0
Office of Community Engagement	3	1	4	1	4	1	4	1
Treasurer	18	3	19	3	19	3	19	3
Total General Government	109	14	111	14	117	14	118	14
Public Safety								
Sheriff	228	14	234	17	237	16	237	16
Fire & Rescue Services	156	0	169	0	172	1	174	0
15th District Court Unit	2	0	2	0	2	0	2	0
Code Compliance	41	1	44	1	45	0	45	0
Total Public Safety	427	15	449	18	456	17	458	16
Judicial Administration								
Circuit Court	4	0	4	0	4	0	4	0
Clerk of the Circuit Court	20	0	20	0	20	0	20	0
Commonwealth's Attorney	27	0	27	0	29	0	29	0
Court Deputies	31	3	31	3	31	3	31	3
Total Judicial Administration	82	3	82	3	84	3	84	3
Community Development								
Cooperative Extension Program	0	4	0	4	0	4	0	4
Economic Development	5	0	7	0	7	0	7	0
Planning and Zoning	21	0	19	0	20	0	20	0
Total Community Development	26	4	26	4	27	4	27	4
Health and Social Services								
Human Services	3	0	3	0	3	0	3	0
Social Services	61	6	70	6	73	5	74	5
Total Health and Social Services	64	6	73	6	76	5	77	5
Parks, Recreation and Cultural								
Parks and Recreation	40	115	40	115	40	117	40	117
Total Parks, Recreation and Cultural	40	115	40	115	40	117	40	117
Public Works								
Engineering	5	0	4	0	4	0	4	0
Community Facilities	20	5	20	5	20	5	20	5
Total Public Works	25	5	24	5	24	5	24	5
Total General Fund Positions	773	162	805	165	824	165	828	164
Capital Projects Fund Total Positions	2	0	2	0	2	0	2	0
Transportation Fund Total Positions	0	0	0	0	0	0	0	0
Utilities Fund Total Positions	140	1	149	0	152	0	153	0
Total Authorized Strength All Funds	915	163	956	165	978	165	983	164

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

POSITION CHANGES: GENERAL FUND

FY2021 Adopted Budget

Department	Position	Full Time	Part Time	Notes
FY2021 Adopted Positions	FY2020 Adopted Positions	824	165	
Information Technology	Security Analyst	1		Funded Half Year
Fire & Rescue Services	EMS Operations CQI Coordinator	1		Supported partially by increase in revenues estimated to be \$117,747
Fire & Rescue Services	Logistician	1	-1	Convert regular part-time to a full-time
Social Services	Self-Sufficiency Specialist II	1		Federal/State funded 84.5%
	Total Proposed	4	-1	
	Total General Fund Positions	828	164	

POSITION CHANGES: UTILITIES FUND

FY2021 Adopted Budget

Department	Position	Full Time	Part Time	Notes
FY2021 Adopted Positions	FY2020 Adopted Positions	152	0	
Utilities	3R Project Manager	1		
	Total Proposed	1	0	
	Total Utilities Fund Positions	153	0	

Department: Information Technology

Position: Security Analyst I, Full-time (Half Year)

Funding Source: General Fund

Position Description:

Performs intermediate professional work involving the analysis of departmental operating procedures; develops and maintains work plans for moderate to complex projects; participates on project teams; maintains a moderate level of knowledge of the application system(s), multiple platforms and new technology to provide technical expertise and advice to project teams and users; performs development, design and implementation of cyber security computer systems; and does related work as required. Work is performed under regular supervision. Supervision may be exercised over subordinate technical personnel.

Position Justification:

With the huge increase in risk in the cybersecurity area, the duties are more than one position can handle. A Security Analyst was hired two years ago and has made some significant progress in helping to defend the County’s network and applications, but the increasing risk of ransomware attacks and the new State legislation on election security is necessitating more help in this area. In FY2020 Information Technology is adding some significant new cyber security systems to help protect the County and additional help is needed to manage and maintain these systems as new attacks on the County’s network are happening multiple times per day. Additionally, new security solutions are included in the in FY2021 Proposed Budget, but will require additional resources to adequately support.

Cost Benefit Analysis:

Salary/Benefits	\$55,124
Operating/Capital Costs	\$750
Revenue	0
Current Expenses	0
Net Cost	\$55,874

¹Estimate

Metric Description	FY2019 Actual	FY2020 Budget	FY2021 Plan
Average Cost of Local Government Security Breach	\$2.3million	\$3.5 million	\$4.5million ¹
Number of local governments experiencing a ransomware attack	85	140	225*
% increase in security threat events per day worldwide (FY18: 90 billion, FY19: 240 billion)	266%	TBD	TBD
Security Systems Supported:			
KnowB4 Security Awareness Training	X	X	X
KnowB4 Phishing Simulator	X	X	X
Cylance Endpoint Security	X	X	X
Web Security (Umbrella to Zscaler)	X	X	X
Email Security (Transition to ProofPoint)	X	X	X
Security Information and Event Mgmt (SIEM)		X	X
Data Security and Classification Protection		X	X

Department: Fire and Rescue Services

Position: EMS Operations CQI Coordinator, Full-time

Funding Source: General Fund

Position Description:

Lieutenants 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. Fire and Rescue Lieutenants are assigned to fire suppression apparatus and function as the unit supervisor of staffed suppression apparatus. This Company Officer position is responsible for the daily oversight of fire suppression apparatus, along with strategic and tactical decision making during the response to emergency incidents.

Position Justification:

The delivery of emergency medical services (EMS) is a cornerstone of the Stafford County Fire and Rescue Department’s array of services. High quality EMS delivery requires a standardized and continuous monitoring process, ensuring that medical care provided to the sick and injured is of the greatest caliber. The landscape of EMS is continuously changing; as such the EMS Operations Division must be relevant, adaptable, and dynamic. The position of Fire and Rescue Lieutenant, assigned as the CQI Coordinator, allows for the position to be filled by a seasoned and knowledgeable officer from within the department.

A thorough review of EMS Patient Records and Provider Documentation is essential to the continuous quality improvement (CQI) process. The CQI process assists in identifying trends within EMS delivery, possible provider oversights, and increases in revenue collection. During FY19 the Fire and Rescue Department completed analysis which demonstrated an increase in revenue of approximately \$25,000 per quarter, with regard to continuous quality improvement and documentation.

Cost Benefit Analysis:

Salary/Benefits	\$117,747
Operating/Capital Costs	\$3,250
Revenue	\$117,747
Current Expenses	0
Net Cost	\$3,250

Metric Description	FY2019 Actual	FY2020 Budget	FY2021 Plan
Full-Time Employee Hours Dedicated to EMS	0%	0%	100%
Continuous Quality Improvement			

Department: Fire and Rescue Services

Position: Logistician, Part-time to Full-time Conversion

Funding Source: General Fund

Position Description:

Purchasing and receiving for the Fire and Rescue Department is handled within the Administrative Services Command. This includes the procurement of apparatus, equipment, supplies, and wearables for Fire and Rescue Department personnel – both career and volunteer. The position of Logistician involves maintaining a catalog and inventory of supplies, along with the subsequent distribution of materials to 15 Fire and Rescue Department work locations. These responsibilities are accomplished in support of more than 170 full time staff members and 200 active volunteers throughout the County’s Fire and Rescue Department. Transition of the position from Part-Time to Full-Time will assist in ensuring that work orders are processed in a timely manner and that annually required service testing (Fire Hose, Ladders, Fire Pump, and Self-Contained Breathing Apparatus) is accomplished within one single-point.

Position Justification:

With the departure of the previous Logistician and the conversion of that FTE to a second mechanic in calendar year 2017, a part time position was created for Logistics to aid in keeping the system supplied and mission-ready. As recommended by the Fire and Rescue Assessment (2017), it is the department’s intent to re-implement the full-time Logistician position and 1) evaluate the current procurement practices across the fire and rescue system, 2) identify areas for improvement, efficiencies, and fiscally responsible methods for purchasing, and 3) appropriately staff Logistics and Support Services areas based on the assessment and identified areas for improvement. It is the department’s intent to continue building a centralized purchasing program for the entire system and to realize more cost effective procurement as a result.

This Goal Supports:

- Plan #1 Fire and Rescue Assessment
- Plan #2 Fire and Rescue Staffing Plan

Cost Benefit Analysis:

Salary/Benefits	\$43,942
Operating/Capital Costs	0
Revenue	0
Current Expenses	0
Net Cost	\$43,942

Metric Description	FY2019 Actual	FY2020 Budget	FY2021 Plan
Dedicated Logistician Staffing Availability	0%	70%	100%

Department: Social Services**Position:** Self-Sufficiency Specialist III, Full-time**Funding Source:** Federal/State: 84.5% and General Fund: 15.5%**Position Description:**

The Supplemental Nutrition Assistance Program Employment and Training (SNAPET) is part of the Commonwealth's Workforce Development System. This is a multi-component employment and training program that is designed to assist SNAP recipients in their employment and training needs. The goal of SNAPET is to assist SNAP recipients with opportunities that will lead to paid employment and decrease dependency on assistance programs. Virginia's Initiative for Education and Work (VIEW) formerly known as the Virginia Initiative for Employment not Welfare (VIEW) is a required program for persons receiving Temporary Assistance to Needy Families (TANF) benefits. The program provides various services that requires TANF recipients to become employed and subsequently self-sufficient. The Self-Sufficiency Specialist III's role is one that explains the rights and responsibilities for applicants and recipients of both programs. The Self-Sufficiency Specialist III makes determinations of eligibility for programs; establishes and monitors self-sufficiency goals through information and assessments of customer background; carries a case load of clients receiving employment services; develops employment plans for customers facing the most complex situations; supervises and develops job readiness and job search workshops; works with employers in developing job opportunities for clients and hosts job fairs; evaluates data gathered through interviews; serves as a resource to staff and the public concerning the View program. The Self-Sufficiency III utilizes state, local and federal guidelines, regulations and policies to make eligibility and employability decisions.

Position Justification:

As Stafford County DSS moves forward in the pursuit of excellence, the need for localities to enhance case management services such as comprehensive intake assessments, individualized service plans, progress monitoring, and coordination with service providers for the development of the SNAPET program has become a major focus for Virginia Department of Social Services. Stafford County DSS makes every concerted effort to combat the challenges through processing SNAP and VIEW applications in a timely and efficient manner and providing on-going case management services for current VIEW and soon to be SNAPET participants. Both programs have requirements that participants must meet in order to continue receiving benefits. In the event that a mandatory participant declines the services of the VIEW program, or does not comply with VIEW requirements, the TANF case is closed or sanctioned, thus the financial benefit is removed from the client. VIEW and SNAPET clients are required to be involved in work-related activities for a minimum of 35 hours per week. A living wage for all participants and their families is the ultimate goal of both programs. Employment services are provided to VIEW and SNAPET recipients to help individuals secure employment, training, or education leading to employment with a goal of self-support. Funding the Self-Sufficiency Specialist III would allow the opportunity to absorb the additional case load of SNAPET participants, efficiently verify that the client is working and employed at a living wage that can support the family's financial needs, showcase employment opportunities within the county, sustain state processing compliance, and develop employment plans that remove barriers for independence subsequently reducing the need for community support.

Cost Benefit Analysis:

Salary/Benefits	\$89,903
Operating/Capital Costs	\$250
Revenue	\$75,968
Current Expenses	0
Net Cost	\$14,185

Metric Description	FY2019 Actual	FY2020 Budget	FY2021 Plan
VIEW/SNAPET Participants	156	160	434
VIEW Participants' Average Earnings	\$10.85	\$11.39	\$11.96

Department: Public Works

Position: 3R Project Manager, Full-time

Funding Source: Utilities Fund

Position Description:

This position will assist the Dept. of Public Works with design, construction, inspection and coordination of 3R projects associated with the Utilities CIP. The 3R Project Manager duties include: coordinating construction oversight; reviewing plans and cost estimates for 3R construction projects; inspecting field construction and preparing reports on status of completion and work remaining; developing RFPs, bid documents, contracts, and purchase orders; establishing construction schedules and conditions; and prepares project data and cost estimates for 3R-related CIP projects. The Project Manager- 3R will work closely with the Capital Construction and Field Operations Divisions to ensure the Dept. of Public Works is appropriately, efficiently and cost-effectively implementing the Utilities CIP. In addition, this position will assist the Dept. Budget and Finance Manager with the development of the long-term funding strategy for projects associated with 3R.

The position will also work with service districts to coordinate major capital construction projects. In FY 2021 and FY 2022 the focus will be on dam projects in the Lake Arrowhead Service District and the Lake Carroll Service District. County project management costs are included in the FY 2021 budgets for the service districts and will offset salary and benefit costs in the Utilities Fund.

Position Justification:

Beginning in FY21, the Utilities CIP proposes approximately \$115M in new capital investment and reinvestment, of which approximately \$45M is directly associated with 3R (treatment plant upgrades, pump station replacement, etc.) This will result in significant design, construction and engineering effort from the Capital Construction division, but will ultimately become the shared responsibility of the Project Manager - 3R and the proposed 3R Asset Manager to implement. The Dept. of Public Works - Utilities participated in the nationwide AWWA Utility Benchmarking survey that compared Stafford County’s water/wastewater utility to multiple peer localities. Of the 100+ category comparison, Stafford County is trending below the median for categories related to proper asset management. As our utility system ages, asset management strategies (such as 3R/maintenance) are necessary to ensure capital assets are performing at high levels and remain in quality working order and condition. As it currently stands, the value of the current water/wastewater utility in Stafford County is \$965M, therefore, the importance of prolonging asset life, investing in 3R, meeting regulatory requirements and reducing overall costs of operational and capital expenditures is extremely necessary.

Cost Benefit Analysis:

Salary/Benefits	\$122,367
Operating/Capital Costs	\$3,900
Revenue	0
Current Expenses	0
Net Cost	\$126,267

Metric Description	FY2019 Actual	FY2020 Budget	FY2021 Plan
Utilities CIP - 3R treatment plant upgrades	\$380,000	\$3,400,000	\$28,000,000
Utilities CIP - 3R linear pipe, pump stations	\$2,600,000	\$4,500,000	\$17,000,000
Operations 3R - Inversion Lining - cost savings	\$1,759,770	\$2,500,000	\$3,000,000
Lake Arrowhead Dam	\$150	\$53,408	\$506,074
Lake Carroll Dam	\$15,901	\$700,304	\$700,304

POSITION SUMMARY: SCHOOLS FUNDS

FY2021 Adopted Budget

	FY2019 Full-Time Equivalent	FY2020 Full-Time Equivalent	FY2021 Full-Time Equivalent	Changes '20 to '21 Full-Time Equivalent
School Board	7.00	7.00	7.00	0.0%
Superintendent	1.00	1.00	1.00	0.0%
Director/Supervisor	54.50	58.48	61.48	5.1%
Coordinators	20.00	23.00	25.00	8.7%
Teachers	1,928.00	1,991.90	2,041.90	2.5%
School Counselors	71.60	82.60	92.00	11.4%
Librarians	36.50	36.50	36.50	0.0%
Speech Pathologists	29.25	29.75	31.25	5.0%
Coordinating Teachers	0.00	0.00	0.00	0.0%
Principals	30.00	30.00	30.00	0.0%
Assistant Principals	52.31	54.66	58.66	7.3%
Transition Specialists	2.00	2.00	2.00	0.0%
Other Professionals	3.50	6.50	8.50	30.8%
Attendance Social Workers	2.00	2.00	3.00	50.0%
School Social Workers	18.66	21.88	21.88	0.0%
Occupational Physical Therapists	16.00	18.50	19.00	2.7%
Hearing Interpreters	8.50	7.00	7.00	0.0%
School Nurses	31.80	33.80	38.80	14.8%
School Psychologists	19.50	19.50	19.50	0.0%
Computer Specialists	14.00	12.00	12.00	0.0%
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	7.00	7.00	0.0%
Bus Monitors	65.15	65.15	65.15	0.0%
Engineers	26.00	28.00	28.00	0.0%
Computer Technicians	41.00	41.00	42.00	2.4%
Security Officers	14.50	15.50	15.50	0.0%
Administrative Support	200.70	209.70	209.70	0.0%
Coordinator of Bus Routes	8.00	9.00	9.00	0.0%
Purchasing Assistants	1.00	0.00	0.00	0.0%
Accounting Assistants	51.75	56.75	56.75	0.0%
Paraprofessionals	536.48	549.48	564.48	2.7%
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	225.20	2.3%
General Maintenance Workers	19.00	19.00	19.00	0.0%
Custodians	25.50	22.50	22.50	0.0%
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	39.00	42.00	7.7%
Fund Total - School Operating ⁽¹⁾	3,634.40	3,753.35	3,855.75	2.7%

⁽¹⁾ In the FY2021 budget 102.4 positions were added: 3.0 Director/Supervisors, 2.0 Coordinators, 50.0 Teachers, 9.4 School Counselors, 1.50 Speech Pathologists, 4.0 Assistant Principals, 2.0 Other Professionals, 1.0 Attendance Social Worker, .5 Occupational Therapist, 5.0 Nurses (LPNs), 1.0 Computer Technician, 15.0 Paraprofessionals, 5.0 Bus Drivers and 3 Food Services (Hourly).

POSITION SUMMARY: SCHOOLS FUNDS

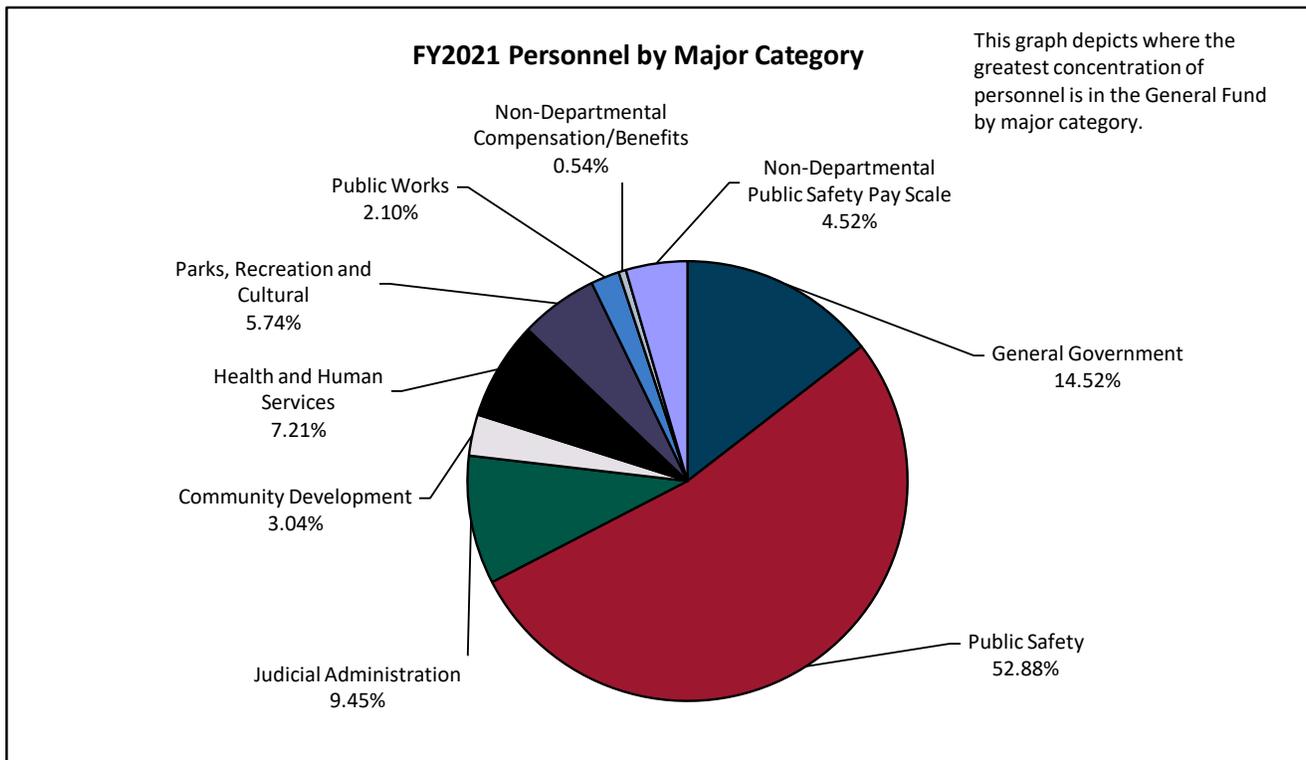
FY2021 Adopted Budget

	FY2019 Full-Time Equivalent	FY2020 Full-Time Equivalent	FY2021 Full-Time Equivalent	'20 to '21 Full-Time Equivalent
Fund Total - Grants	149.17	149.17	149.83	0.4%
Fund Total - School Capital Projects	4.85	4.85	2.00	(58.8)%
Fund Total - School Nutrition Services	249.00	249.00	253.20	1.7%
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	4,070.42	4,188.37	4,290.98	2.4%

GENERAL FUND PERSONNEL: MAJOR CATEGORY

FY2021 Adopted Budget

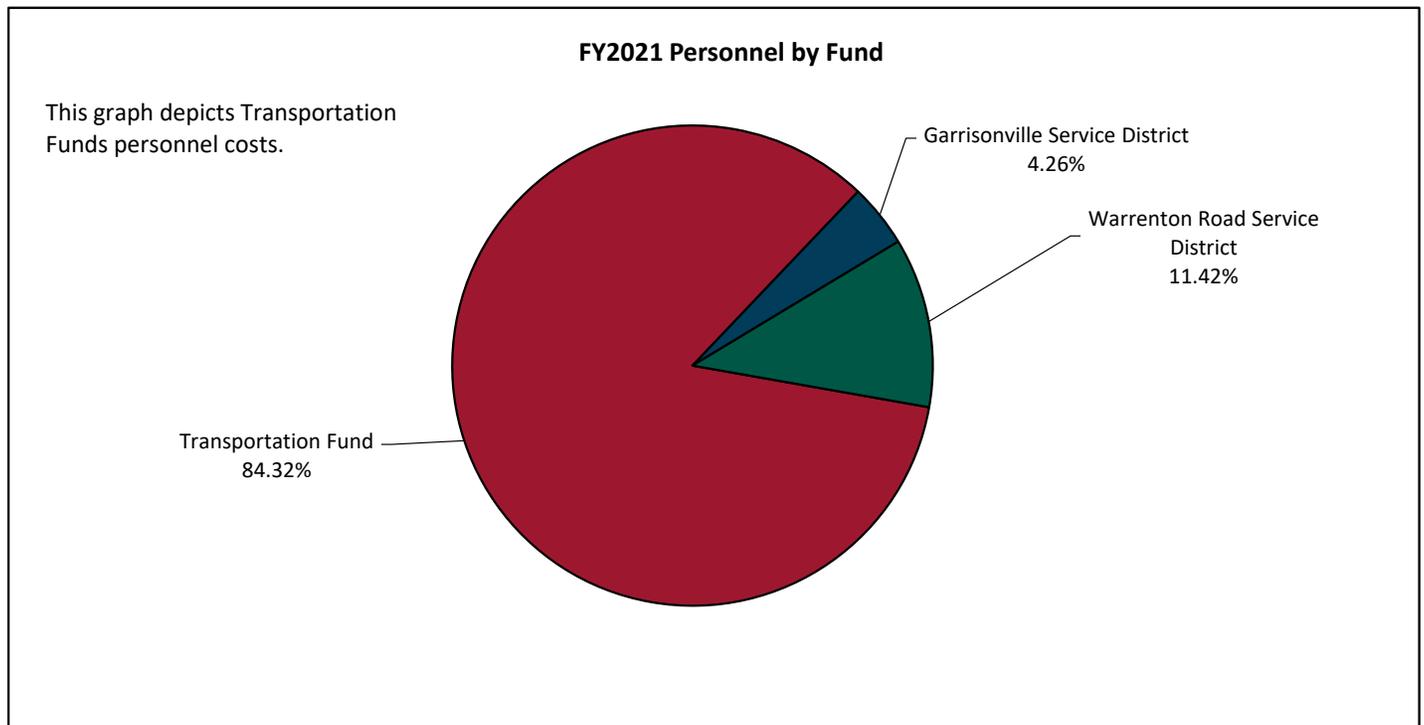
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
General Government	\$10,830,412	\$12,779,159	\$12,887,657	\$108,498	0.85%
Public Safety	40,670,160	45,973,639	46,924,449	950,810	2.07%
Judicial Administration	7,373,601	8,194,894	8,387,210	192,316	2.35%
Community Development	2,429,000	2,640,699	2,694,647	53,948	2.04%
Health and Human Services	5,186,195	6,095,242	6,394,932	299,690	4.92%
Parks, Recreation and Cultural	5,218,555	5,497,631	5,097,316	(400,315)	-7.28%
Public Works	1,835,170	1,932,943	1,865,742	(67,201)	-3.48%
Non-Departmental Compensation/Benefits	20,187	45,000	483,000	438,000	973.33%
Non-Departmental Public Safety Pay Scale	0	0	4,009,257	4,009,257	100.00%
Total	\$73,563,280	\$83,159,207	\$88,744,210	\$5,585,003	6.72%



TRANSPORTATION FUNDS: EXPENDITURE DISTRIBUTION

FY2021 Adopted Budget

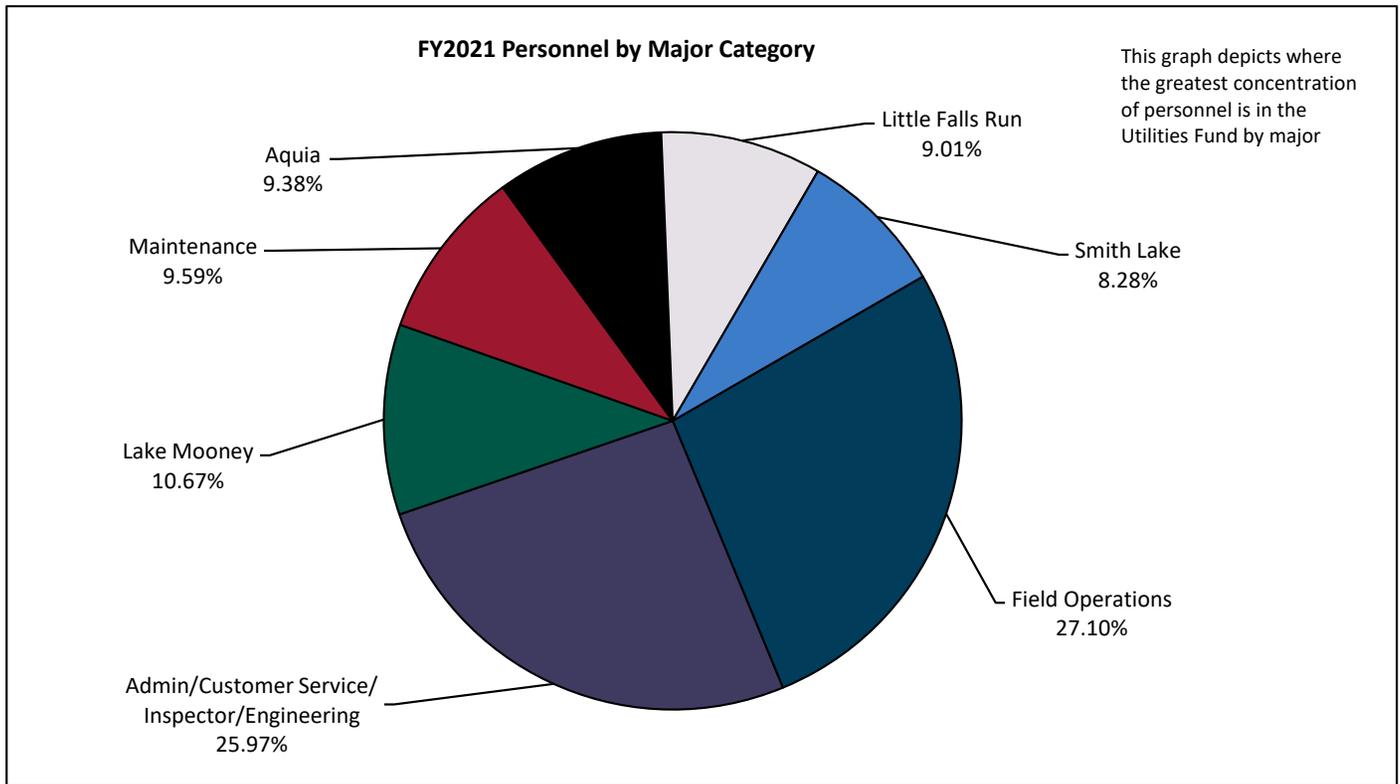
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Transportation Fund	\$108,367	\$105,708	\$169,179	\$63,471	60.04%
Garrisonville Service District	6,899	18,309	8,551	(9,758)	-53.30%
Warrenton Road Service District	13,982	21,920	22,916	996	4.54%
Total Expenditures	\$129,248	\$145,937	\$200,646	\$54,709	37.49%



UTILITIES FUND PERSONNEL: MAJOR CATEGORY

FY2021 Adopted Budget

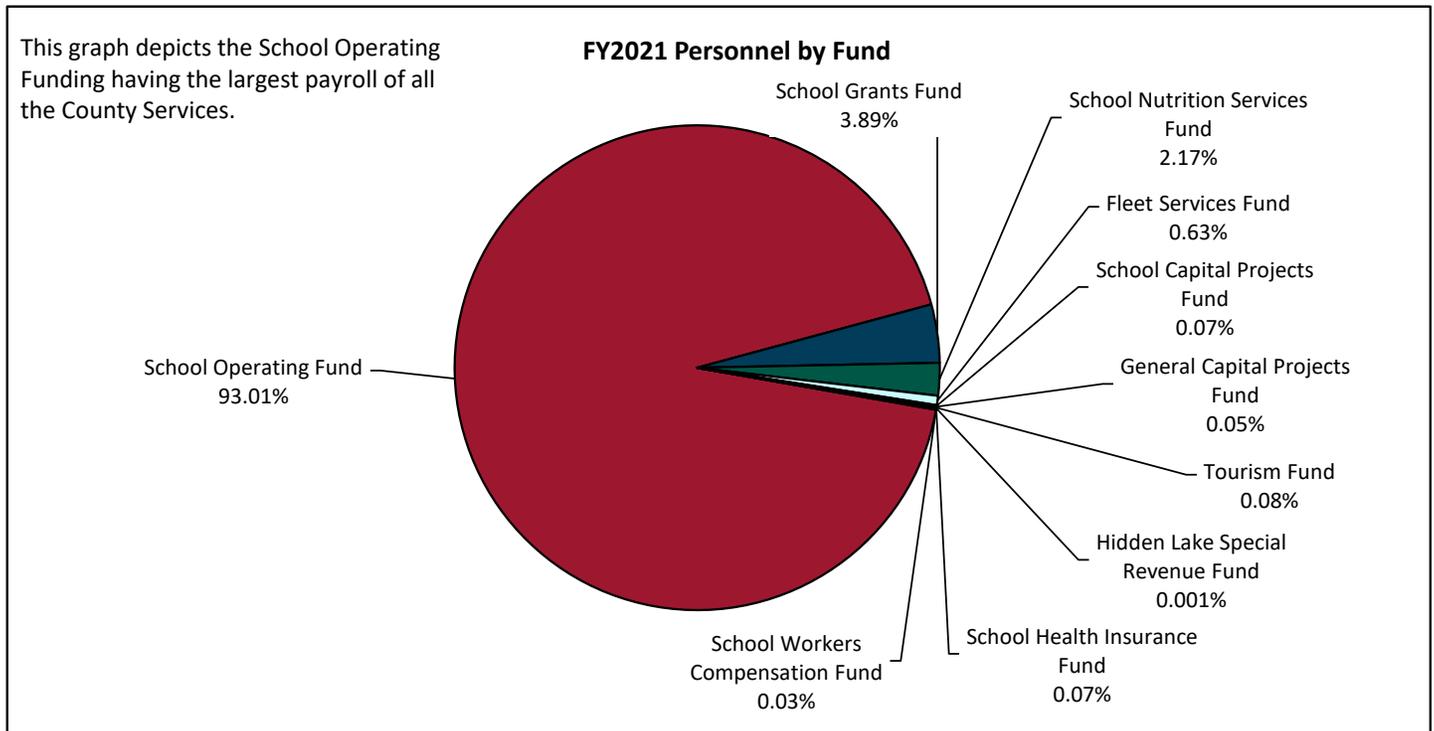
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
Field Operations	\$3,535,918	\$3,640,280	\$3,733,575	93,295	2.56%
Admin/Customer Service/ Inspector/Engineering	2,732,724	3,008,647	3,577,781	\$569,134	18.92%
Lake Mooney	1,267,904	1,415,082	1,467,903	52,821	3.73%
Maintenance	1,110,644	1,351,919	1,321,724	(30,195)	-2.23%
Aquia	1,171,434	1,247,208	1,291,479	44,271	3.55%
Little Falls Run	1,087,792	1,157,929	1,241,838	83,909	7.25%
Smith Lake	931,893	901,765	1,141,081	239,316	26.54%
Total Expenditures	\$11,838,309	\$12,722,830	\$13,775,381	\$1,052,551	8.27%



OTHER FUNDS PERSONNEL: EXPENDITURE DISTRIBUTION

FY2021 Adopted Budget

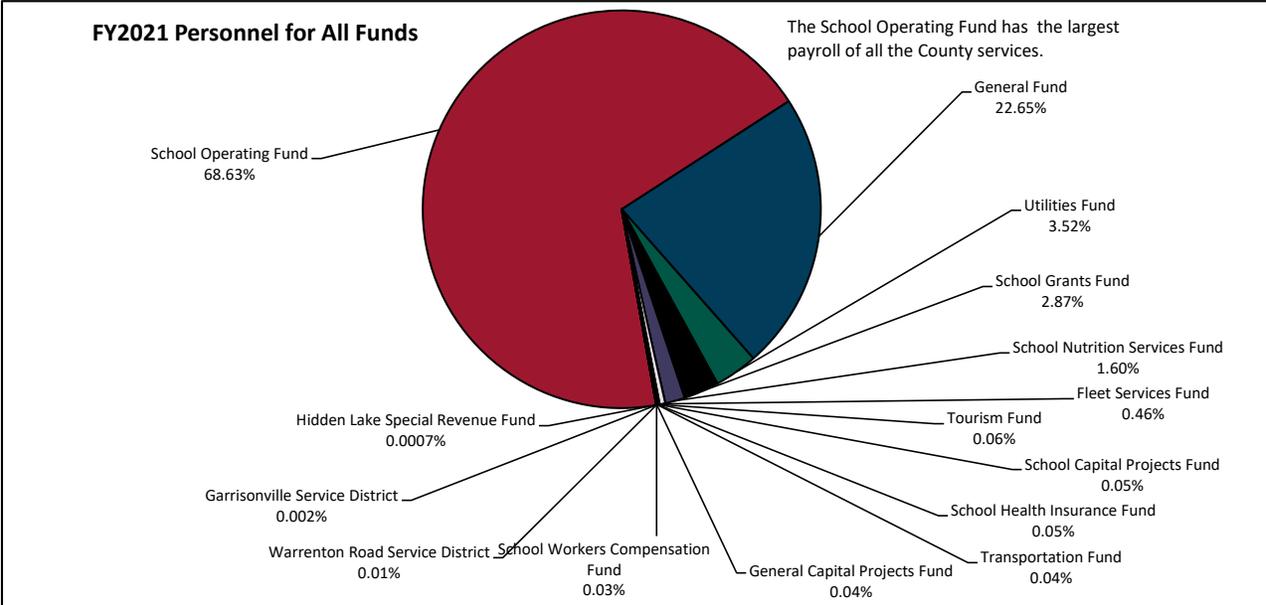
	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
School Operating Fund	\$240,397,108	\$257,414,358	\$268,946,119	\$11,531,761	4.48%
School Grants Fund	9,047,351	9,332,641	11,244,730	1,912,089	20.49%
School Nutrition Services Fund	5,855,555	6,329,351	6,277,191	(52,160)	-0.82%
Fleet Services Fund	1,765,901	1,904,210	1,809,077	(95,133)	-5.00%
School Capital Projects Fund	313,909	347,855	211,069	(136,786)	-39.32%
General Capital Projects Fund	139,563	192,780	145,000	(47,780)	-24.78%
Tourism Fund	195,551	272,510	226,470	(46,040)	-16.89%
Hidden Lake Special Revenue Fund	1,474	2,080	2,612	532	25.58%
School Health Insurance Fund	147,814	172,703	193,444	20,741	12.01%
School Workers Compensation Fund	90,554	94,719	98,186	3,467	3.66%
Total Expenditures	\$257,954,780	\$276,063,207	\$289,153,898	\$13,090,691	4.74%



PERSONNEL: ALL FUNDS

FY2021 Adopted Budget

	FY2019 Actual	FY2020 Adopted Budget	FY2021 Adopted Budget	Changes '20 to '21	
School Operating Fund	\$240,397,108	\$257,414,358	\$268,946,119	\$11,531,761	4.48%
General Fund	73,563,280	83,159,207	88,744,210	5,585,003	6.72%
Utilities Fund	11,838,309	12,722,830	13,775,381	1,052,551	8.27%
School Grants Fund	9,047,351	9,332,641	11,244,730	1,912,089	20.49%
School Nutrition Services Fund	5,855,555	6,329,351	6,277,191	(52,160)	-0.82%
Fleet Services Fund	1,765,901	1,904,210	1,809,077	(95,133)	-5.00%
Tourism Fund	195,551	272,510	226,470	(46,040)	-16.89%
School Capital Projects Fund	313,909	347,855	211,069	(136,786)	-39.32%
School Health Insurance Fund	147,814	172,703	193,444	20,741	12.01%
Transportation Fund	108,367	105,708	169,179	63,471	60.04%
General Capital Projects Fund	139,563	192,780	145,000	(47,780)	-24.78%
School Workers Compensation Fund	90,554	94,719	98,186	3,467	3.66%
Warrenton Road Service District	13,982	21,920	22,916	996	4.54%
Garrisonville Service District	6,899	18,309	8,551	(9,758)	-53.30%
Hidden Lake Special Revenue Fund	1,474	2,080	2,612	532	25.58%
Total	\$343,485,617	\$372,091,181	\$391,874,135	\$19,782,954	5.32%



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

FY2021 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

FY2021 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

FY2021 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

FY2021 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 normally a minimum 3% of general government expenditures. During the final development of the FY2021 Adopted Budget, and the projected revenue shortfalls due to the COVID-19 Pandemic, the Board reduced the Financial Policy requirements of 3% of general fund recurring revenue to 2%. Staff was directed to look at all projects and determine if they are essential or non-essential. Essential projects include those that are directly related to limiting the loss of life and/or assets. Department leaders from all departments with projects that were proposed, along with the Chief Financial Officer, the Budget Director and the Sr. Budget Analyst met to review all projects. Each department provided support for to determine if a project was essential or supported projects being

pushed out into future years. These departments included: Parks, Recreation and Community Facilities; Fire and Rescue; Sheriff's Department; and Information Technology. This group did not prioritize projects beyond FY2021, as the CIP process will begin again in August for FY2022-31 CIP.

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 and \$1.4M in current revenue 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

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

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:

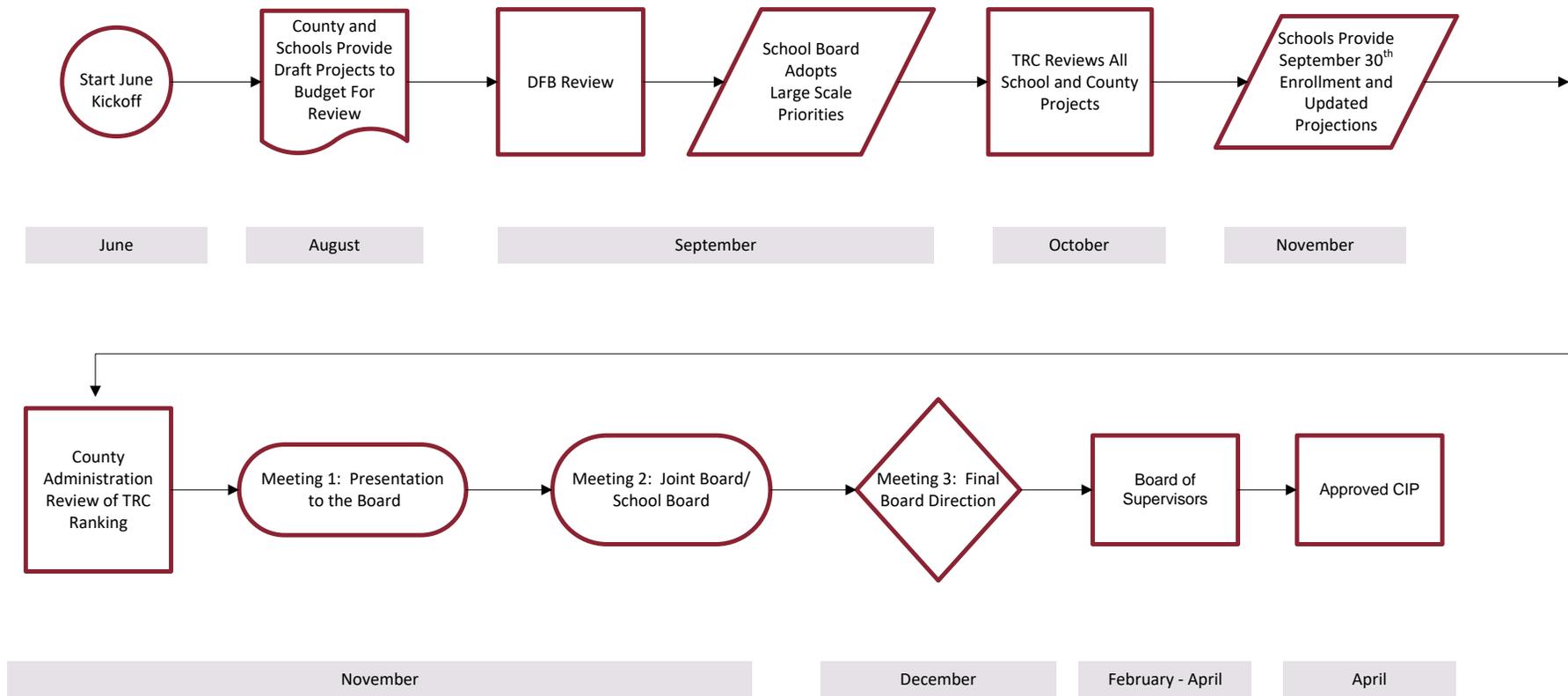
Project	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Replacement Engine	767,000	802,000	1,652,000	851,000	877,000	903,000	930,000	958,000	987,000	1,017,000
Replacement Tanker		884,000								
Replacement Heavy Rescue	1,343,000							1,676,000		
Replacement Fire Boat	341,000							425,000		
Equipment of Fire Boat								42,000		
Equipment for Engines	88,000	92,000	192,000	99,000	102,000	105,000	108,000	111,000	114,000	117,000
Equipment for Heavy Rescue	131,000							163,000		
Replacement Lucas System	270,000								1,040,000	
Replacement LifePak15									2,610,000	
Replacement LifePak CR and AEDs							180,000			
Replacement SCBA Equipment							3,773,000			
Total	2,940,000	1,778,000	1,844,000	950,000	979,000	1,008,000	4,991,000	3,375,000	4,751,000	1,134,000
Dedicated Real Estate Tax Revenue	154,815	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	246,362
Total Master Lease Borrow	2,785,185	1,577,686	1,637,677	737,487	760,112	782,545	4,758,781	3,135,815	4,504,639	887,638
Capacity	9,745,000	788,000	801,000	3,952,000	840,000	3,380,000	874,000	1,878,000	1,897,000	922,000
Cumulative surplus/(deficit)	6,959,815	6,170,129	5,333,452	8,547,965	8,627,853	11,225,308	7,340,527	6,082,712	3,475,073	3,509,435

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:

<u>August</u>	
Monday, August 16, 2019	CIP-All requests for County and School CIP projects due
<u>September</u>	
Tuesday, September 10, 2019	CIP-School Board Meeting – adopts the CIP priorities
Monday, September 16, 2019	TRC receives projects
Monday, September 30, 2019	CIP - TRC meeting - Review all Schools Projects
<u>October</u>	
Monday, October 01, 2019	CIP - TRC meeting - Review all Public Works Projects
Friday, October 04, 2019	CIP - TRC meeting - Review all Public Safety Projects
Monday, October 07, 2019	CIP - TRC meeting - Review all Parks Projects
Tuesday, October 8, 2019	CIP - TRC meeting - Review all General Government Projects
Friday, October 11, 2019	CIP - TRC meeting - Review of all Transportation Projects
Tuesday, October 15, 2019	CIP Joint School Board and Board of Supervisors meeting to review School Board CIP priorities
<u>November</u>	
Wednesday, November 06, 2019	CIP - School submits updated enrollment projections to TRC for review
Tuesday, November 19, 2019	Debt capacity, CIP, and Five-Year comparison of Sept. 30 enrollment projections to the Board of Supervisors
Thursday, November 21, 2019	CIP Work Session on CIP Projects overview and project review
<u>December</u>	
Thursday, December 3, 2019	CIP Work Session Joint Board/School Board meeting to review projects
Tuesday, December 17, 2019	Final recommendations on the Five Year Financial Plan and CIP Work Session Final Board Review
<u>February</u>	
Tuesday, January 18, 2019	Presentation of Proposed Budget and CIP to Board of Supervisors
<u>March</u>	
Tuesday, March 03, 2019	Board authorizes Public Hearings for the FY2021 Budget, the CY2020 tax rates, CIP, and VPSA bond borrow
Tuesday, March 24, 2019	Budget Work session Debt, Financial Policy Limitations (debt capacity), and CIP
Thursday, March 26, 2019	Budget Work session: Review of debt, financial policy limitations (debt capacity), and CIP, if needed

Capital Improvement Program Calendar:

April

Tuesday, April 07, 2019

Budget, Tax Rate and CIP Public Hearings

Tuesday, April 21, 2019

Budget Work Session and adopt the FY2021 Budget, CIP, CY2020 Tax Rates

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 (Committee Co-Chair)
- Deputy Director, Department of Public Works (Committee Co-Chair)
- Senior Planning staff, Department of Planning & Zoning
- The County Administrator may designate up to two personnel each CIP cycle to participate in the TRC. This will ensure that the process allows for new perspectives. These participants may be from County or School staff.

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 (20%)
- Impact on Operational Budget (20%)
- Special Considerations and Regulatory Compliance (15%)
- Economic and Community Development (15%)
- Quality of Life (10%)
- Infrastructure and Capacity (20%)

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? (10%)
- 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 R19-182 on June 4, 2019.

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.

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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.

The table below provides details regarding proffer allocations for FY2019.

	Available Proffer Balance FY2018	Proffers Received in FY2019	Proffers Budgeted and Appropriated in FY2019	Available Proffer Ending Balance FY2019
Schools	\$2,506,260	\$1,949,640	\$0	\$4,455,900
Roads	2,119,146	2,879,974	0	4,999,120
Parks and Recreation	1,210,623	516,612	105,000	1,622,235
Libraries	508,970	72,038	0	581,008
General Government	211,815	0	0	211,815
Fire and Rescue	894,490	318,882	0	1,213,372
Government Center	5,762	6,133	0	11,895
Landfill	813	0	0	813
Other	1,677,488	1,163,383	0	2,840,871
Total	\$9,135,367	\$6,906,662	\$105,000	\$15,937,029

Policies:

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 below for summary of all operating budget impacts:

Operating Impacts Summary	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Plan	Future Years
Personnel	0	333,000	340,000	347,000	828,000	6,770,000	6,905,000	7,151,000	7,893,000	8,810,000	1,848,000	37,529,000
Operating	0	223,000	196,000	202,000	1,782,000	2,046,000	1,477,000	1,519,000	1,563,000	3,716,000	2,403,000	10,321,000
Total Personnel and Operating	\$0	\$556,000	\$536,000	\$549,000	\$2,610,000	\$8,816,000	\$8,382,000	\$8,670,000	\$9,456,000	\$12,526,000	\$4,251,000	47,850,000

- Operating impacts of \$556K in FY22 and are associated with the Sheriff’s 3R Body Camera project in FY21 and assumes there will be additional personnel and maintenance costs related to this project that will impact the FY2022 budget.

Debt Service Impacts:

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 \$355,153,794 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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Plan	All Years
Total Borrow	9,445,359	12,719,870	51,034,190	59,093,440	33,092,378	22,738,210	10,963,956	62,262,429	53,850,892	39,953,070	148,854,177	355,153,794
Debt Capacity	86,539,000	33,886,000	34,983,000	30,011,000	13,906,000	24,366,000	12,095,000	28,429,000	54,602,000	50,946,000	199,325,000	369,763,000
Cumulative (Deficit)/Surplus	77,093,641	98,259,771	82,208,581	53,126,141	33,939,763	35,567,553	36,698,597	2,865,168	3,616,276	14,609,206	33,939,763	14,609,206

Total Debt Service:

The following chart illustrates the year to year adjustment in the County’s total debt.

Debt Service Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 year Balanced CIP	5 Year Planning Period	Total
Existing Debt Service for Governmental Funds	43,103,170	40,857,228	38,816,247	36,707,675	35,135,122	34,927,838	33,862,715	33,355,675	31,708,501	27,718,661	194,619,443	161,573,389	356,192,832
Debt Service Approved Not Borrowed	1,041,560	2,447,489	2,447,489	2,447,489	2,447,489	2,447,489	2,447,489	2,447,489	2,447,489	2,447,489	10,831,514	12,237,443	23,068,957
New Debt Service	0	1,243,000	2,613,000	7,166,000	12,301,000	15,244,000	17,334,000	19,355,699	25,040,699	30,585,889	23,323,000	107,560,288	130,883,288
Total Debt Service	44,144,730	44,547,717	43,876,736	46,321,164	49,883,610	52,619,326	53,644,204	55,158,863	59,196,689	60,752,038	23,323,000	107,560,288	130,883,288

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Summary of all Funding Sources:

Projected Sources	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 year Balanced CIP	5 Year Planning Period	Total Projected Sources (Includes PY)
Debt Funding Sources														
County Bond Proceeds	0	0	0	0	0	0	0	0	41,190,716	24,417,725	50,000	0	65,658,441	65,658,441
School Bond Proceeds	0	9,445,359	11,461,000	44,242,000	55,983,440	27,722,378	6,839,270	6,293,956	8,171,713	29,433,167	39,903,070	148,854,177	90,641,176	239,495,353
Transportation Funding	0	0	1,258,870	6,792,190	3,110,000	5,370,000	15,898,940	4,670,000	12,900,000	0	0	16,531,060	33,468,940	50,000,000
Master Lease	0	2,785,185	1,577,686	1,637,677	737,487	760,112	782,545	4,758,781	3,134,815	4,080,639	887,638	7,498,147	13,644,419	21,142,565
Total Debt Funding Sources	\$0	\$12,230,544	\$14,297,556	\$52,671,867	\$59,830,927	\$33,852,490	\$23,520,755	\$15,722,737	\$65,397,244	\$57,931,531	\$40,840,708	\$172,883,384	203,412,976	\$376,296,359
County Sources														
County 3R	0	2,659,336	3,081,763	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180	17,321,024	24,228,347	41,549,371
Use of Prior Year Fund Balance General Fund	2,767,000	564,000	300,000	0	0	0	0	0	0	2,127,163	0	3,631,000	2,127,163	5,758,163
Proffers	0	176,000	251,000	834,330	690,000	2,185,760	170,000	199,888	1,282,048	967,442	0	4,137,090	2,619,378	6,756,468
State Grants	0	0	987,000	0	0	0	0	0	0	200,000	0	987,000	200,000	1,187,000
Asset Forfeiture	0	101,000	0	0	0	0	0	0	0	0	0	101,000	0	101,000
Net Sale from Boat Property	0	0	0	0	0	0	0	0	0	5,600,000	0	0	5,600,000	5,600,000
Radio Funding	0	346,419	0	0	0	0	0	0	0	0	0	346,419	0	346,419
Dedicated Real Estate Tax Revenue	0	188,815	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	246,362	1,026,853	1,189,581	2,216,435
Total County Sources	\$2,767,000	\$4,035,570	\$4,820,077	\$4,567,559	\$4,898,498	\$6,461,682	\$4,695,190	\$5,195,584	\$6,427,615	\$14,194,539	\$5,451,542	\$27,550,386	\$35,964,469	\$63,514,856
Transportation Sources														
Current Revenue - County	1,275,200	620,959	711,310	0	0	0	0	0	0	0	0	2,607,469	0	2,607,469
Use of Prior Year Fund Balance Transportation	5,747,761	0	0	600,000	400,000	0	0	0	25,000	0	0	6,747,761	25,000	6,772,761
Proffers	1,087,603	1,202,230	0	0	0	0	0	0	0	0	0	2,289,833	0	2,289,833
Service District	326,026	1,881,354	0	368,740	25,500	0	0	0	0	700,000	0	2,601,620	700,000	3,301,620
TAP - Transportatin Alternative Program	790,916	1,865,084	0	19,260	754,500	803,200	0	0	0	0	0	4,232,960	0	4,232,960
CMAQ - Congestion Mitigation and Air Quality	0	0	0	787,339	0	1,362,642	0	0	0	0	0	2,149,981	0	2,149,981
RSTP - Regional Service Transportation Program	0	0	86,762	25,000	0	2,543,921	0	0	0	0	0	2,655,683	0	2,655,683
Smart Scale	3,024,800	9,146,300	0	2,367,370	500,000	4,285,091	1,513,430	0	11,600,000	0	7,595,000	19,323,561	20,708,430	40,031,991
Fuel Tax	588,890	126,110	0	0	0	0	0	0	0	0	0	715,000	0	715,000
Revenue Sharing	2,989,324	7,212,610	952,440	7,792,190	1,500,000	2,730,000	6,537,630	730,000	6,900,000	8,500,000	8,300,000	23,176,564	30,967,630	54,144,194
Impact Fees	0	0	1,113,238	120,291	0	108,346	0	0	0	0	0	1,341,875	0	1,341,875
	\$15,830,520	\$22,054,647	\$2,863,750	\$12,080,190	\$3,180,000	\$11,833,200	\$8,051,060	\$730,000	\$18,525,000	\$9,200,000	\$15,895,000	\$67,842,307	\$52,401,060	\$120,243,367
School Sources														
Current Revenue & County Designated 3R	0	1,445,865	1,445,865	1,445,865	1,445,865	1,091,000	1,445,865	1,257,000	1,273,000	1,445,865	1,445,866	6,874,460	6,867,596	13,742,056
Use of Prior Year Fund Balance General Fund	0	1,833,476	24,885	395,735	69,110	0	354,865	0	170,135	145,134	2,323,206	670,134	2,993,340	
Proffers	0	0	0	0	0	2,048,622	0	0	0	6,853,053	1,000,000	2,048,622	7,853,053	9,901,675
Nutrition Capital Funding	0	125,000	131,000	135,000	139,000	143,000	0	0	0	0	0	673,000	0	673,000
Total School Sources	\$0	\$3,404,341	\$1,601,750	\$1,976,600	\$1,653,975	\$3,282,622	\$1,800,730	\$1,257,000	\$1,273,000	\$8,469,053	\$2,591,000	\$11,919,288	\$15,390,783	\$27,310,071
Total Projected Sources	\$18,597,520	\$41,725,102	\$23,583,133	\$71,296,216	\$69,563,400	\$55,429,994	\$38,067,735	\$22,905,321	\$91,622,859	\$89,795,123	\$64,778,250	\$280,195,365	\$307,169,288	\$587,364,653

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Summary of all Projects:

Projects by Functional Area	Completion		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 year Balanced CIP	5 Year Planning Period	Total Projected
	Date	Prior Year													
3R Projects FY22 through FY30 to be determined		0	0	2,729,763	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180	14,309,688	24,228,347	38,538,035
Information Technology															
3R Information Technology		0	993,500	0	0	0	0	0	0	0	0	0	993,500	0	993,500
Judicial															
Courthouse		2,600,000	0	0	0	0	0	0	0	41,343,191	8,143,900	0	2,600,000	49,487,091	52,087,091
Public Safety															
Fire Rescue															
Public Safety Joint Training Center		0	0	0	0	0	0	0	199,888	1,129,573	10,192,430	0	0	11,521,891	11,521,891
3R Ambulance Replacement		0	610,000										610,000		610,000
Apparatus Replacement		0	2,975,000	1,778,000	1,844,000	950,000	979,000	1,008,000	1,038,000	3,374,000	1,101,000	1,134,000	8,526,000	7,655,000	16,181,000
Station Rebuild Placeholder		0	0	0	0	0	0	0	0	0	14,976,000	0	0	14,976,000	14,976,000
Cardiac Equipment Replacement		0	270,000	0	0	0	0	0	3,953,000	0	3,226,000	0	270,000	7,179,000	7,449,000
3R Station Repairs and Maintenance		0	0	0	0	0	0	0	0	0	0	0	0	-	0
Sheriff															
3R Sheriff		0	674,255	0	0	0	0	0	0	0	0	0	674,255	-	674,255
Body Camera		0	101,000	0	0	0	0	0	0	0	0	0	101,000	-	101,000
Stormwater															
Brooks Park Stream Restoration		167,000	0	1,639,000	0	0	0	0	0	0	0	0	1,806,000	0	1,806,000
Parks Recreation and Cultural															
Library #4		0	0	0	0	0	0	0	0	0	0	50,000	-	50,000	50,000
Carl Lewis		0	0	0	71,000	520,000	0	0	0	0	0	0	591,000	-	591,000
Patawomeck Park		0	88,000	75,000	763,330	0	0	0	0	0	0	0	926,330	-	926,330
Mountain View Park		0	0	88,000	0	85,000	1,405,000	0	0	0	0	0	1,578,000	-	1,578,000
Musselman Park		0	88,000	0	0	85,000	780,760	170,000	0	0	0	0	953,760	170,000	1,123,760
Duff Park		0	0	88,000	0	0	0	0	0	0	0	0	88,000	-	88,000
3R Parks Recreation		0	95,000	0	0	0	0	0	0	0	0	0	95,000	-	95,000
3R Community Facilities and Asset Management		0	926,000	0	0	0	0	0	0	0	0	0	926,000	-	926,000
Transportation															
Belmont - Ferry Farm Trail (Phase 6)		850,000	1,820,000	0	0	0	0	0	0	0	0	0	2,670,000	0	2,670,000
Courthouse Road and Route 1 Intersection Improvement		8,065,000	10,655,200	0	0	0	0	0	0	0	0	0	18,720,200	0	18,720,200
Enon Road and Route 1 Improvements		0	0	1,200,000	3,300,000	0	6,100,000	0	0	0	0	0	10,600,000	0	10,600,000
Roadway Safety/Widening Improvements		588,890	126,110	0	0	0	0	0	0	0	0	0	715,000	0	715,000
Route 1 & Telegraph Rd/Woodstock Ln Improvements		4,300,000	4,500,000	0	0	0	0	0	0	0	0	0	8,800,000	0	8,800,000
Stefaniga Road and Mountain View Road Intersection Improvements		0	0	0	600,000	900,000	2,200,000	0	0	0	0	0	3,700,000	0	3,700,000
Tech Center Drive		0	0	0	0	0	0	0	0	25,000	0	0	-	25,000	25,000
Garrisonville Road Widening (Eustance Rd to Shelton Shop Rd)		0	0	0	0	0	2,500,000	7,000,000	1,500,000	18,500,000	0	0	2,500,000	27,000,000	29,500,000
Layhill Road Improvements		0	0	0	0	1,050,000	2,200,000	5,250,000	0	0	0	0	3,250,000	5,250,000	8,500,000
Leeland Road Widening		0	0	1,422,620	5,584,380	0	0	0	0	0	0	0	7,007,000	0	7,007,000
Morton Road Widening		0	0	0	1,000,000	2,060,000	3,400,000	0	0	0	0	0	6,460,000	0	6,460,000
Mountain View Road Improvement (Kellogg Mill Rd to Choptank Rd)		0	0	0	0	0	0	0	2,300,000	7,000,000	1,000,000	15,895,000	-	26,195,000	26,195,000
Onville Road Widening		0	0	0	0	0	0	0	1,600,000	5,900,000	8,200,000	0	-	15,700,000	15,700,000
Shelton Shop Road Improvements		0	0	1,500,000	8,000,000	1,500,000	0	11,700,000	0	0	0	0	11,000,000	11,700,000	22,700,000
Berea Church Road (SR-654) Improvements		1,896,500	4,433,467	0	0	0	0	0	0	0	0	0	6,329,967	0	6,329,967
Flatford Road Sidewalk		130,130	519,870	0	0	0	0	0	0	0	0	0	650,000	0	650,000
Salisbury Drive Sidewalk		0	0	0	198,000	280,000	415,700	0	0	0	0	0	893,700	0	893,700
Staffordboro Boulevard Sidewalk		0	0	0	190,000	500,000	387,500	0	0	0	0	0	1,077,500	0	1,077,500

Summary of all Projects (Continued):

Projects by Functional Area	Completion Date	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 year Balanced CIP	5 Year Planning Period	Total Projected
Education															
Schools 3R Bonds		0	5,022,700	6,961,000	5,042,000	6,212,440	5,027,000	5,714,270	5,028,000	5,544,000	5,053,000	4,698,000	28,265,140	26,037,270	54,302,410
Schools 3R Cash & Nutrition Capital Funding			2,527,000	1,601,750	1,976,600	1,653,975	1,234,000	1,800,730	1,257,000	1,273,000	1,616,000	1,591,000	8,993,325	7,537,730	16,531,055
High School #6	FY2026	0	5,300,000	4,500,000	39,200,000	49,771,000	24,744,000	1,125,000	0	0	0	0	123,515,000	1,125,000	124,640,000
Elementary #18	FY2031	0	0	0	0	0	0	0	1,265,956	2,121,234	26,265,801	24,084,005	53,736,996	53,736,996	
ECSE Addition, Phase I	FY2030	0	0	0	0	0	0	0	0	506,479	3,967,419	5,121,065	0	9,594,963	
Drew MS Renovation	FY2031	0	0	0	0	0	0	0	0	0	1,000,000	6,000,000	7,000,000	7,000,000	
High School #7		0	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000	
Total Schools Projects		\$0	\$12,849,700	\$13,062,750	\$46,218,600	\$57,637,415	\$31,005,000	\$8,640,000	\$7,550,956	\$9,444,713	\$37,902,220	\$42,494,070	\$160,773,465	\$106,031,959	\$266,805,424
Total All Projects		\$18,597,520	\$41,725,102	\$23,583,133	\$71,296,216	\$69,563,400	\$55,429,994	\$38,067,735	\$22,905,321	\$91,622,859	\$89,795,123	\$64,778,250	\$280,195,365	\$307,169,288	\$587,364,653

*Schedules do not include Utilities projects. Information on projects and funding are in separate sections.

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 FY2021-2030 CIP.

ES Design Capacity and Projections	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
ES Capacity	14,609	14,609	14,609	14,609	14,609	14,609	14,609	14,609	14,609	14,609
ES projected Students	13,002	13,201	13,310	13,495	13,695	13,892	14,004	14,192	14,378	14,527
Available Seats	1,607	1,408	1,299	1,114	914	717	605	417	231	82
90% Guideline	89.0%	90.4%	91.1%	92.4%	93.7%	95.1%	95.9%	97.1%	98.4%	99.4%

HS Design Capacity and Projections	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
HS Capacity	10,650	10,650	10,650	10,650	10,650	12,800	12,800	12,800	12,800	12,800
HS Projection	9,912	10,234	10,579	10,779	10,930	11,064	11,190	11,352	11,527	11,727
Available Seats	738	416	71	(129)	(280)	1,736	1,610	1,448	1,273	1,073
90% Guideline	93.1%	96.1%	99.3%	101.2%	102.6%	86.4%	87.4%	88.7%	90.1%	91.6%

Stafford County 3R Projects - FY2022 - FY2030 To Be Determined

Expenditures	Prior Year	FY2021 ¹	FY2022 ²	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
To Be Determined	0	0	2,777,440	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180	14,357,365	24,228,347	\$38,585,712
Total Expenditures	\$0	\$0	\$2,777,440	\$3,526,906	\$3,995,985	\$4,057,034	\$4,299,735	\$4,763,477	\$4,906,382	\$5,053,573	\$5,205,180	\$14,357,365	\$24,228,347	\$38,585,712
Revenues	Prior Year	FY2021 ¹	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Current Revenue - County	0		3,081,763	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180	14,661,688	24,228,347	38,890,035
Total Revenues	\$0	\$0	\$3,081,763	\$3,526,906	\$3,995,985	\$4,057,034	\$4,299,735	\$4,763,477	\$4,906,382	\$5,053,573	\$5,205,180	\$14,661,688	\$24,228,347	\$38,890,035
Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Total Operating Impacts		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

¹ Current Year 3R projects are presented within each functional area of the CIP

² FY22 expenditures of \$304,323 is presented within the Brooks Park Stream Restoration Project. This project is funded with potential grant funds and 3R funding.

Stafford County 3R Projects: FY2022 – 2030 Public Safety, Information Technology, Parks, Community

Facilities

Project Code		Square Footage/Acreage	
Project Type	3-R	Construction Cost per Sq. Ft.	
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	County Wide	Student Capacity	
Estimated Project Cost	FY22-30 Placeholder	Est. Opening Date	
Current Year Cost		Cost per Linear Ft.	
Debt Service		Funding source	
Full Year Operating Impact			

Project Description:

FY2022 – 2030 3R projects

The County’s 3R projects are funded with current revenue as defined in the Principles of High Performance Financial Management. Which requires a minimum 3% of general government expenditures. During the final development of the FY2021 Adopted Budget, and the projected revenue shortfalls due to the COVID-19 Pandemic, the Board reduced the Financial Policy requirements of 3% to 2% of general fund recurring revenue. Staff was directed to look at all projects and determine if they are essential or non-essential. Essential projects include those that are directly related to limiting the loss of life and/or assets. Department leaders from all departments with projects that were proposed, along with the Chief Financial Officer, the Budget Director and the Sr. Budget Analyst met to review all projects. Each department provided support to determine if a project was essential or supported projects being pushed out into future years. These departments included: Parks, Recreation and Community Facilities; Fire and Rescue; Sheriff’s Department; and Information Technology. This group did not prioritize projects beyond FY2021, as the CIP process will begin again in August for FY2022-31 CIP. FY2022 through FY2030 is included as a placeholder that assumes a plan to reestablish the 3% Financial Policy requirement over FY2022-31.

Current year (FY2021)

3R projects are presented within each functional area of the CIP (see Information Technology, Public Safety, Parks, Recreation, and Community Facilities for more information on FY2021 3R projects).

Stafford County 3R Projects: FY2022 – 2030 Public Safety, Information Technology, Parks, Community Facilities

Operating Impact Summary:

- No operating impacts associated with these project

Relationship to Approved County Policy or Plan:

- Supports the Board’s strategic priorities

Project Summary:

Expenditures	Prior Year	FY2021 ¹	FY2022 ²	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
To Be Determined	0	0	2,777,440	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180
Total Expenditures	\$0	\$0	\$2,777,440	\$3,526,906	\$3,995,985	\$4,057,034	\$4,299,735	\$4,763,477	\$4,906,382	\$5,053,573	\$5,205,180

Revenues	Prior Year	FY2021 ¹	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	0		3,081,763	3,526,906	3,995,985	4,057,034	4,299,735	4,763,477	4,906,382	5,053,573	5,205,180
Total Revenues	\$0	\$0	\$3,081,763	\$3,526,906	\$3,995,985	\$4,057,034	\$4,299,735	\$4,763,477	\$4,906,382	\$5,053,573	\$5,205,180

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total Operating Impacts	\$0									

¹ Current Year 3R projects are presented within each functional area of the CIP

² FY22 expenditures of \$304,323 is presented within the Brooks Park Stream Restoration Project. This project is funded with potential grant funds and 3R funding.

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

General Government

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Information Technology 3R	\$0	\$993,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$993,500	\$0	\$993,500
Total Expenditures	\$0	\$993,500	\$0	\$993,500	\$0	\$993,500								
Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Current Revenue - County	0	993,500	0	0	0	0	0	0	0	0	0	993,500	0	993,500
Total Revenues	\$0	\$993,500	\$0	\$993,500	\$0	\$993,500								
Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Operating		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Operating Impacts		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Information Technology: 3R Projects

Project Code	See Project Description Below for 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	\$993,500	Est. Opening Date	
Current Year Cost		Funding Source	Current Revenue
Debt Service			
Full Year Operating Impact			

Project Description:

- **Storage Area Network (SAN): Project Code #IT2103**
 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.
- **Backup System Upgrade (Rubrik) – Project Code #IT2101**
 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.
- **Replace Cisco Switches Remote Switches: Project Code #IT2104**
 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 Call Manager Upgrade- Project Code #IT2102**
 This would allow us to be to the latest upgrades to utilize on all of the features on the County phones.
- **Server Replacement: Project Code #IT2105**
 As part of a five year replacement cycle, County servers will need to be replaced.

Information Technology: 3R Projects

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

Relationship to Approved County Policy or Plan:

- IT Strategic Plan.
- Board of Supervisor's priorities under "organizational excellence."

Analysis of Need:

- **Storage Area Network (SAN):** 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.
- **Backup System Upgrade (Rubrik):** 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.
- **Replace Cisco Switches Remote Switches:** 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 FY2022 – 2030, 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.
- **Cisco Call Manager Upgrade:** It would allow us to be to the latest upgrades to utilize on all of the features.
- **Server Replacement:** In FY20201, 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.

Information Technology: 3R Projects

Project Summary:

Project	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pure - Increase SAN Capacity	0	416,000	0	0	0	0	0	0	0	0	0
Rubrik - Increase Data Backup Capacity	0	269,000	0	0	0	0	0	0	0	0	0
Replace Cisco Call Managers	0	115,000	0	0	0	0	0	0	0	0	0
Replace Cisco Switches	0	160,500	0	0	0	0	0	0	0	0	0
Server Replacements	0	33,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$993,500	\$0								

	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	0	993,500	0	0	0	0	0	0	0	0	0
Total	\$0	\$993,500	\$0								

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Operating	0	0	0	0	0	0	0	0	0	0
Total	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Judicial

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	5 Year Plan (Includes PY Funding)	Future Plan	Ten Year Plan (Includes PY Funding)
Courthouse	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,343,191	\$8,143,900	\$0	\$2,600,000	\$49,487,091	\$52,087,091
Total Expenditures	\$2,600,000	\$0	\$41,343,191	\$8,143,900	\$0	\$2,600,000	\$49,487,091	\$52,087,091						

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	5 Year Plan (Includes PY Funding)	Future Plan	Ten Year Plan (Includes PY Funding)
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,190,716	\$8,143,900	\$0	\$0	\$49,334,616	\$49,334,616
Use of Prior Year Fund Balance General Fund	2,600,000	0	0	0	0	0	0	0	0	0	0	2,600,000	0	2,600,000
Proffers	0	0	0	0	0	0	0	0	152,475	0	0	0	152,475	152,475
Total Revenues	\$2,600,000	\$0	\$41,343,191	\$8,143,900	\$0	\$2,600,000	\$49,487,091	\$52,087,091						

Operating Impacts	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030	5 Year Plan	Future Plan	Ten Year Plan
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$598,000	\$891,000	\$0	\$1,489,000	\$1,489,000
Operating	0	0	0	0	0	0	0	0	0	976,000	0	\$976,000	976,000
Debt Service	0	0	0	0	0	0	0	0	3,447,000	4,128,000	0	\$7,575,000	7,575,000
Total Operating Impact	\$0	\$4,045,000	\$5,995,000	\$0	\$10,040,000	\$10,040,000							

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

Project Code	CRTHSE	Square Footage/Acreage	80,000 ft ² New Construction 61,798 Finished/ 18,202 ft ² Shell 64,900 ft ² Renovation 400 ft ² Expansion
Project Type	Building Construction	Construction Cost per Sq. Ft.	New Finished: \$349 New Shell: \$180 Renovation: \$100 Expansion: \$0
Project Status	Design/Engineering	Operating Cost per Sq. Ft.	\$3.84
Functional Area	Circuit Court	Student Capacity	
Estimated Project Cost	\$52.1-million	Est. Opening Date	FY2030
Current Year Cost	\$40.6-million	Funding Source	Virginia Resource Authority (VRA)
Total Debt Service	\$4,128,000	Tax Rate Equivalent	\$0.024
Full Year Operating Impact	\$1,867,000		

Project Description:

The proposed project includes the construction of a new 80,000 ft² Circuit Court building. 61,798 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 renovations within the 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.

- o (2) For front security / magnetometer and X-Ray machine.
- o (1) For Control Room: Deputy will monitor all cameras, control cell doors, and certain courtroom doors.

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

- (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 which includes six existing positions at the current courthouse.

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.

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.

Judicial: New Circuit Court and Renovation/Expansion of Existing Facility

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 which includes approximately \$1M in proposed design efficiency reductions as directed by the Board and an additional \$1.8M for a parking lot.

FY2020 – Change in ramp-up philosophy. Project now presented as two separate projects, Courthouse construction and a temporary parking lot.

FY2021 - Delayed project Seven years.

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:

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030
Courthouse	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,343,191	\$8,143,900	\$0
Total Expenditures	\$2,600,000	\$0	\$41,343,191	\$8,143,900	\$0						

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41,190,716	\$8,143,900	\$0
Use of Prior Year Fund Balance General Fund	2,600,000	0	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	0	0	0	152,475	0	0
Total Revenues	\$2,600,000	\$0	\$41,343,191	\$8,143,900	\$0						

Operating Impacts	FY2021	FY2022	FY2023	FY2024	2025	2026	2027	2028	2029	2030
Personnel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$598,000	\$891,000
Operating	0	0	0	0	0	0	0	0	0	976,000
Debt Service	0	0	0	0	0	0	0	0	3,447,000	4,128,000
Total Operating Impact	\$0	\$4,045,000	\$5,995,000							

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Public Safety: Fire and Rescue

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Public Safety Joint Training Center	0	0	0	0	0	0	0	199,888	1,129,573	10,192,430	0	0	11,521,891	11,521,891
Apparatus Replacement	0	3,585,000	1,778,000	1,844,000	950,000	979,000	1,008,000	1,038,000	3,374,000	1,101,000	1,134,000	9,136,000	7,655,000	16,791,000
Station Rebuild Placeholder	0	0	0	0	0	0	0	0	0	14,976,000	0	0	14,976,000	14,976,000
Cardiac Equipment Replacement	0	270,000	0	0	0	0	0	3,953,000	0	3,226,000	0	270,000	7,179,000	7,449,000
Total Expenditures	\$0	\$3,855,000	\$1,778,000	\$1,844,000	\$950,000	\$979,000	\$1,008,000	\$5,190,888	\$4,503,573	\$29,495,430	\$1,134,000	\$9,406,000	\$41,331,891	\$50,737,891

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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	16,273,825	0	\$0	\$16,273,825	\$16,273,825
County 3R	0	610,000	0	0	0	0	0	0	0	0	0	610,000	0	610,000
Use of Prior Year Fund Balance General Fund	0	271,000	0	0	0	0	0	0	0	2,127,163	0	271,000	2,127,163	2,398,163
Master Lease Proceeds	0	2,785,185	1,577,686	1,637,677	737,487	760,112	782,545	4,758,781	3,134,815	4,080,639	887,638	7,498,147	13,644,419	21,142,565
Proffers	0	0	0	0	0	0	0	199,888	1,129,573	967,442	0	0	2,296,903	2,296,903
State Grants - Fire Programs	0	0	0	0	0	0	0	0	0	200,000	0	0	200,000	200,000
Net Sale from Boat Property	0	0	0	0	0	0	0	0	0	5,600,000	0	0	5,600,000	5,600,000
Dedicated Real Estate Tax Revenue	0	188,815	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	246,362	1,026,853	1,189,581	2,216,435
Total Revenues	\$0	\$3,855,000	\$1,778,000	\$1,844,000	\$950,000	\$979,000	\$1,008,000	\$5,190,888	\$4,503,573	\$29,495,430	\$1,134,000	\$9,406,000	\$41,331,891	\$50,737,891

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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
Debt Service	0	0	0	0	0	0	0	0	0	1,361,000	0	1,361,000	1,361,000
Master Lease	0	371,000	566,000	768,000	859,000	953,000	1,049,000	2,036,000	2,422,000	3,347,000	2,564,000	9,807,000	12,371,000
Total Operating Impacts	\$0	\$371,000	\$566,000	\$768,000	\$859,000	\$953,000	\$1,049,000	\$2,036,000	\$2,422,000	\$4,751,000	\$2,564,000	\$11,211,000	\$13,775,000

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	FY2030
Current Year Cost	\$8,455,000	Funding Source	VRA, Proffers, Grants, Revenue
Debt Service	\$352,000	Tax Rate Equivalent	\$0.002
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 weekend; 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 County Board of Supervisor's Top Priorities (Public Safety)
- 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. 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. \$11.5M

FY2021 – No Change to scope of project. Net sale from Boat Property has been applied to project cost resulting in a reduction in bond borrow.

Alternative:

- Removal of marketing efforts and sale of the existing space, with continued use by the Fire and Rescue Department.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	
Planning/Design	0	0	0	0	0	0	0	0	1,129,573	0	0	
Property Acquisition	0	0	0	0	0	0	0	199,888	0	0	0	
Construction / Project	0	0	0	0	0	0	0	0	0	9,772,430	0	
Contingency	0	0	0	0	0	0	0	0	0	420,000	0	
Total	\$0	\$199,888	\$1,129,573	\$10,192,430	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	0	0	4,210,599	0
Proffers	0	0	0	0	0	0	0	199,888	1,129,573	181,831	0
State Grants - Fire Programs	0	0	0	0	0	0	0	0	0	200,000	0
Net Sale from Boat Property	0	0	0	0	0	0	0	0	0	5,600,000	0
Total	\$0	\$199,888	\$1,129,573	\$10,192,430	\$0						

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Operating	0	0	0	0	0	0	0	0	0	43,000
Debt Service	0	0	0	0	0	0	0	0	0	352,340
Total	\$0	\$395,340								

Fire and Rescue: Replacement Apparatus

Project Code	FR2103 – Ambulance FR2102 – Engine Replacement FR2106 – Heavy Rescue Replacement FR2101- Fire Boat Replacement	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 - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$3,585,000	Est. Opening Date	On-Going
Current Year Cost	\$3,464,000	Funding Source	Master Lease, Current Revenue and Prior year Fund Balance
Debt Service	FY22 - 310,000	Years Financed	10
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 apparatus based on service life estimates for each vehicle. This includes replacement of ambulances, engines, and specialty apparatus (ladders, heavy rescue apparatus, tankers, and/or boats). Typical service life is 15 years for boats and tankers; 10 years for engines, ladders, heavy rescues, and pumper/tankers; and five years for ambulances. This plan replaces only primary apparatus and supports fleet reduction by not replacing duplicate apparatus. Apparatus assignment is dependent upon Fleet Rotation Policy and therefore difficult to forecast the station at which replacement apparatus will be placed.

Fire and Rescue: Replacement Apparatus

Operating Impact Summary:

There will be additional debt service for equipment purchased using the Master Lease. There will be no additional costs for the operating of the replacement equipment.

Location:

All Fire & Rescue Stations throughout Stafford County.

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:

The right equipment and apparatus are essential to the success of any rescue whether it be medical, fire, vehicular or any variety of incidents that involve special rescue.

Change or Reasons for Revisions:

FY2021 – Addition of a Fire Boat - The Fire and Rescue Department has an inadequate and aging fleet of existing boats. This compromises dependability and adds to an ineffective response model. The current stock includes boats which were not designed for what they are being used as (pleasure/fishing boats), volunteer agencies “made it work” over the past decades.

Fire and Rescue: Replacement Apparatus

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Ambulance Replacement	0	915,000	0	0	0	0	0	0	0	0	0
Engine Replacement	0	767,000	802,000	1,652,000	851,000	877,000	903,000	930,000	958,000	987,000	1,017,000
Tanker Replacement	0	0	884,000	0	0	0	0	0	0	0	0
Heavy Rescue Replacement	0	1,343,000	0	0	0	0	0	0	1,675,000	0	0
Fire Boat Replacement	0	341,000	0	0	0	0	0	0	425,000	0	0
Equipment for Engines	0	88,000	92,000	192,000	99,000	102,000	105,000	108,000	111,000	114,000	117,000
Equipment for Heavy Rescue	0	131,000	0	0	0	0	0	0	163,000	0	0
Equipment for Fire Boat	0	0	0	0	0	0	0	0	42,000	0	0
Total	\$0	\$3,585,000	\$1,778,000	\$1,844,000	\$950,000	\$979,000	\$1,008,000	\$1,038,000	\$3,374,000	\$1,101,000	\$1,134,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
County 3R	0	610,000	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	0	271,000	0	0	0	0	0	0	0	0	0
Master Lease Proceeds	0	2,515,185	1,577,686	1,637,677	737,487	760,112	782,545	805,781	3,134,815	854,639	887,638
Dedicated Real Estate Tax Revenue	0	188,815	200,314	206,323	212,513	218,888	225,455	232,219	239,185	246,361	246,362
Total	\$0	\$3,585,000	\$1,778,000	\$1,844,000	\$950,000	\$979,000	\$1,008,000	\$1,038,000	\$3,374,000	\$1,101,000	\$1,134,000

Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Master Lease		0	310,000	505,000	707,000	798,000	892,000	988,000	1,087,000	1,473,000	1,578,000
Total	\$0	\$0	\$310,000	\$505,000	\$707,000	\$798,000	\$892,000	\$988,000	\$1,087,000	\$1,473,000	\$1,578,000

Fire and Rescue: Fire Rescue Station Rebuild Placeholder

Project Code		Square Footage/Acreage	TBD (Site Dependent)
Project Type	Building Construction	Construction Cost per Sq. Ft.	TBD (Site Dependent)
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Public Safety - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$14,976,000	Est. Opening Date	FY2030
Current Year Cost	\$10,989,000	Funding Source	Bond
Debt Service	\$1,009,000	Years Financed	20
Full Year Operating Impact			

Project Description:

The County of Stafford’s Fire and Rescue Department is an all-hazards (Fire/EMS/HazMat/Technical Rescue) response agency which utilizes a combination of full-time staff and volunteer personnel to accomplish our response mission. Similarly, the buildings which our personnel live within and respond from while on-duty have varying levels of ownership, condition, and age. This impacts the daily operations of the Fire and Rescue Department. A majority of the existing facilities were constructed by independent volunteer corporations more than 30 years ago. As such, these buildings were not designed for 24-hour occupancy, nor do they meet the needs of the modern fire and rescue service. Significant redundancy is also found in three areas of the County of Stafford, where both separate Fire Stations and EMS Stations are maintained.

This project is designed to address three separate areas of focus with Stafford County; within the Aquia Harbour area, the Rock Hill area, and the White Oak area.

Operating Impact Summary:

Addressing the aged, inadequate, redundant building stock inventory within the Fire and Rescue Department will allow for more efficient operations and purposeful financial investment of taxpayer dollars.

Fire and Rescue: Fire Rescue Station Rebuild Placeholder

Location:

Site selections and acquisition are to be determined.

Relationship to Approved County Policy or Plan:

- Board of Supervisors Strategic Plan (Public Safety Response)
- County of Stafford Comprehensive Plan (Emergency Response Times)
- Stafford County Fire and Rescue Department Strategic Plan (Infrastructure)
 - Stafford County Fire and Rescue Department Facilities Needs Assessment
- Insurance Standards Organization Public Protection Classification

Analysis of Need:

- Personnel assigned to the Stafford County Fire and Rescue Department's Station 9 protect the densely populated Aquia Harbour and Route 610/Garrisonville/Interstate 95 areas of the northern region of Stafford County. Statistically, this demand zone is one of busiest within the locality, generating thousands of emergency responses on an annual basis. The existing facility, constructed in 1991 and located on a 0.42 acre parcel at 1001 Washington Drive (within Aquia Harbour), is home to a single-depth two-bay station which was designed and constructed by the Aquia Harbour Volunteer Rescue Squad.

The size and capacity of the existing facility/parcel, coupled with the age and condition of the space, make for a poor return on investment regarding building renovations. At the request of the County of Stafford, an independent architectural and engineering firm, Peck Peck & Associates has completed an assessment of short-term stop gap measures which are being reviewed as interim steps before the completion of a facility rebuild. Business needs of the Stafford County Fire and Rescue Department require high density and high call volume areas to be serviced by facilities which can handle the volume of on-duty personnel and various tactical apparatus required.

- Within the County of Stafford's northwestern area (Rockhill), fire suppression and emergency medical services operations are currently delivered from separate buildings, with the Rockhill Volunteer Fire Department being located at 2133 Garrisonville Road and the Rockhill Volunteer EMS Station located at 1565 Garrisonville Road. The existence of separate facilities highlights redundancies and is organizationally inefficient. The proposed Rockhill Fire and Rescue Station (FS8) rebuild combines fire and emergency medical services operations into a single planned and appropriately located public safety facility.

Fire and Rescue: Fire Rescue Station Rebuild Placeholder

- Within the County of Stafford’s southeastern area (White Oak), fire suppression and emergency medical services operations are currently delivered from separate buildings, with the White Oak Volunteer Fire Department being located at 12 Newton Road and the White Oak Volunteer EMS Station located at 535 White Oak Road. The existence of separate facilities highlights redundancies and is organizationally inefficient. The proposed White Oak Fire and Rescue Station (FS7) rebuild combines fire and emergency medical services operations into a single planned and appropriately located public safety facility.

Change or Reasons for Revisions:

FY2021 – New to the CIP

Alternative:

Maintain existing operations and fund facilities rehabilitation requests.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	0	0	0	0	0	14,976,000	0
Total	\$0	\$14,976,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	0	0	12,063,226	0
Use of Prior Year Fund Balance General Fund	0	0	0	0	0	0	0	0	0	2,127,163	0
Proffers	0	0	0	0	0	0	0	0	0	785,611	0
Total	\$0	\$14,976,000	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	0	0	0	0	0	0	1,009,000
Total	\$0	\$1,009,000								

Fire and Rescue: Equipment Replacement

Project Code	FR2109	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 - Fire & Rescue	Student Capacity	
Estimated Project Cost	\$270,000	Est. Opening Date	
Current Year Cost		Funding Source	Master Lease
Debt Service	\$61,000	Years Financed	5
Full Year Operating Impact			

Project Description:

Cardiac monitor/defibrillator equipment is essential to the departments' ALS and emergency medical services program. Replacement of the equipment en masse is necessary in order to maintain consistency, technological standards, and provide optimal care. This acquisition 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) were replaced with the LifePak CR+ (AED) that have a life span of eight years and will not require programming or a service agreement. The LifePak 12 Cardiac Monitor/Defibrillators that are currently equipped on advanced life support (ALS) Fire and Rescue apparatus are now medically outdated and are no longer supported by Physio-Control. In FY2019, (6) LifePak 12 Monitor/Defibrillators were replaced with the updated LifePak 15 version. FY2020 will see the addition of (32) additional LikePak 15s along with (25) LUCAS Chest Compression Systems both of which have a service life of ten years. In FY2021 the purchase of an additional 15 LUCAS systems will bring the Department total to (40) forty, with an estimated project cost of \$270,000 and the addition of 45 LifePak CR+ (AEDS) to bring the County total to 90.

The following is the LifePak and LUCAS replacement plan:

- FY2021 – (15) LUCAS and 45 LifePak CR+ (AEDS)
- FY2027 – 90 LifePak CR+(AEDS)
- FY2029 – (40) LUCAS and 45 LifePak 15

Fire and Rescue: 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

Analysis of Need:

Cardiac monitor/defibrillator equipment is essential to the department's Advanced Life Support (ALS) and emergency medical services program. Replacement of the equipment en masse is necessary in order to maintain consistency, technological standards and provide optimal care.

Change or Reasons for Revisions:

FY2021 – Addition of 90 Lifepak CR+s and Replacement of SCBA Equipment

Fire and Rescue: Equipment Replacement

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
LifePak15 Replacement	0	0	0	0	0	0	0	0	0	2,610,000	0
Lucas System Replacement	0	270,000	0	0	0	0	0	0	0	1,040,000	0
LifePak CR+ and AEDs	0	0	0	0	0	0	0	180,000	0	0	0
Trade in LifePak 15 Monitors		0	0	0	0	0	0	0	0	(278,000)	0
Trade In Lucas Chest Compression Systems		0	0	0	0	0	0	0	0	(146,000)	0
SCBA Equipment Replacement	0	0	0	0	0	0	0	3,773,000	0	0	0
Total	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$3,953,000	\$0	\$3,226,000	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Master Lease Proceeds	0	270,000	0	0	0	0	0	3,953,000	0	3,650,000	0
Trade in LifePak 15 Monitors	0	0	0	0	0	0	0	0	0	(278,000)	0
Trade In Lucas Chest Compression Systems	0	0	0	0	0	0	0	0	0	(146,000)	0
Total	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$3,953,000	\$0	\$3,226,000	\$0

Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Master Lease		0	61,000	61,000	61,000	61,000	61,000	61,000	949,000	949,000	1,769,000
Total	\$0	\$0	\$61,000	\$61,000	\$61,000	\$61,000	\$61,000	\$61,000	\$949,000	\$949,000	\$1,769,000

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Public Safety: Sheriff

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Sheriff 3R	0	674,255	0	0	0	0	0	0	0	0	0	674,255	0	674,255
Body Camera	0	101,000	0	0	0	0	0	0	0	0	0	101,000	0	101,000
Total Expenditures	0	775,255	0	775,255	0	775,255								

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
County 3R Funding	0	357,836	0	0	0	0	0	0	0	0	0	\$357,836	\$0	357,836
Radio Funding	0	316,419	0	0	0	0	0	0	0	0	0	316,419	0	316,419
Asset Forfeiture	0	101,000	0	0	0	0	0	0	0	0	0	101,000	0	101,000
Total Expenditures	\$0	\$775,255	\$0	\$775,255	\$0	\$775,255								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Personnel	0	333,000	340,000	347,000	354,000	361,000	368,000	375,000	383,000	385,000	1,374,000	1,872,000	3,246,000
Operating	0	223,000	196,000	202,000	208,000	214,000	220,000	226,000	233,000	234,000	829,000	1,127,000	1,956,000
Total All Projects	\$0	\$556,000	\$536,000	\$549,000	\$562,000	\$575,000	\$588,000	\$601,000	\$616,000	\$619,000	\$2,203,000	\$2,999,000	\$5,202,000

Sheriff: 3R Projects

Project Code	See Below in Project Description		
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	\$674,255	Est. Opening Date	On-going
Current Year Cost		Funding Source	Current Revenue
Debt Service			
Full Year Operating Impact			

Project Description:

FY2021 Mobile Data Terminal Replacement: Project Code #SH2104

We have 38 Panasonic MDTs that are 8 years old and 26 that are 7 years old. Most computers should be replaced after 5 years and we have a total of 64 MDTs that are well past that point. All County computers must be upgraded to the Windows 10 operating system by the end of CY2019 due to Microsoft ending support of Windows7 in January 2020. Any computers running Windows 7 after Jan 2020 will pose a serious security risk to the county network. The Windows 10 upgrade is not compatible on 7 and 8 year old laptops (soon to be 8 and 9 years old) therefore in order to meet the deadline and also provide current and functional laptops for our deputies to perform critical public safety duties, we must find a way to fund replacement of the 64 aging MDTs this CY.

FY2021 Emergency Communications Tower Sites Battery Replacement Additional Funds Needed: Project Code #SH2101

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. The removal of the legacy radio system (Old Bus Radios) allows the three original radio towers to be fitted with the same appropriate battery rack system deployed at the ten newer towers. This requires the removal of the old racking system and batteries and replacement with a new racking system and batteries. These three towers will cost more than the remaining ten. This was not anticipated and has taken the estimate for total replacement to be \$60,000 more than budgeted. The three are more critical for

Sheriff: 3R Projects

replacement and must be completed. With the budgeting shortfall, Stafford County can choose less critical sites and postpone their battery replacement until the next fiscal year. This however will increase the overall cost of the project by requiring vendors to redeploy assets for a second project. The increase in project cost to redeploy could be as high as an additional \$40,000.

FY2021 SWAT Gas Mask Replacement: Project Code #SH2102

The team currently has a variety of gas masks that have been given to the team by Stafford Fire and Rescue, DEA, or military surplus masks. After a recent Chemical agent certification class I was informed about fit testing and OSHA requirements. An inventory of our current masks and filters revealed notable deficiencies and expired masks and filters. Additionally most of the team has not been fit tested for their masks as required annually. The masks that we are requesting would elevate the safety of the team as well as provide cutting edge technology for extended wear duration. It would also add to the capabilities of our Lenco armored vehicle response allowing our team to respond in an air compromised environment. The masks would bring our team up to standard and fit testing would be done at the time the masks were issued.

FY2021 In-Car Cameras Replacement: Project Code #SH2106

The Sheriff's Office was notified by our camera vendor in 2018 that our In-Car camera products were no longer going to be supported effective August 2019. Sixty of our In-Car cameras fell into this category. This means the manufacturer will not assist in repairs, replacements of parts, maintenance, or troubleshooting. In addition, we were notified in 2020 that a second series of cameras currently in use have also been removed from support; increasing the number we must replace as they begin to malfunction or die. The cameras are an essential component of our Police Vehicle Fleet and are heavily relied on for their evidentiary value. It is essential that we replace them as soon as possible.

Operating Impact Summary:

- No additional operating impacts are associated with these projects.

Relationship to Approved County Policy or Plan:

- Dedicated and Responsive Public Safety

Sheriff: 3R Projects

Project Summary:

Project	Project Description	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Batteries for Towers - Additional Funding	14 Batteries should be replaced all at the same time - end of life	\$105,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SWAT Gas Masks	Replacement of mask due to end of life	58,825	0	0	0	0	0	0	0	0	0
Mobile Data Terminals replacement	Replacement of MDT's due to end of life	344,381	0	0	0	0	0	0	0	0	0
In-Car Cameras replacement	Replacement of in-car cameras due to end of life	166,049	0	0	0	0	0	0	0	0	0
Total		\$674,255	\$0								

Project Revenues	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	357,836	0	0	0	0	0	0	0	0	0
Radio Funding	316,419	0	0	0	0	0	0	0	0	0
Total		\$674,255	\$0							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0								

Sheriff: Body Worn Camera

Project Code	SH2105	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 - Sheriff	Student Capacity	
Estimated Project Cost	\$101,000	Est. Opening Date	
Current Year Cost	\$92,520	Funding Source	Equipment - Asset Forfeiture
Debt Service	\$0	Years Financed	
Full Year Operating Impact	\$556,000	Tax Rate Equivalent	

Project Description:

The agency proposes to implement an officer body camera program consisting of approximately 100 camera units for full Field Operations deployment. This would include deployment to Patrol, the Traffic Unit, the Special Problems Unit and School Resource Officers. It would include cloud data storage and local software to manage the camera footage. The body camera system can lead to greater transparency, protection from false allegations, be used to hold deputies accountable for proper allegations, have evidentiary value, add to training scenarios and opportunities, and capture use of force incidents, as well as, other value added contributions. The agency has completed a pilot program and confirmed the value of full operational deployment of a body camera system. The equipment will be purchased with Asset Forfeiture Funds.

Operating Impact Summary:

Operating impacts include cloud storage, equipment maintenance, and replacements and annual warranties

Relationship to Approved County Policy or Plan:

- Dedicated and Responsive Public Safety Team

Sheriff: Body Worn Camera

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	101,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$101,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Asset Forfeiture	0	101,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$101,000	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Personnel	0	333,000	340,000	347,000	354,000	361,000	368,000	375,000	383,000	385,000
Operating	0	223,000	196,000	202,000	208,000	214,000	220,000	226,000	233,000	234,000
Total	\$0	\$556,000	\$536,000	\$549,000	\$562,000	\$575,000	\$588,000	\$601,000	\$616,000	\$619,000

Public Safety: Brooks Park Stream Restoration

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Brooks Park Steam Restoration	\$167,000	\$0	\$1,639,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,806,000	\$0	\$1,806,000
Total Expenditures	\$167,000	\$0	\$1,639,000	\$0	\$1,806,000	\$0	\$1,806,000							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
3R County Funding	0	0	352,000	0	0	0	0	0	0	0	0	352,000	0	352,000
Use of Prior Year Fund Balance General Fund	167,000	0	300,000	0	0	0	0	0	0	0	0	467,000	0	467,000
State Grants	0	0	987,000	0	0	0	0	0	0	0	0	987,000	0	987,000
Total Revenues	\$167,000	\$0	\$1,639,000	\$0	\$1,806,000	\$0	\$1,806,000							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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	\$1,806,000	Student Capacity	
Functional Area	Public Works Stormwater	Funding Sources	Current Revenue, Prior Year Fund Balance, Grant
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:

FY2020 –

- 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.

FY2021 –

- The project construction costs are now estimated to be \$1,639,000.00 for FY2022.
- Project requested \$304,323 of 3R funding in FY2022. Normally a minimum 3% of general government expenditures is allocated to 3R projects. During the final development of the FY2021 Adopted Budget, and the projected revenue shortfalls due to the COVID-19 Pandemic, the Board reduced the Financial Policy requirements of 3% of general fund recurring revenue to 2% and staff was directed to review all projects. Department leaders from all departments with projects that were proposed, along with the Chief Financial Officer, the Budget Director and the Sr. Budget Analyst met to review all projects. Each department provided support for to determine if a project was essential or supported projects being pushed out into future years. These departments included: Parks, Recreation and Community Facilities; Fire and Rescue; Sheriff's Department; and Information Technology. This group did not prioritize projects beyond FY2021, as the CIP process will begin again in August for FY2022-31 CIP.
- Staff have reviewed the past information provided relative to the referenced project and introduce additional considerations relative to design/construction costs, operating costs, and maintenance costs. The initial \$1.5M projected costs were attributed to an accumulation of funds at \$300K for 5 consecutive years; this put the estimated construction around 2024. The looming compliance dates of 2023 and 2028 to achieve the respective 40% and 100% pollutant reduction goals have promoted staff to reassess completing the project sooner to minimize construction delays that could adversely influence compliance with the County's MS4 permit (Municipal Separate Storm Sewer System). Staff presumes to proceed through project process following incorporation in the budget; continued protraction of the project may result in greater costs.

Storm Water: Brooks Park Stream Restoration

- Operating costs occurring during construction include oversight by a County project manager / administration at an estimated \$50,000.00 for the duration of the project. The project's permit to impact wetlands (Army Corps of Engineers) calls for a 5-year monitoring period assumed to cost \$5,000.00 annually for a cumulative \$25,000.00.
- Approximately \$167,000.00 has been spent [since Feb 2017] on design costs; a 2018 SLAF grant (Stormwater Local Assistance Fund) was awarded for \$99,999.00; staff has determined to apply for 2019 SLAF grant of \$987,000.00 to replace the 2018 award.

The project has been determined to be the most cost-effective for collective phosphorus (P), nitrogen (N), and sediment (S) reductions. The complete P obligation will be addressed by the project; there will be residual N and S loads to be addressed at marginal costs. These numbers will be better understood/addressed following the stream restoration project.

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 Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Brooks Park Steam Restoration	\$167,000	\$0	\$1,639,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$167,000	\$0	\$1,639,000	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
3R County Funding	0	0	352,000	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	167,000	0	300,000	0	0	0	0	0	0	0	0
State Grants	0	0	987,000	0	0	0	0	0	0	0	0
Total Revenues	\$167,000	\$0	\$1,639,000	\$0							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total Operating Impacts	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Parks, Recreation, and Cultural and Community Facilities 3R

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Library #4	0	0	0	0	0	0	0	0	0	0	50,000	0	50,000	50,000
Carl Lewis	0	0	0	71,000	520,000	0	0	0	0	0	0	591,000	0	591,000
Patawomeck Park	0	88,000	75,000	763,330	0	0	0	0	0	0	0	926,330	0	926,330
Mountain View Park	0	0	88,000	0	85,000	1,405,000	0	0	0	0	0	1,578,000	0	1,578,000
Musselman Park	0	88,000	0	0	85,000	780,760	170,000	0	0	0	0	953,760	170,000	1,123,760
Duff Park	0	0	88,000	0	0	0	0	0	0	0	0	88,000	0	88,000
Parks Recreation 3R	0	95,000	0	0	0	0	0	0	0	0	0	95,000	0	95,000
Community Facilities and Asset Management 3R	0	926,000	0	0	0	0	0	0	0	0	0	926,000	0	926,000
Total Expenditures	\$0	\$1,197,000	\$251,000	\$834,330	\$690,000	\$2,185,760	\$170,000	\$0	\$0	\$0	\$50,000	\$5,158,090	\$220,000	\$5,378,090

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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
Current Revenue 3R - County	0	698,000	0	0	0	0	0	0	0	0	0	698,000	0	698,000
Use of Prior Year Fund Balance General Fund	0	293,000	0	0	0	0	0	0	0	0	0	293,000	0	293,000
Master Lease Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proffers	0	176,000	251,000	834,330	690,000	2,185,760	170,000	0	0	0	0	4,137,090	170,000	4,307,090
Radio Funding	0	30,000	0	0	0	0	0	0	0	0	0	30,000	0	30,000
One Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	0
State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	0
Federal Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	0
Total Revenues	0	\$1,197,000	\$251,000	\$834,330	\$690,000	\$2,185,760	\$170,000	\$0	\$0	\$0	\$50,000	\$5,158,090	\$220,000	\$5,378,090

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (Includes PY Funding)
Personnel	0	0	0	0	0	95,000	96,000	207,000	211,000	216,000	0	825,000	825,000
Operating	0	0	0	0	387,000	65,000	68,000	69,000	70,000	71,000	387,000	343,000	730,000
Cost Savings/Revenue	0	0	0	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	0	(25,000)	(25,000)
Total Operating Impacts	\$0	\$0	\$0	\$0	\$387,000	\$155,000	\$159,000	\$271,000	\$276,000	\$282,000	\$387,000	\$1,143,000	\$1,530,000

Parks, Recreation, and Cultural: Library #4

Project Code		Square Footage/Acreage	25000
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$776
Project Status	Construction	Operating Cost per Sq. Ft.	\$10
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	\$19,338,000	Est. Opening Date	FY2032
Current Year Cost	\$14,905,000	Funding Source	Bond
Debt Service	\$1,622,000	Years Financed	20
Full Year Operating Impact	\$252,000	Tax Rate Equivalent	

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 Howell libraries will be relieved by a forth library facility in the developing residential/commercial Courthouse area. The facility will be needed to keep pace with population growth and the development of core infrastructure by Stafford County to provide comprehensive education and quality of life opportunities for all County residents. Three options for a new facility could include a traditional branch which would be similar to Porter and England Run libraries, or a store front facility which could be located at a retail venue in the downtown courthouse complex.

Operating Impact Summary:

Operating costs associated with the project are estimated. Cost can vary not knowing the size of the facility,

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 #4

Analysis of Need:

A new branch library in the County is needed to meet current and projected population growth.

Change or Reasons for Revisions:

FY2013 - New to the CIP, project to begin in FY2022

FY2014 - Project moved to the right one year, reduced funding based on affordability

FY2015 - No Change

FY2016 - Project moved to last year of the CIP (2025) - \$1M for planning and design

FY2017 - Project moving forward - based on affordability

FY2018 - Project moved to last year of CIP (2027) based on affordability

FY2019 - Change in funding amount for planning and design. Change in revenue source.

FY2020 – Project remains in last year of CIP.

FY2021 – Project remains in last year of CIP.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	0	0	0	50,000
Total	\$0	\$50,000									

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	0	0	0	50,000
Total	\$0	\$50,000									

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Parks, Recreation, and Cultural: Carl Lewis Community Center

Project Code		Square Footage/Acreage	1180/sq. ft. structure
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$286
Project Status	Construction	Operating Cost per Sq. Ft.	\$45 per year
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	\$591,000	Est. Opening Date	FY2025
Current Year Cost	\$487,000	Funding Source	Proffers
Debt Service	No Debt Service	Years Financed	0
Full Year Operating Impact	\$5,000	Tax Rate Equivalent	

Project Description:

The Carl Lewis Community Center is frequently rented by the citizens of Stafford. The facility is also a meeting place for Boy Scouts. Proffer funds can be used to increase capacity by adding on another hall with a commercial kitchen, additional paved ADA parking and ADA accessible restrooms. Proffer funds are available to cover the cost of this expansion. Startup cost includes items for the kitchen and additional tables with chairs.

Operating Impact Summary:

Minimal operation cost with the expansion of utilities, cleaning, trash and parking lot maintenance.

Location:

Carl Lewis Community Center

Relationship to Approved County Policy or Plan:

Park utilization Study - Phase II

- Upgrade outdated amenities at existing parks
- Increase indoor recreation facilities

Parks, Recreation, and Cultural: Carl Lewis Community Center

Analysis of Need:

Carl Lewis is a well rented facility, with a small residential kitchen, located in the North East area of the County. The structure is small and not efficient with non-ADA accessible restrooms and kitchen. Parking lot is gravel and not organized.

Change or Reasons for Revisions:

FY2021 – New project, Proffers funds available and designated for this project

Alternative:

The County can continue using existing structure as is however, patrons with disabilities will find the facility difficult.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	71,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	506,000	0	0	0	0	0	0
Contingency	0	0	0	0	14,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$71,000	\$520,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	0	0	0	71,000	520,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$71,000	\$520,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Operating		0	0	0	0	5,000	5,000	5,000	5,000	5,000
Revenue/Savings		0	0	0	0	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Parks, Recreation, and Cultural: Patawomeck Park

Project Code	PRF100	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	\$1,014,000	Est. Opening Date	FY2029
Current Year Cost		Funding Source	Proffer
Debt Service		Years Financed	
Full Year Operating Impact		Tax Rate Equivalent	

Project Description:

Master Plan Patawomeck Park Phase #2. Possible location of a dog park, community center, and multi-sport venue with rectangle and diamond fields that could increase sports tourism and increase current sports events held throughout the county. Available proffer funds will be used to design and construct recommended amenities consistent with plan as Phase 2A. Complete build out of the park will be through bond funding as Phase 2B. The Master Plan will identify park amenities and facilities. With this information PRCF will be able to give an improved project construction cost.

Operating Impact Summary:

No operating costs associated with this project at this time.

Location:

Patawomeck Park

Parks, Recreation, and Cultural: Patawomeck Park

Relationship to Approved County Policy or Plan:

Park Utilization Study - Phase I – Athletic Fields

- North Central, North West, and South West and South East parts of the County are identified areas with low levels of service for rectangle fields

Park Utilization Study – Phase II

- Add amenities to maintain the current level of service with future growth

Stafford County 2040 Strategic Plan – Parks and Recreation Master Plan

- Heartbeat of Recreation, History and Culture
 - #3.4 Evaluate/Update the Parks and Recreation Master Plan to focus on providing a wider range of recreational opportunities

Analysis of Need:

Utilization Studies identified the need for sport fields in the North area of the County and provide for future population growth. Without Master Plan estimating operating cost is problematic. Type of amenities and their annual cost vary. Park has established entrance, well, irrigation and other utilizes constructed that could minimize some impacts.

Change or Reasons for Revisions:

FY2009 - FY2019 –submitted as Bond project only

FY2020 – postponed

FY2021 – New to the CIP. Funded with Proffers

Alternative:

Delay Master Planning of Patawomeck Park until bond is acquired to build out park without phasing.

Parks, Recreation, and Cultural: Patawomeck Park

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	88,000	75,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	763,330	0	0	0	0	0	0	0
Total Project Cost	\$0	\$88,000	\$75,000	\$763,330	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	0	88,000	75,000	763,330	0	0	0	0	0	0	0
Total	\$0	\$88,000	\$75,000	\$763,330	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Parks, Recreation, and Cultural: Mountain View Property

Project Code		Square Footage/Acreage	~ \$220,000/Acre
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	\$1,578,000	Est. Opening Date	
Current Year Cost		Funding Source	Proffers
Debt Service		Years Financed	
Full Year Operating Impact		Tax Rate Equivalent	

Project Description:

Master Plan Mountain View property. Possible location of a dog park and sports venue with rectangle or diamond fields that could increase sports tourism and increase current sports events held throughout the county. The Park Utilization Field Study – Phase I identified area as limited services available for rectangle and diamond fields. Upon completion of the Master Plan for the park, design and construct the recommended amenities consistent with the Park Master Plan. Master Plan will better project construction cost. Phase 1 will utilize proffer funds to start project and completion (phase 2) will be through additional proffers as available or future bond funding. Approximately 28 acres south of Margaret Brent Elementary and 11 acres in front of Mountain View High School. Anticipating savings on parking lot construction by sharing overflow parking spaces (tournament) with High School.

Operating Impact Summary:

Staffing park with one part-time employee estimated at \$35,000 a year. Operating estimates based on amenities that proffers could construct and support.

Location:

Mountain View Property

Relationship to Approved County Policy or Plan:

Park Utilization Study - Phase I – Athletic Fields

- Improve conditions and access to rectangle and diamond fields, general field improvements on facilities that will maximize usage and user experience
- Improve parking and traffic flow

Parks, Recreation, and Cultural: Mountain View Property

- North central and Southeast parts of the County are identified areas with low levels of service for Diamond fields
- North central, Northwest, and Southwest and Southeast parts of the County are identified areas with low levels of service for rectangle fields

Park Utilization Study – Phase II

- Add amenities to maintain the current level of service with future growth

Stafford County 2040 Strategic Plan – Parks and Recreation Master Plan

- Heartbeat of Recreation, History and Culture
 - #3.4 Evaluate/Update the Parks and Recreation Master Plan to focus on providing a wider range of recreational opportunities

Analysis of Need:

Utilization Studies identified the need for sport fields in the North Central area of the County and provide for future population growth.

Change or Reasons for Revisions:

FY2021 – utilizing proffer funds to Master Plan and start construction of amenities

Alternative:

Postpone Master Planning of Mountain View property until bond is acquired to build out park without phasing

Parks, Recreation, and Cultural: Mountain View Property

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	88,000	0	85,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,405,000	0	0	0	0	0
Total	\$0	\$0	\$88,000	\$0	\$85,000	\$1,405,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	0	0	88,000	0	85,000	1,405,000	0	0	0	0	0
Total	\$0	\$0	\$88,000	\$0	\$85,000	\$1,405,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Personnel	0	0	0	0	0	35,000	35,000	36,000	37,000	38,000
Operating	0	0	0	0	145,000	45,000	46,000	47,000	48,000	49,000
Total	\$0	\$0	\$0	\$0	\$145,000	\$80,000	\$81,000	\$83,000	\$85,000	\$87,000

Parks, Recreation, and Cultural: Musselman Property

Project Code	PRF101	Square Footage/Acreage	\$150,000/acre
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	\$1,123,760	Est. Opening Date	FY2026
Current Year Cost		Funding Source	Proffer
Debt Service		Years Financed	
Full Year Operating Impact		Tax Rate Equivalent	

Project Description:

Master Plan Musselman property. Possible location of passive activities such as trails, picnic areas, with sports similar to Bocce ball and Pickle ball. Upon completion of the Master Plan available proffer funds will be used to design and construct recommended amenities consistent with plan as Phase 1. The Master Plan will identify park amenities and facilities. With this information PRCF will be able to give an improved project construction cost. Complete build out of the park will be through additional proffers as available or future bond funding as Phase 2.

Operating Impact Summary:

Operating Costs in this Planning Period is for the full build out which would include phase 1 and phase 2.

Location:

Musselman Property

Parks, Recreation, and Cultural: Musselman Property

Relationship to Approved County Policy or Plan:

Park Utilization Study - Phase I – Athletic Fields

- North Central and South Eastern parts of the County are identified areas with low levels of service for Diamond fields
- North Central, North East, and South West and South East parts of the County are identified areas with low levels of service for rectangle fields

Park Utilization Study – Phase II

- Add amenities to maintain the current level of service with future growth
- Stafford County 2040 Strategic Plan – Parks and Recreation Master Plan
- Heartbeat of Recreation, History and Culture

#3.4 Evaluate/Update the Parks and Recreation Master Plan to focus on providing a wider range of recreational opportunities

Analysis of Need:

Outdoor recreational activities needed to meet the growth in population.

Change or Reasons for Revisions:

FY2018 - FY2019 –submitted as Bond project only

FY2020 – postponed

FY2021 – Master Planning and phase 1 will be funded with proffers

Alternative:

Delay Master Planning of park until bond is acquired to build out park without phasing.

Parks, Recreation, and Cultural: Musselman Property

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	88,000	0	0	85,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	780,760	0	0	0	0	0
Contingency	0	0	0	0	0	0	170,000	0	0	0	0
Total	\$0	\$88,000	\$0	\$0	\$85,000	\$780,760	\$170,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	0	88,000	0	0	85,000	780,760	170,000	0	0	0	0
Total	\$0	\$88,000	\$0	\$0	\$85,000	\$780,760	\$170,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Personnel	0	0	0	0	0	60,000	61,000	171,000	174,000	178,000
Operating	0	0	0	0	242,000	15,000	16,000	16,000	16,000	16,000
Total	\$0	\$0	\$0	\$0	\$242,000	\$75,000	\$77,000	\$187,000	\$190,000	\$194,000

Parks, Recreation, and Cultural: Duff Green Park

Project Code		Square-Footage/Acreage	126/acres
Project Type	Building Construction	Construction Cost per Sq. Ft.	
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Parks & Recreation	Student Capacity	
Estimated Project Cost	\$88,000	Est. Opening Date	
Current Year Cost		Funding Source	Proffers
Debt Service		Years Financed	
Full Year Operating Impact		Tax Rate Equivalent	

Project Description:

Create a Master Plan Duff Park to include the approximately 126 acres donated by Mr. Green. Possible multi-sport venue with rectangle and diamond fields that could increase sports tourism and increase current sports events held throughout the county. Upon completion, the Master Plan could be used to allocate proffer funds to construct amenities consistent with the Park Master Plan and the Patowomeck Indian Museum. Master Plan will provide details to build a better representative cost estimates of amenities. Build out of park would be a draw to the Patowomeck Indian Museum.

Operating Impact Summary:

No operating costs associated with this project at this time

Location:

Duff Green Park

Relationship to Approved County Policy or Plan:

Park Utilization Study - Phase I – Athletic Fields

- Improve conditions and access to rectangle and diamond fields, general field improvements on facilities that will maximize usage and user experience
- Improve parking and traffic flow
- North central and Southeast parts of the County are identified areas with low levels of service for Diamond fields

Parks, Recreation, and Cultural: Duff Green Park

- North central, Northwest, and Southwest and Southeast parts of the County are identified areas with low levels of service for rectangle fields

Park Utilization Study – Phase II

- Add amenities to maintain the current level of service with future growth
- Stafford County 2040 Strategic Plan – Parks and Recreation Master Plan
- Heartbeat of Recreation, History and Culture
 - #3.4 Evaluate/Update the Parks and Recreation Master Plan to focus on providing a wider range of recreational opportunities

Analysis of Need:

Utilization Studies identified the need for sport fields in the South East area of the County and provide for future population growth.

Change or Reasons for Revisions:

FY2019 – proposed as a future bond project

FY2020 – not submitted

FY2021 – resubmit as a Master Plan project

Alternative:

Keep farming land to maintain property

Parks, Recreation, and Cultural: Duff Green Park

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	88,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$88,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	0	0	88,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$88,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Parks, Recreation, and Cultural: 3R Projects

Project Code	See Below	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	FY21 - \$95,000	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 FY2021:

- Pratt Park Pavilion Roof Replacement – Project Code #PRF105
- Embrey Mill - Add protective netting fields 7 and 8 – Project Code #PRF104

Operating Impact Summary:

There will be no additional operating impacts associated with this project.

Location:

Varies Parks

Relationship to Approved County Policy or Plan:

Park Utilization Study – Phase II

- Upgrade outdoor amenities at existing Parks

Parks, Recreation, and Cultural: 3R Projects

Analysis of Need:

Maintain outdoor amenities to a standard of safe use and condition. Projects are based on condition and facility usage by patrons. Project will enhance experiences by protecting, preserving and extending the life of these amenities.

Alternative:

Close or restrict use of amenities as they fail and or become unsafe for patrons use. Restricting field use, closing pools and picnic shelters will have a negative impact on PRCF revenue.

Project Summary:

Location	Description	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Embrey Mill	Netting for Fields 7 and 8	0	66,000	0	0	0	0	0	0	0	0	0
Pratt Park	Roof replacement	0	29,000	0	0	0	0	0	0	0	0	0
Total		\$0	\$95,000	\$0								

	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue	0	95,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$95,000	\$0								

Operating Impacts	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Total	\$0									

Parks, Recreation, and Cultural: 3R Community Facilities, Asset Management

Project Code	See Project Description Below	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	FY21 - \$896,000	Est. Opening Date	On-going
Current Year Cost		Funding Source	
Debt Service	N/A	Years Financed	
Full Year Operating Impact	N/A	Tax Rate Equivalent	

Project Description:

Parks, Recreation and Community Facilities 3R projects for FY2021:

- Community Courthouse Center Replace Roof - Section 2 – Project Code #PRF093
- George L. Gordon Building Public Works & Utilities Renovation and Security Upgrades – Project Code #PRF094
- Courthouse Replace Roof – Section 7 – Project Code #PRF089
- Health Department – Install Backflow Preventer – Project Code #PRF090
- George L. Gordon - Sidewalk Repair – Project Code #PRF095

Operating Impact Summary:

There will be no additional operating impacts associated with this project.

Location:

County Government Facilities and Park Buildings

Relationship to Approved County Policy or Plan:

Repair and replace building system components to preserve and extend the life of County structures.

Parks, Recreation, and Cultural: 3R Community Facilities, Asset Management

Analysis of Need:

Maintain County Facilities to a standard of safe use and condition. Repair and replace building system components to preserve and extend the life of County structures. Provide better ADA access to facilities. County building systems fail or become unreliable with age and usage. The asset management system takes the industry standard for the life of these systems and projects life cycle replacements.

Alternative:

Without a system to replace building systems the County could pay higher cost for systems with a as need emergency practice of replacements. As building become deteriorated repairs can be costly due to extended damage or work performed as an emergency.

Project Summary:

Location	Description	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Community Courthouse Center	Replace roof over gym section 2	0	413,000	0	0	0	0	0	0	0	0	0
Government Building	Public Works & Utilities Renovation and Security Upgrades	0	293,000	0	0	0	0	0	0	0	0	0
Courthouse	Replace section 7 of roof on Courthouse	0	113,000	0	0	0	0	0	0	0	0	0
Health Department	Building has no backflow preventer	0	47,000	0	0	0	0	0	0	0	0	0
Glendie Tower	Repair access road damaged from heavy rain add larger culverts and gravel	0	30,000	0	0	0	0	0	0	0	0	0
Government Center Complex	Sidewalk repair, heaving causing trip hazard	0	30,000	0	0	0	0	0	0	0	0	0
Total		\$0	\$926,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	0	603,000	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	0	293,000	0	0	0	0	0	0	0	0	0
Radio Funding`	0	30,000									
Total		\$0	\$926,000	\$0							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Transportation

Projected Uses	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Includes PY Funding)
Belmont - Ferry Farm Trail (Phase 6)	850,000	1,820,000	0	0	0	0	0	0	0	0	0	1,820,000	0	2,670,000
Courthouse Road and Route 1 Intersection Improvement	8,065,000	10,655,200	0	0	0	0	0	0	0	0	0	10,655,200	0	18,720,200
Enon Road and Route 1 Improvements	0	0	1,200,000	3,300,000	0	6,100,000	0	0	0	0	0	10,600,000	0	10,600,000
Roadway Safety/Widening Improvements	588,890	126,110	0	0	0	0	0	0	0	0	0	126,110	0	715,000
Route 1 & Telegraph Rd/Woodstock Ln Improvements	4,300,000	4,500,000	0	0	0	0	0	0	0	0	0	4,500,000	0	8,800,000
Stefaniga Road and Mountain View Road Intersection Improvements	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0	3,700,000	0	3,700,000
Tech Center Drive	0	0	0	0	0	0	0	0	25,000	0	0	-	25,000	25,000
<i>Bond Funded</i>														
Garrisonville Road Widening (Eustance Rd to Shelton Shop Rd)	0	0	0	0	0	2,500,000	7,000,000	1,500,000	18,500,000	0	0	2,500,000	27,000,000	29,500,000
Layhill Road Improvements	0	0	0	0	1,050,000	2,200,000	5,250,000	0	0	0	0	3,250,000	5,250,000	8,500,000
Leeland Road Widening	0	0	1,422,620	5,584,380	0	0	0	0	0	0	0	7,007,000	0	7,007,000
Morton Road Widening	0	0	0	1,000,000	2,060,000	3,400,000	0	0	0	0	0	6,460,000	0	6,460,000
Mountain View Road Improvement (Kellogg Mill Rd to Choptank Rd)	0	0	0	0	0	0	0	2,300,000	7,000,000	1,000,000	15,895,000	-	26,195,000	26,195,000
Onville Road Widening	0	0	0	0	0	0	0	1,600,000	5,900,000	8,200,000	0	-	15,700,000	15,700,000
Shelton Shop Road Improvements	0	0	1,500,000	8,000,000	1,500,000	0	11,700,000	0	0	0	0	11,000,000	11,700,000	22,700,000
<i>Service Districts</i>														
Berea Church Road (SR-654) Improvements	1,896,500	4,433,467	0	0	0	0	0	0	0	0	0	4,433,467	0	6,329,967
Flatford Road Sidewalk	130,130	519,870	0	0	0	0	0	0	0	0	0	519,870	0	650,000
Salisbury Drive Sidewalk	0	0	0	198,000	280,000	415,700	0	0	0	0	0	893,700	0	893,700
Staffordboro Boulevard Sidewalk	0	0	0	190,000	500,000	387,500	0	0	0	0	0	1,077,500	0	1,077,500
Total Expenditures	\$15,830,520	\$22,054,647	\$4,122,620	\$18,872,380	\$6,290,000	\$17,203,200	\$23,950,000	\$5,400,000	\$31,425,000	\$9,200,000	\$15,895,000	\$68,542,847	\$85,870,000	\$170,243,367

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Projected Sources	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Sources (Includes PY Funding)
Bond Proceeds	0	0	1,258,870	6,792,190	3,110,000	5,370,000	15,898,940	4,670,000	12,900,000	0	0	16,531,060	33,468,940	50,000,000
Current Revenue - County	1,275,200	620,959	711,310	0	0	0	0	0	0	0	0	1,332,269	\$0	2,607,469
Use of Prior Year Fund Balance Transportation	5,747,761	0	0	600,000	400,000	0	0	0	25,000	0	0	1,000,000	25,000	6,772,761
Proffers	1,087,603	1,202,230	0	0	0	0	0	0	0	0	0	1,202,230	0	2,289,833
Service District	326,026	1,881,354	0	368,740	25,500	0	0	0	0	700,000	0	2,275,594	700,000	3,301,620
TAP - Transportatin Alternative Program	790,916	1,865,084	0	19,260	754,500	803,200	0	0	0	0	0	3,442,044	0	4,232,960
CMAQ - Congestion Mitigation and Air Quality	0	0	0	787,339	0	1,362,642	0	0	0	0	0	2,149,981	0	2,149,981
RSTP - Regional Service Transportation Program	0	0	86,762	25,000	0	2,543,921	0	0	0	0	0	2,655,683	0	2,655,683
Smart Scale	3,024,800	9,146,300	0	2,367,370	500,000	4,285,091	1,513,430	0	11,600,000	0	7,595,000	16,298,761	20,708,430	40,031,991
Fuel Tax	588,890	126,110	0	0	0	0	0	0	0	0	0	126,110	0	715,000
Revenue Sharing	2,989,324	7,212,610	952,440	7,792,190	1,500,000	2,730,000	6,537,630	730,000	6,900,000	8,500,000	8,300,000	20,187,240	30,967,630	54,144,194
Impact Fees	0	0	1,113,238	120,291	0	108,346	0	0	0	0	0	1,341,875	0	1,341,875
Total Revenues	\$15,830,520	\$22,054,647	\$4,122,620	\$18,872,380	\$6,290,000	\$17,203,200	\$23,950,000	\$5,400,000	\$31,425,000	\$9,200,000	\$15,895,000	\$68,542,847	\$85,870,000	\$170,243,367

Use of Prior Year Fund Balance General Fund ⁽¹⁾	4,000,000	0	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-FY2030 Use of General Fund Prior Year Fund Balance is dependant on Positive Results of Operation (PRO) to cover changes to revenue and expenditures assumptions.

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Includes PY Funding)
Debt Service	0	0	105,000	674,000	934,000	1,383,000	2,714,000	3,104,000	4,184,000	4,184,000	1,713,000	15,569,000	17,282,000
Total	\$0	\$0	\$105,000	\$674,000	\$934,000	\$1,383,000	\$2,714,000	\$3,104,000	\$4,184,000	\$4,184,000	\$1,713,000	\$15,569,000	\$17,282,000

Transportation: Belmont: Ferry Farm Trail: Phase 6

Project Code		Project Length	3,500 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$762 per foot
Project Status	Design/Engineering	Estimated Opening Date	December 1, 2023
Total Project Cost	\$2,670,000		
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.
- **FY2020** – Staff continues to evaluate the optimum trail alignment considering existing and proposed development.
- **FY2021** – Minor cost increase from \$2,516,000 to \$2,670,000 due to inflation.

Alternative:

Trail will end with phase 4 on the downstream side of the Chatham Bridge.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	600,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	250,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	1,820,000	0	0	0	0	0	0	0	0	0
Total	\$850,000	\$1,820,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	0	370,812	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance Transportation	163,188	0	0	0	0	0	0	0	0	0	0
TAP - Transportatin Alternative Program	686,812	1,449,188	0	0	0	0	0	0	0	0	0
Total	\$850,000	\$1,820,000	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$93,000	\$62,000	\$64,000	\$65,000	\$67,000	\$69,000	\$71,000	\$71,000	\$74,000

Transportation: Courthouse Road and Route 1 Intersection Improvement

Project Code		Project Length	0.65 miles
Project Type	Road Improvements	Cost per Mile	\$28.030 million
Project Status	Property Acquisition	Est. Opening Date	June 1, 2024
Total Project Cost	\$18,720,200	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-stripped 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. Project was subsequently awarded \$4.646M in Smart Scale funds.
- 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:

- **FY2020** – Project cost has increased due to increase in Right-of-Way acquisition costs (settlements/condemnation) and increase in construction costs associated with inflation. This cost increase has been offset through the addition of proffer funds and additional Revenue Sharing funds.
- **FY2021** – Project cost has increased to \$18,720,200 from \$14,884,567 due to increases in Right-of-Way acquisition costs (settlements/condemnation) and increase in construction costs associated with inflation. This cost increase has been offset through additional Revenue Sharing funds.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	1,065,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	7,000,000	2,700,200	0	0	0	0	0	0	0	0	0
Construction / Project	0	7,955,000	0	0	0	0	0	0	0	0	0
Total	\$8,065,000	\$10,655,200	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	0	250,147	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance Transportation	5,584,573	0	0	0	0	0	0	0	0	0	0
Proffers	0	1,202,230	0	0	0	0	0	0	0	0	0
Smart Scale	0	4,646,300	0	0	0	0	0	0	0	0	0
Revenue Sharing	2,480,427	4,556,523	0	0	0	0	0	0	0	0	0
Total	\$8,065,000	\$10,655,200	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Transportation: Enon Road and Route 1 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 Beauregard Drive to the intersection with Jefferson Davis Highway (US-1). The project will provide a continuous two-way left turn lane from the intersection with Beauregard Drive to Stafford Indians Lane and dedicated left-turn and right-turn lanes at the intersection with Stafford Indians Lane. The intersection with Porter Lane will also be improved to a 90 degree connection to provide sight distance to current standards. An additional left-turn lane will be added to Route 1 North, and an additional receiving lane will be added to Enon Rd to accommodate the dual left turns from Route 1. The project will also add dedicated left, through, and right-turn lanes for traffic exiting Enon onto Route 1. A 5' concrete sidewalk will also be provided along 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 along Enon Road, from the intersection with Route 1 to Beauregard Drive, and on Route 1 at the intersection with Enon Road.

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. Project subsequently received \$4.442M in Smart Scale funds.
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Enon Road and Route 1 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 Route 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:

- **FY2020** – Applied for Smart Scale funding and initially did not receive any funding. Due to some internal program changes, the project was eventually awarded a combination of Smart Scale and CMAQ/RSTP funding.
- **FY2021** – Funding timeline has changed based on late award of Smart Scale funding.

Alternative:

- Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	1,200,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	3,300,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	6,100,000	0	0	0	0	0
Total	\$0	\$0	\$1,200,000	\$3,300,000	\$0	\$6,100,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
CMAQ - Congestion Mitigation and Air Quality	0	0	0	787,339	0	1,362,642	0	0	0	0	0
RSTP - Regional Service Transportation Program	0	0	86,762	25,000	0	2,543,921	0	0	0	0	0
Smart Scale	0	0	0	2,367,370	0	2,085,091	0	0	0	0	0
Impact Fees	0	0	1,113,238	120,291	0	108,346	0	0	0	0	0
Total	\$0	\$0	\$1,200,000	\$3,300,000	\$0	\$6,100,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Transportation: Roadway Safety/Widening Improvements

Project Code		Project Length	Variable
Project Type	Road Improvements	Cost per Mile	Variable
Project Status	Planning	Est. Opening Date	Variable
Total Project Cost	\$9,943,350	Avg. Annual Daily Traffic	Variable
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

Roadway Safety/Widening Improvement Projects will focus on improving the safety of secondary roads of Stafford County. Improvements will vary based on location and needs identified and may consist of: trimming of roadside brush and trees to provide increased sight distance, the widening/hardening of roadway shoulders with asphalt pavement, additional signage/markers, asphalt pavement resurfacing, etc.

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, in no particular order, along various routes listed in the 2019 Transportation Bond Referendum and as follows: Woodstock Lane (Rt. 639); Falls Run Drive (Rt. 618); Brooke Road (Rt. 608 – New Hope Church Road to Eskimo Hill Road); Kellogg Mill Road (Rt. 651); Tacketts Mill Road (Rt. 612 – Heflin Road to Aquia Road); Heflin Road (Rt. 612); Brent Point Road (Rt. 658 – Arkendale Road to End); McWhirt Loop (Rt. 700); Stefaniga Road (Rt. 648); Truslow Road (Rt. 652 – Cambridge Street to Berea Church Road); Hartwood Road (Rt. 612); Spotted Tavern Road (Rt.614); Decatur Road (Rt. 635); Little Whim Road (Rt. 669); Potomac Run Road (Rt. 626); Rock Hill Church Road (Rt. 644); Cropp Road (Rt. 615); Brooke Road (Rt. 608 - Eskimo Hill Road to End); Tacketts Mill Road (Rt. 646 – Poplar Road to Heflin Road); Ramoth Church Road (Rt. 628); Andrew Chapel Road (Rt. 629); Poplar Road (Rt. 616 – US 17 to Stefaniga Road); Winding Creek Road (Rt. 628 – Embrey Mill Road to Shelton Shop Road); Telegraph Road (Rt. 637); Joshua Road (Rt. 643); Garrisonville Road (Rt. 610 – Joshua Road to Arrowhead Drive); Enon Road (Rt. 753 – Beauregard Drive to Truslow Road); Courthouse Road (Rt. 630 – Winding Creek Road to Shelton Shop Road); Ferry Road (Rt. 606); Winding Creek Road (Rt. 628 – Courthouse Road to Embrey Mill Road); Barrett Heights Road (Rt. 642); Mountain View Road (Rt. 627 – Centreport Parkway to Kellogg Mill Road); Hope Road (Rt. 687); Garrisonville Road (Rt. 610 – Arrowhead Drive to Faquier CL); Poplar Road (Rt. 616 – Stefaniga Road to Hartwood Road

Transportation: Roadway Safety/Widening Improvements

Relationship to Approved County Policy or Plan:

- Supports the BOS Strategic Priority – Responsive Transportation System.

Analysis of Need:

Improvements to various secondary roads were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic on the road prioritized these roadways for improvements.

Change or Reasons for Revisions:

FY2021 – List of secondary road improvement projects was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority for roadway safety & shoulder widening improvements.

Alternative:

Roadways stay in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	588,890	578,800	500,000	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556
Total	\$588,890	\$578,800	\$500,000	\$912,556							
Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Fuel Tax	588,890	578,800	500,000	912,556	912,556	912,556	912,556	912,556	912,556	912,556	912,556
Total	\$588,890	\$578,800	\$500,000	\$912,556							
Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0									

Transportation: Route 1 & Telegraph Road/Woodstock Lane 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	December 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 intersection improvements at the intersections of Telegraph Road, Woodstock Lane, and Jefferson Davis Highway (RT 1). At the intersection with Telegraph Road, Telegraph Road will be re-aligned and a new traffic signal will be installed. Route 1 will be widened at the intersection with Woodstock Lane to allow for the installation of a concrete median which will restrict turning movements at this intersection. Following construction of the project, southbound Route 1 traffic will be able to make a left onto Woodstock Lane but due to the median, traffic exiting Woodstock Lane will only be allowed to turn right onto Route 1 northbound.

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.

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. The project subsequently received \$7.5M in Smart Scale funding
- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Route 1 & Telegraph Road/Woodstock Lane Safety Improvements

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 to include a new connector road, but the project remains fully funded.
- **FY2021** – The project scope has reverted back to the original Smart Scale concept which removes the connector road; project remains fully funded.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	1,100,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	3,200,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	4,500,000	0	0	0	0	0	0	0	0	0
Total	\$4,300,000	\$4,500,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Current Revenue - County	1,275,200	0	0	0	0	0	0	0	0	0	0
Smart Scale	3,024,800	4,500,000	0	0	0	0	0	0	0	0	0
Total	\$4,300,000	\$4,500,000	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

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	December 1, 2026
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. Project will follow FHWA project development and construction procedures due to Federal funds.

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. Project was subsequently awarded \$2,700,000 in Smart Scale funding.
- 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:

- **FY2020** – New Smart Scale Project added to CIP.
- **FY2021** – No Changes

Alternative:

- Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	600,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	900,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	2,200,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Use of Prior Year Fund Balance Transportation	0	0	0	600,000	400,000	0	0	0	0	0	0
Smart Scale	0	0	0	0	500,000	2,200,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$600,000	\$900,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$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

Change or Reasons for Review:

- **FY2020** – No Changes.
- **FY2021** – No Changes.

Alternative:

- Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	0	0	0	0	25,000	0	0
Total	\$0	\$25,000	\$0	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Use of Prior Year Fund Balance Transporta	0	0	0	0	0	0	0	0	25,000	0	0
Total	\$0	\$25,000	\$0	\$0							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Transportation: Garrisonville Road Widening Project (Eustace Rd to Shelton Shop Rd)

Project Code		Project Length	1.40miles
Project Type	Road Improvements	Cost per Mile	\$21.071 million
Project Status	Planning	Est. Opening Date	December 1, 2029
Total Project Cost	\$29,500,000	Avg. Annual Daily Traffic	34,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Garrisonville Road (RT 610) Widening Project will widen approximately 1.40 miles of Garrisonville Road, between the intersections with Eustance Road (RT 751) and Shelton Shop Road (RT 648), to a six-lane divided roadway with concrete median, curb & gutter and 5’ sidewalks for pedestrians.

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 along Garrisonville Road (RT 610) between the intersection of Eustance Road (RT 751) and Shelton Shop Road (RT 648).

Relationship to Approved County Policy or Plan:

- 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 BOS Strategic Priority – Responsive Transportation System.

Transportation: Garrisonville Road Widening Project (Eustace to Shelton Shop)

Analysis of Need:

Improvements to Garrisonville Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic congestion on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	2,500,000	0	0	0	0	0
Property Acquisition	0	0	0	0	0	0	7,000,000	1,500,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	0	18,500,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$7,000,000	\$1,500,000	\$18,500,000	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	2,500,000	5,950,000	770,000	0	0	0
Smart Scale	0	0	0	0	0	0	0	0	11,600,000	0	0
Revenue Sharing	0	0	0	0	0	0	1,050,000	730,000	6,900,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$7,000,000	\$1,500,000	\$18,500,000	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	0	0	209,000	707,000	771,000	771,000	771,000
Total	\$0	\$0	\$0	\$0	\$0	\$209,000	\$707,000	\$771,000	\$771,000	\$771,000

Transportation: Layhill Road Improvements

Project Code		Project Length	0.50 miles
Project Type	Road Improvements	Cost per Mile	\$4.486 million
Project Status	Planning	Est. Opening Date	December 1, 2027
Total Project Cost	\$8,500,000	Avg. Annual Daily Traffic	5,100 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Layhill Road (RT 627) Improvement Project will widen approximately 0.5 miles of RT 627 from the intersection with Jefferson Davis Highway (RT 1) to the intersection with Forbes Street (RT 627) to provide a two-way left-turn lane (TWLTL) down the center of the roadway to provide a refuge area for residents trying to access their driveways to improve safety and reduce congestion. Improvements will also be made at the intersection with RT 1 including longer storage lengths for the turning lanes and improved intersection geometry. Turn lanes will be provided at side-street intersections were warranted.

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 along Layhill Road (RT 627) between the intersection with Jefferson Davis Highway (RT 1) and the intersection with Forbes Street (RT 627).

Relationship to Approved County Policy or Plan:

- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Layhill Road Improvements

Analysis of Need:

Improvements to Layhill Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic congestion on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	1,050,000	0	0	0	0	0	0
Property Acquisition	0	0	0	0	0	2,200,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	5,250,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$1,050,000	\$2,200,000	\$5,250,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	1,050,000	2,200,000	1,000,000	0	0	0	0
Revenue Sharing	0	0	0	0	0	0	4,250,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$1,050,000	\$2,200,000	\$5,250,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	0	88,000	272,000	356,000	356,000	356,000	356,000
Total	\$0	\$0	\$0	\$0	\$88,000	\$272,000	\$356,000	\$356,000	\$356,000	\$356,000

Transportation: Leeland Road Widening

Project Code		Project Length	0.30 miles
Project Type	Road Improvements	Cost per Mile	\$23.356 million
Project Status	Design/Engineering	Est. Opening Date	December 1, 2024
Total Project Cost	\$7,007,000	Avg. Annual Daily Traffic	9,800 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Leeland Road (RT 626) Improvement Project will expand the scope of a current VDOT Highway Safety Improvement Project (HSIP), UPC# 109477. The current VDOT project will provide a shared-use path along Leeland Road connecting the intersection with Deacon Road (RT 607) to the VRE Station at a cost of approximately \$3,676,000. The VDOT project is funded with Federal Highway Safety Improvement Project (HSIP) funds. The County’s project will include VDOT’s shared-use path along with the construction of a two-way left-turn lane (TWLTL) in the center of the roadway. This widening would extend approximately 0.30 miles along Leeland Road from the intersection with Julian Drive (RT 694) to the intersection with Walnut Drive (RT 622).

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 along Leeland Road (RT 626) from the intersection with Julian Drive (RT 694) to the intersection with Walnut Drive (RT 622).

Relationship to Approved County Policy or Plan:

- 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 BOS Strategic Priority – Responsive Transportation System.

Transportation: Leeland Road Widening

Analysis of Need:

Improvements to Leeland Road were identified in the County's Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County's 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Transportation: Leeland Road Widening

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	645,000	0	0	0	0	0	0	0	0	0
Property Acquisition	0	777,620	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	5,584,380	0	0	0	0	0	0	0	0
Total	\$0	\$1,422,620	\$5,584,380	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	2,792,190	0	0	0	0	0	0	0	0
Current Revenue - County	0	711,310	0	0	0	0	0	0	0	0	0
Revenue Sharing	0	711,310	2,792,190	0	0	0	0	0	0	0	0
Total	\$0	\$1,422,620	\$5,584,380	\$0							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	234,000	234,000	234,000	234,000	234,000	234,000	234,000	234,000
Total	\$0	\$0	\$234,000							

Transportation: Morton Road Widening Project

Project Code		Project Length	0.35 miles
Project Type	Road Improvements	Cost per Mile	\$18.457 million
Project Status	Planning	Est. Opening Date	December 1, 2026
Total Project Cost	\$6,460,000	Avg. Annual Daily Traffic	9,400 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Morton Road (RT 624) Widening Project will widen approximately 0.35 miles of RT 624 to provide a two-way left-turn lane (TWLTL) down the center of the roadway to provide a refuge area for residents trying to access their driveways to improve safety and reduce congestion. Turn lanes will be provided at intersections where warranted. Project will extend from the intersection with Leeland Road (RT 626) to the intersection with Cherry Laurel Drive (RT 1098).

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 along Morton Road (RT 624) between the intersection with Leeland Road (RT 626) and the intersection with Cherry Laurel Drive (RT 1098).

Relationship to Approved County Policy or Plan:

- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Morton Road Widening Project

Analysis of Need:

Improvements to Morton Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic congestion on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	1,000,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	2,060,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	3,400,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,000,000	\$2,060,000	\$3,400,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	1,000,000	2,060,000	670,000	0	0	0	0	0
Revenue Sharing	0	0	0	0	0	2,730,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$1,000,000	\$2,060,000	\$3,400,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	84,000	256,000	312,000	312,000	312,000	312,000	312,000
Total	\$0	\$0	\$0	\$84,000	\$256,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000

Transportation: Mountain View Road Improvement Project (Kellogg Mill Road to Choptank Road)

Project Code		Project Length	3.13 miles
Project Type	Road Improvements	Cost per Mile	\$8.369 million
Project Status	Planning	Est. Opening Date	December 1, 2031
Total Project Cost	\$26,195,000	Avg. Annual Daily Traffic	7,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Mountain View Road (RT 627) Improvement Project will widen seek to improve approximately 3.13 miles of RT 627 from the intersection with Kellogg Mill Road (RT 651) to the intersection with Choptank Road (RT 1209). Roadway will be improved utilizing VDOT’s RRR Guidelines and will improve the existing vertical and horizontal geometry while providing 12’ travel lanes and 6’ paved shoulders. Roadside drainage will also be improved through new ditches.

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 along Mountain View Road (RT 627) from the intersection with Kellogg Mill Road (RT 651) to the intersection with Choptank Road (RT 1209).

Relationship to Approved County Policy or Plan:

- 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 BOS Strategic Priority – Responsive Transportation System.

Transportation: Mountain View Road Improvement Project (Kellogg Mill to Choptank)

Analysis of Need:

Improvements to Mountain View Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the substandard roadway geometry prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	
Planning/Design	0	0	0	0	0	0	0	2,300,000	0	0	0	
Property Acquisition	0	0	0	0	0	0	0	0	7,000,000	1,000,000	0	
Construction / Project	0	0	0	0	0	0	0	0	0	0	15,895,000	
Total	\$0	\$2,300,000	\$7,000,000	\$1,000,000	\$15,895,000							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	
Bond Proceeds	0		0	0	0	0	0	2,300,000	7,000,000	0	0	
Smart Scale	0	0	0	0	0	0	0	0	0	0	7,595,000	
Revenue Sharing	0	0	0	0	0	0	0	0	0	1,000,000	8,300,000	
Total	\$0	\$2,300,000	\$7,000,000	\$1,000,000	\$15,895,000							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	0	0	0	0	192,000	778,000	778,000
Total	\$0	\$192,000	\$778,000	\$778,000						

Transportation: Onville Road Widening Project

Project Code		Project Length	1.12miles
Project Type	Road Improvements	Cost per Mile	\$14.017 million
Project Status	Planning	Est. Opening Date	December 1, 2030
Total Project Cost	\$15,700,000	Avg. Annual Daily Traffic	9,700 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Onville Road (RT 641) Widening Project will widen approximately 1.12 miles of RT 641 to provide a two-way left-turn lane (TWLTL) down the center of the roadway and new turn lanes at intersections where warranted.

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 along Onville Road (RT 641) from the intersection with Worth Avenue (Private Road) to the entrance to Marine Corps Base Quantico (MCQB).

Relationship to Approved County Policy or Plan:

- Supports the BOS Strategic Priority – Responsive Transportation System.

Transportation: Onville Road Widening Project

Analysis of Need:

Improvements to Onville Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic congestion on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** - Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	1,600,000	0	0	0
Property Acquisition	0	0	0	0	0	0	0	0	5,900,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	0	8,200,000	0
Total	\$0	\$1,600,000	\$5,900,000	\$8,200,000							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	1,600,000	5,900,000	0	0
Service District	0	0	0	0	0	0	0	0	0	700,000	0
Revenue Sharing	0	0	0	0	0	0	0	0	0	7,500,000	0
Total	\$0	\$1,600,000	\$5,900,000	\$8,200,000	\$0						

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	0	0	0	0	0	134,000	628,000	628,000
Total	\$0	\$134,000	\$628,000	\$628,000						

Transportation: Shelton Shop Road Improvements

Project Code		Project Length	1.99 miles
Project Type	Road Improvements	Cost per Mile	\$11.407 million
Project Status	Planning	Est. Opening Date	December 1, 2028
Total Project Cost	\$22,700,000	Avg. Annual Daily Traffic	10,000 vehicles
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The Shelton Shop Road (RT 648) Improvement Project will widen approximately 1.99 miles of RT 648 to provide center two-way left-turn lane (TWLTL) and dedicated turn lanes at intersections, where warranted. The intersections with Winding Creek Road (RT 628), Courthouse Road (RT 630), and Mountain View (RT 627) would also be improved either through upgraded traffic signalization or conversion to roundabouts to improve safety and traffic flow. Bicycles and pedestrians would be accommodated through the use of paved shoulders or a shared-use path.

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 along Shelton Shop Road (RT 648) between the intersection of Garrisonville Road (RT 610) and Mountain View Road (RT 627).

Relationship to Approved County Policy or Plan:

- 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 BOS Strategic Priority – Responsive Transportation System.

Transportation: Shelton Shop Road Improvements

Analysis of Need:

Improvements to Shelton Shop Road were identified in the County’s Comprehensive Road Evaluation Final Report dated April 2018. The number and frequency of traffic accidents coupled with the existing traffic on the road prioritized this roadway for improvements.

Change or Reasons for Revisions:

- **FY2021** – Project was included in Stafford County’s 2019 \$50 Million Road Improvement Bond Referendum as a priority road project for safety & congestion improvements.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	1,500,000	0	0	0	0	0	0	0	0
Property Acquisition	0	0	0	8,000,000	1,500,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	11,700,000	0	0	0	0
Total	\$0	\$0	\$1,500,000	\$8,000,000	\$1,500,000	\$0	\$11,700,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	1,258,870	3,000,000	0	0	8,948,940	0	0	0	0
Smart Scale	0	0	0	0	0	0	1,513,430	0	0	0	0
Revenue Sharing	0	0	241,130	5,000,000	1,500,000	0	1,237,630	0	0	0	0
Total	\$0	\$0	\$1,500,000	\$8,000,000	\$1,500,000	\$0	\$11,700,000	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service	0	0	105,000	356,000	356,000	356,000	1,105,000	1,105,000	1,105,000	1,105,000
Total	\$0	\$0	\$105,000	\$356,000	\$356,000	\$356,000	\$1,105,000	\$1,105,000	\$1,105,000	\$1,105,000

Transportation: Berea Church Road Improvements

Project Code		Project Length	1.28 miles
Project Type	Road Improvements	Cost per Mile	\$4.945 million
Project Status	Property Acquisition	Estimated Opening Date	December 1, 2022
Total Project Cost	\$6,329,967	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 the intersection with Truslow Road to the intersection with Warrenton Road using VDOT 3R standards. Improvements will include improved roadway geometry, paved shoulders, drainage improvements and wider lanes. Bicycle & pedestrian accommodations will also be included in this project, utilizing the paved shoulder.

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.
- **FY2021** – Project costs increased due to inflation and additional VDOT oversight costs. Increased costs were funded through previous Revenue Sharing funds (\$523,612) that were transferred off the Enon Road project prior to Enon Road receiving Smart Scale funding.

Alternative:

Roadway stays in current condition.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	919,000	0	0	0	0	0	0	0	0	0	0
Property Acquisition	977,500	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	4,433,467	0	0	0	0	0	0	0	0	0
Total	\$1,896,500	\$4,433,467	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Proffers	1,087,603	0	0	0	0	0	0	0	0	0	0
Service District	300,000	1,777,380	0	0	0	0	0	0	0	0	0
Revenue Sharing	508,897	2,656,087	0	0	0	0	0	0	0	0	0
Total	\$1,896,500	\$4,433,467	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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.

Change or Reasons for Revisions:

- **FY2020** – No Changes.
- **FY2021** – No Changes.

Alternative:

- No sidewalk will exist at this location.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	91,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	519,870	0	0	0	0	0	0	0	0	0
Total Project Cost	\$130,130	\$519,870	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Service District	26,026	103,974	0	0	0	0	0	0	0	0	0
TAP - Transportation Alternative Program	104,104	415,896	0	0	0	0	0	0	0	0	0
Total	\$130,130	\$519,870	\$0								

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Transportation: Salisbury Drive Sidewalk

Project Code		Project Length	900 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$998 per foot
Project Status	Design/Engineering	Est. Opening Date	November 1, 2026
Total Project Cost	\$898,700		
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The project proposed to construct a five-foot wide concrete sidewalk along Salisbury Drive. The sidewalk will connect with existing sidewalk at the intersection with Garrisonville Road (RT 610) and extend approximately 900 linear feet to the VDOT Park & Ride Lot off Mine Road.

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 intersection with Garrisonville Road to the VDOT Park & Ride Lot off Mine Road.

Relationship to Approved County Policy or Plan:

- 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: Salisbury Drive Sidewalk

Analysis of Need:

Constructing this "missing link" from the intersection with Garrisonville Road to the VDOT Park & Ride Lot will provide for safer pedestrian movement along a busy roadway that is frequently used by pedestrians traveling between the VDOT lot and nearby commercial areas along Garrisonville Road.

Change or Reasons for Revisions:

- **FY2021** – Applied for Transportation Alternatives funding to begin design work on project. Timing of project shifted two years.

Alternative:

No sidewalk will exist at this location.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	198,000	0	0	0	0	0	0	0
Property Acquisition	0	0	0	0	280,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	415,700	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$198,000	\$280,000	\$415,700	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Service District	0	0	0	178,740	0	0	0	0	0	0	0
TAP - Transportation Alternative Program	0	0	0	19,260	280,000	415,700	0	0	0	0	0
Total	\$0	\$0	\$0	\$198,000	\$280,000	\$415,700	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Transportation: Staffordboro Boulevard Sidewalk

Project Code		Project Length	1,200 feet
Project Type	Trails and Sidewalks	Cost per Linear Foot	\$842 per foot
Project Status	Design/Engineering	Est. Opening Date	November 1, 2024
Total Project Cost	\$1,077,500		
Functional Area	Transportation		
Total Debt Service			
Full Year Operating Impact			

Project Description:

The project proposed to construct a five-foot wide concrete sidewalk along Staffordboro Boulevard. The sidewalk will connect with existing sidewalk at the VDOT Park & Ride Lot and extend approximately 1,200 linear feet to the intersection with Pike Place.

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 VDOT Park & Ride Lot on Staffordboro Boulevard to the intersection with Pike Place.

Relationship to Approved County Policy or Plan:

- 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: Staffordboro Boulevard Sidewalk

Analysis of Need:

Constructing this "missing link" from the VDOT Park & Ride Lot to Pike Place 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.

Change or Reasons for Revisions:

- **FY2021** – Applied for Transportation Alternatives funding to begin design work on project.

Alternative:

No sidewalk will exist at this location.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	190,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	387,500	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$190,000	\$500,000	\$387,500	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Service District	0	0	0	190,000	25,500	0	0	0	0	0	0
TAP - Transportation Alternative Program	0	0	0	0	474,500	387,500	0	0	0	0	0
Total	\$0	\$0	\$0	\$190,000	\$500,000	\$387,500	\$0	\$0	\$0	\$0	\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0									

Education

Education	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (includes PY Funding)
High School #6	0	5,300,000	4,500,000	39,200,000	49,771,000	24,744,000	1,125,000	0	0	0	0	123,515,000	1,125,000	124,640,000
High School #7	0	0	0	0	0	0	0	0	0	0	1,000,000	0	1,000,000	1,000,000
Elementary School #18	0	0	0	0	0	0	0	1,265,956	2,121,234	26,265,801	24,084,005	0	53,736,996	53,736,996
Early Childhood Special Education Additional Capacity, Phase I	0	0	0	0	0	0	0	0	506,479	3,967,419	5,121,065	0	9,594,963	9,594,963
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		7,549,700	8,562,750	7,018,600	7,866,415	6,261,000	7,515,000	6,285,000	6,817,000	6,669,000	6,289,000	37,258,465	33,575,000	70,833,465
Total	\$0	\$12,849,700	\$13,062,750	\$46,218,600	\$57,637,415	\$31,005,000	\$8,640,000	\$7,550,956	\$9,444,713	\$37,902,220	\$42,494,070	\$160,773,465	\$106,031,959	\$266,805,424

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (includes PY Funding)
Bond Proceeds	0	9,445,359	11,461,000	44,242,000	55,983,440	27,722,378	6,839,270	6,293,956	8,171,713	29,433,167	39,903,070	148,854,177	90,641,176	239,495,353
Current Revenue & County Designated 3R	0	1,445,865	1,445,865	1,445,865	1,445,865	1,091,000	1,445,865	1,257,000	1,273,000	1,445,865	1,445,866	6,874,460	6,867,596	13,742,056
Use of Prior Year Fund Balance General Fund	0	1,833,476	24,885	395,735	69,110	0	354,865	0	0	170,135	145,134	2,323,206	670,134	2,993,340
Proffers	0	0	0	0	0	2,048,622	0	0	0	6,853,053	1,000,000	2,048,622	7,853,053	9,901,675
Nutrition Capital Funding	0	125,000	131,000	135,000	139,000	143,000	0	0	0	0	0	673,000	0	673,000
Total	\$0	\$12,849,700	\$13,062,750	\$46,218,600	\$57,637,415	\$31,005,000	\$8,640,000	\$7,550,956	\$9,444,713	\$37,902,220	\$42,494,070	\$160,773,465	\$106,031,959	\$266,805,424

Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Ten Year Plan (includes PY Funding)
Personnel		0	0	0	0	474,000	6,314,000	6,441,000	6,569,000	6,701,000	7,318,000	474,000	33,343,000	27,503,000
Operating		0	0	0	0	1,187,000	1,772,000	1,194,000	1,229,000	1,265,000	2,397,000	1,187,000	7,857,000	7,272,000
Debt Service		0	870,000	1,940,000	5,722,000	10,506,000	12,906,000	13,569,000	14,176,000	14,948,000	17,491,446	19,038,000	73,090,446	79,222,446
Total	\$0	\$870,000	\$1,940,000	\$5,722,000	\$12,167,000	\$20,992,000	\$21,204,000	\$21,974,000	\$22,914,000	\$27,206,446	\$20,699,000	\$114,290,446	\$113,997,446	

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	\$124,640,000	Est. Opening Date	August 2025 (FY2026)
Current Year Cost	\$117,812,000	Funding Source	VPSA
Debt Service	\$10,185,000	Years Financed	20
Full Year Operating Impact	\$8,086,000	Tax Rate Equivalent	\$0.06

Project Description:

High School (HS) 6 is planned 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.

A Land Acquisition team made up of County and SCPS staff is considering various possible sites for this project. A property acquisition cost is included and assumes a 65 acre site at a cost of \$50,400/ acre. The School's consultant determined that Current Year site development costs of \$15.2 million, for the Westlake property, should be used for estimating purposes.

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 planned to be able to achieve a LEED Silver rating 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.

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.

FY2021 – Include cost for land of \$3.3M. Removed projected proffers of \$2.3M and revenue from the sale of Moncure Elementary School of \$6.3M. Added use of prior year fund balance of \$877,341.

Alternative:

The alternative to this project is overcrowding at the high school level as the student population increases with no additional capacity added.

High School #6

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	2,000,000	4,500,000	2,000,000	621,000	450,000	0	0	0	0	0
Property Acquisition	0	3,300,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	35,800,000	46,800,000	23,384,000	1,000,000	0	0	0	0
Contingency	0	0	0	1,400,000	2,350,000	910,000	125,000	0	0	0	0
Total Project Cost	\$0	\$5,300,000	\$4,500,000	\$39,200,000	\$49,771,000	\$24,744,000	\$1,125,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	4,422,659	4,500,000	39,200,000	49,771,000	22,695,378	1,125,000	0	0	0	0
Current Revenue - Schools	0	0	0	0	0	0	0	0	0	0	0
Use of Prior Year Fund Balance General Fund	0	877,341	0	0	0	0	0	0	0	0	0
Proffers	0	0	0	0	0	2,048,622	0	0	0	0	0
Total	\$0	\$5,300,000	\$4,500,000	\$39,200,000	\$49,771,000	\$24,744,000	\$1,125,000	\$0	\$0	\$0	\$0

\$0

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Personnel	0	0	0	0	474,000	6,314,000	6,441,000	6,569,000	6,701,000	6,835,000
Operating	0	0	0	0	1,187,000	1,772,000	1,194,000	1,229,000	1,265,000	1,301,000
Debt Service	0	370,000	747,000	4,027,000	8,192,000	10,091,000	10,185,000	10,185,000	10,185,000	10,185,000
Total	\$0	\$370,000	\$747,000	\$4,027,000	\$9,853,000	\$18,177,000	\$17,820,000	\$17,983,000	\$18,151,000	\$18,321,000

High School #7

Project Code		Square Footage/Acreage	300,000/65
Project Type	Building Construction	Construction Cost per Sq. Ft.	/sf + site work
Project Status	Planning	Operating Cost per Sq. Ft.	
Functional Area	Education	Student Capacity	2,150
Estimated Project Cost	Placeholder	Est. Opening Date	
Current Year Cost		Funding Source	VPSA
Debt Service		Years Financed	20
Full Year Operating Impact		Tax Rate Equivalent	

Project Description:

High School (HS) 7 is planned to house 2,150 students and serve grades ninth through twelfth. HS 7 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.

A Land Acquisition team made up of County and SCPS staff will be considering various possible sites for this project.

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 consultant to provide an accurate cost estimate for the building, as well as costs associated with the site.

HS 7 is planned to be able to achieve a LEED Silver rating 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.

Operating Impact Summary:

The principal, librarian, administrative assistant V, and an administrative assistant IV will be funded and hired one year prior to HS 7 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 7 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

High School #7

drop in operational funds to be observed as the result of all one-time startup items being purchased. HS 7 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 7 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.

Change or Reasons for Revisions:

FY2021 – Included in the CIP for the first time

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:

- High School #7 was added as a placeholder for the FY2021-2030 CIP.

Elementary School 18

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	\$54,322,416	Est. Opening Date	August 2030 (FY2031)
Current Year Cost	\$39,271,000	Funding Source	VPSA, Proffers
Debt Service (Ten year Period)	\$1,908,446	Years Financed	20
Full Year Operating Impact	\$1,579,000	Tax Rate Equivalent	\$0.023

Project Description:

Elementary School (ES) 18 is planned to house 964 students and serve grades kindergarten through fifth. ES 18 will be designed and constructed utilizing the most current Stafford County Public Schools elementary 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 and utilities. Planning and design requirements are included in the project cost, as are furniture, fixtures, equipment, technology infrastructure, and project management. Estimates do not include cost of land or acquisition thereof. Land acquisition team will need to advise on costs. Elementary School #18 will allow for transition space for ECSE prior to the completion of permanent ECSE space.

SCPS elementary 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, 107,500 square feet.

Operating Impact Summary:

The principal, librarian, administrative assistant III, and an administrative assistant IV will be funded and hired one year prior to ES 18 opening. When the school opens, there will be 25 positions funded, excluding grade-level teachers, to support the new facility. The instructional startup costs one year prior to ES 18 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. Estimated utilities are included in the operating costs.

Location:

The current location for additional elementary school capacity is to be determined.

Elementary School 18

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 elementary school capacity is when the cumulative elementary school enrollment exceeds 90% design capacity. The total capacity of the 17 elementary schools within Stafford County amounts to 14,609. The student enrollment projections completed in the fall of 2018 indicate the need for a new elementary school beginning in the 2023-24 school year.

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 – Removed from CIP. In Place was elementary school capacity of \$25M.

FY2021 – New Elementary School #18 added to CIP. Proposed to open when design capacity is at 100%.

Alternative:

The alternative to this project is overcrowding at the elementary school level as the student population increases with no additional capacity added.

Elementary School 18

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	1,265,956	2,121,234	568,810	500,000
Construction / Project	0	0	0	0	0	0	0	0	0	24,696,991	22,584,005
Contingency	0	0	0	0		0	0	0	0	1,000,000	1,000,000
Total Project Cost	\$0	\$1,265,956	\$2,121,234	\$26,265,801	\$24,084,005						

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	1,265,956	2,121,234	19,412,748	24,084,005
Proffers	0	0	0	0	0	0	0	0	0	6,853,053	0
Total	\$0	\$1,265,956	\$2,121,234	\$26,265,801	\$24,084,005						

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Personnel	0	0	0	0	0	0	0	0	0	483,000
Operating	0	0	0	0	0	0	0	0	0	1,096,000
Debt Service	0	0	0	0	0	0	0	106,000	284,000	1,908,446
Total	\$0	\$106,000	\$284,000	\$3,487,446						

Early Childhood Special Education Addition

Project Code		Square Footage/Acreage	15,258/0
Project Type	Building Construction	Construction Cost per Sq. Ft.	\$275 + site work
Project Status	Planning	School Board Priority Number	4
Functional Area	Education	Student Capacity	80
Estimated Project Cost	\$9,594,963	Est. Opening Date	August 2029 (FY2030)
Current Year Cost	\$6,949,000	Funding Source	VPSA
Debt Service	\$	Years Financed	20
Full Year Operating Impact	N/A	Tax Rate Equivalent	\$

Project Description:

In the upcoming 2019-20 school year, early childhood special education will be housed at two centers within Stafford County that are primarily focused on housing early childhood special education and head start students. The northern campus is North Star Early Education Center (formerly known as Fredericksburg Christian School, Stafford Campus) in Stafford, while the southern campus is located at the Gari Melchers Complex in Fredericksburg. The project consists of new construction to house ten classrooms, with restrooms, specifically designed for early childhood special education, supporting space, site work, project management, furniture, fixtures, equipment, and technology infrastructure.

Operating Impact Summary:

This new facility will be subjected to SCPS’ standard maintenance and operation costs, to include custodial support, internal and external preventative maintenance, and utility costs.

Early Childhood Special Education Addition, Phase I

Location:

The current location for the additional early childhood special education capacity 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 early childhood special education (ECSE) student population is expected to grow at a rate of 5% annually, which equates to approximately two additional ECSE classrooms per year. The basis of this projected growth rate is the concatenation of multiple data sources, including the Virginia Department of Education (3.8-4.7%), the Department of Behavioral Health and Development Services (5%), and the Parent Education-Infant Development (PE-ID) Region 3 staff (5%). These projects are in line with growth experienced within SCPS since 2013.

With North Star Early Childhood Education Center opening at, or very near, full capacity, this project plans to address the expected continuous ECSE growth by providing additional classrooms outside of elementary schools. When ECSE programs are placed within elementary schools, the program(s) occupy classrooms that would otherwise be available to serve the elementary population. This reduces the capacity at elementary schools where ECSE programs are housed.

Change or Reasons for Revisions:

FY2020 – New project proposed in CIP.

FY2021 – Added to CIP based on School Boards requested opening date.

Early Childhood Special Education Addition, Phase I

Alternative:

The alternative to this project is ECSE program placement within elementary schools. As the ECSE student population continues to grow, the number of required programs will exceed the Northern and Southern ECSE-Head Start Campuses’ capacities. Programs unable to be located within the North Star Early Education Center or Gari Melchers Complex will be housed within elementary schools, reducing the capacities at those schools.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	0	436,479	150,000	87,521
Construction / Project	0	0	0	0	0	0	0	0	0	3,667,419	4,881,544
Contingency	0	0	0	0	0	0	0	0	70,000	150,000	152,000
Total Project Cost	\$0	\$506,479	\$3,967,419	\$5,121,065							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	0	0	0	0	0	0	506,479	3,967,419	5,121,065
Total	\$0	\$506,479	\$3,967,419	\$5,121,065							

Operating Impacts	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Operating	0	0	0	0	0	0	0	0	24,000	24,000
Debt Service	0	0	0	0	0	0	0	0	42,000	374,000
Total	\$0	\$66,000	\$398,000							

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 2030 (FY2031)
Current Year Cost		Funding Source	VPSA
Debt Service (Ten Year Period)	\$586,000	Years Financed	20
Full Year Operating Impact	N/A	Tax Rate Equivalent	\$0.012

Project Description:

This project is the renovation/additions to Edward E. Drew, Jr. Middle School (MS). Drew MS, originally constructed in 1951, is located on a 15.3-acre site. There have been additions built onto the original building. The project scope includes renovating the entire building, 98,900 square feet, and building a small addition sized at 8,000 square feet. This project is currently planned to include the upgrading and modernization of the following systems: ADA accessibility, electrical, fire alarm, fire suppression sprinklers, HVAC, life safety, and plumbing. Additionally, architectural items such as floors, doors, hardware, and windows will be replaced, as will the data and network plant, public address system, and lighting within the building. The exterior brick façade will be repaired and re-pointed. This project also includes the re-development of the site and upgrading the storm water management system and parking areas. The addition for this project is planned to address an 8,000 square feet space deficiency for the middle school program.

Modular classrooms will be utilized as swing space during the renovation to house the areas of the building that are actively being worked on. Drew MS renovation and additions will be designed and constructed in accordance with the most current middle school education specifications and in conjunction with the Stafford County Public Schools Facility Design Standards. Planning, design, furniture, fixtures, equipment, project management, technology infrastructure, and site work are all included in the project cost. Working with Virginia Department of Education, consultants, and historic data, staff estimate a minimum of \$170 per square foot for renovation and \$275 per square foot for the new building cost.

Drew Middle School Renovation/Addition

Operating Impact Summary:

This project will result in the entire school building and the new additional space being 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. Additional personnel and operating costs will be associated with this renovation and addition project.

Location:

Drew Middle School is located at 501 Cambridge Street, 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 facility assessment for Drew MS was complete in May 2008 and was updated in 2017. This assessment of the school's condition showed a significant level of investment needed by FY2028 (\$15M in today's cost). This level of investment, when escalated, exceeds the industry standard of 75% replacement value and therefore merits consideration of a rebuild. However, the school division currently does not plan to relocate the school to another site and feels the current site is too small to rebuild on the existing campus with the school open. Rebuilding a school on the same site while the existing school remains used consumes an exorbitant amount of space because two schools essentially have to be created on the same piece of property. In this case, it does not seem feasible for this to occur at Drew MS. In addition to the condition of this school, program deficiencies exist at this facility.

Change or Reasons for Revisions:

FY2017 – New project approved in CIP, open FY2028; \$24.2M.

FY2018 – No change.

Drew Middle School Renovation/Addition

FY2019 – Project not included in approved CIP.

FY2020 –Project cost lowered at direction of BOS; \$25M.

FY2021 – No change.

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.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	0	0	1,000,000	1,000,000
Construction / Project	0	0	0	0	0	0	0	0	0	0	5,000,000
Total Project Cost	\$0	\$1,000,000	\$6,000,000								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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	\$7,549,700	Est. Opening Date	
Current Year Cost	\$6,913,700	Funding Source	Bonds/Current Revenue/Nutrition
Debt Service	N/A	Years Financed	Bonds 15 years
Full Year Operating Impact		Tax Rate Equivalent	\$0.003

Project Description:

Improvements and upgrades to various schools, buildings, equipment, and grounds to improve deficiencies related to facilities safety and maintenance. Work will include Repair, Replacement and Renovation of school facilities.

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 buildings, equipment, and grounds to maintain adequate educational facilities.

Stafford County School's 3R Infrastructure

Project	Location	Funding Source	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Repair Pavement & Parking Lot Lighting	GMC	Bond Proceeds	1,060,000									
Replace Chiller	PRES	Bond Proceeds	655,700	0	0	0	0	0	0	0	0	0
Repair Pavement & Parking Lot Lighting	FFES	Bond Proceeds	995,000	0	0	0	0	0	0	0	0	0
Rebuild Chillers	BPHS & MVHS	Bond Proceeds	510,000	0	0	0	0	0	0	0	0	0
Replace Tennis Courts	CFHS	Bond Proceeds	819,000	0	0	0	0	0	0	0	0	0
Repair Interior Finishes - Phase I	HHPMS	Bond Proceeds	983,000	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems (Chiller, AHU's, Kitchen A/C) - Phase I	NSHS	Prior Year + Current Revenue - Schools	2,402,000	0	0	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	WCES	Nutrition Capital Funding	125,000	0	0	0	0	0	0	0	0	0
Install Kitchen A/C (9 schools)	DMS, FFES, HOES, HES SMS, PRES, RRES, WES WCES	Unfunded	1,617,000	0	0	0	0	0	0	0	0	0
Install VOIP and Upgrade Network	All Locations	Unfunded	2,348,000	0	0	0	0	0	0	0	0	0
Replace Fire Alarm System	PRES	Unfunded	273,000	0	0	0	0	0	0	0	0	0
Replace Fire Alarm System	RTMS	Unfunded	328,000	0	0	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	NSHS	Unfunded	218,000	0	0	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	SMS	Unfunded	186,000	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems (Chiller) - Addition	SES	Unfunded	382,000	0	0	0	0	0	0	0	0	0
Replace Roof (SS)	FFES	Unfunded	382,000	0	0	0	0	0	0	0	0	0
Replace Roof (Addition SS & Library Overhang)	GVES	Unfunded	382,000	0	0	0	0	0	0	0	0	0
Replace Roof (Area E & Outbuildings SS)	SES	Unfunded	349,000	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems (RTAA Chiller-MDF HVAC)	CFHS	Unfunded	328,000	0	0	0	0	0	0	0	0	0
Improvements to Auditorium Systems	MVHS	Unfunded	328,000	0	0	0	0	0	0	0	0	0
Repair Cafeteria Flooring (Insurance)	BPHS	Unfunded	110,000	0	0	0	0	0	0	0	0	0
Replace Generator	PRES	Unfunded	164,000	0	0	0	0	0	0	0	0	0
Replace Generator	RES	Unfunded	164,000	0	0	0	0	0	0	0	0	0
Repair Main Road Entrances	NSHS	Unfunded	874,000	0	0	0	0	0	0	0	0	0
Install Generator	Support Services	Unfunded	164,000	0	0	0	0	0	0	0	0	0
Repair Field Drainage	CFHS	Unfunded	273,000	0	0	0	0	0	0	0	0	0
Replace Gym/Team Lockers	BPHS	Unfunded	124,245	0	0	0	0	0	0	0	0	0
Repair Mechanical Systems - Phase II	NSHS	Bond Proceeds	0	3,651,000	0	0	0	0	0	0	0	0
Repair Interior Finishes - Phase II	HHPMS	Bond Proceeds	0	3,310,000	0	0	0	0	0	0	0	0
Replace Fire Alarm System	RRES	Current Revenue - Schools	0	343,000	0	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	KWBES	Current Revenue - Schools	0	285,000	0	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	RRES	Current Revenue - Schools	0	285,000	0	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	TBGMS	Current Revenue - Schools	0	228,000	0	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	WES	Nutrition Capital Funding	0	131,000	0	0	0	0	0	0	0	0
Repair Roof (SS)	HES	Prior Year + Current Revenue - Schools	0	329,750	0	0	0	0	0	0	0	0
Replace Roof (Area A SS)	RES	Unfunded	0	388,000	0	0	0	0	0	0	0	0
Repair Roof (Standing seam & Outbuildings; Ext painting)	BPHS	Unfunded	0	799,000	0	0	0	0	0	0	0	0
Replace Fiber Optic Cabling (Interior)	BPHS, TBGMS, NSHS & RTMS	Unfunded	0	399,000	0	0	0	0	0	0	0	0
Install Additional Security Lighting - ES Playgrounds	All 17 ES	Unfunded	0	106,500	0	0	0	0	0	0	0	0
Repair Erosion & Drainage - Phases 4, 7 - 9	DSMS	Unfunded	0	457,000	0	0	0	0	0	0	0	0
Repair Pavement	SMS	Unfunded	0	572,000	0	0	0	0	0	0	0	0
Construct Vehicle and Equipment Canopy	Support Services	Unfunded	0	143,000	0	0	0	0	0	0	0	0
Construct Snow Removal Storage (Salt)	Coal Landing	Unfunded	0	343,000	0	0	0	0	0	0	0	0
Replace CTE Dust Collection Systems	SMS	Unfunded	0	285,000	0	0	0	0	0	0	0	0
Improvements to Auditorium Systems	NSHS	Unfunded	0	343,000	0	0	0	0	0	0	0	0
Replace & Add Storage Buildings	CFHS, HOES, RES & RRES	Unfunded	0	385,600	0	0	0	0	0	0	0	0
Install Playground & Play Area	WCES	Unfunded	0	183,000	0	0	0	0	0	0	0	0
Repair Tennis Court	NSHS	Unfunded	0	457,000	0	0	0	0	0	0	0	0
Repair Pavement	PRES	Unfunded	0	913,000	0	0	0	0	0	0	0	0
Replace Generator	DMS	Unfunded	0	457,000	0	0	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Project	Location	Funding Source	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Replace Generator	WES	Unfunded	0	457,000	0	0	0	0	0	0	0	0
Repair Pavement	RES	Unfunded	0	684,000	0	0	0	0	0	0	0	0
Repair Playground & Play Area	PRES	Unfunded	0	92,000	0	0	0	0	0	0	0	0
Repair Tracks	RRES & WCES	Unfunded	0	171,000	0	0	0	0	0	0	0	0
Replace HVAC Dampers	AYBAC	Unfunded	0	137,000	0	0	0	0	0	0	0	0
Install Sound System Gym/Activity Room	GVES & HES	Unfunded	0	115,000	0	0	0	0	0	0	0	0
Upgrade CTE Lab	CFHS	Unfunded	0	41,000	0	0	0	0	0	0	0	0
Upgrade Library	KWBES	Unfunded	0	56,000	0	0	0	0	0	0	0	0
Upgrade CTE Tech Ed Lab	HHPMS	Unfunded	0	228,000	0	0	0	0	0	0	0	0
Repair Athletic Fields	TBGMS, HHPMS, RTMS & SMS	Unfunded	0	228,000	0	0	0	0	0	0	0	0
Upgrade CTE Labs - FACS	DMS	Unfunded	0	228,000	0	0	0	0	0	0	0	0
Repair Library	RRES	Unfunded	0	56,000	0	0	0	0	0	0	0	0
Repair Mechanical Systems (VAV-AHU-BAS-Kitchen A/C)	PRES	Bond Proceeds	0	0	2,350,000	0	0	0	0	0	0	0
Repair Roof	AYBAC	Bond Proceeds	0	0	1,046,000	0	0	0	0	0	0	0
Repair Interior Finishes - Phase I	NSHS	Bond Proceeds	0	0	1,646,000	0	0	0	0	0	0	0
Construct Snow Removal Storage (Salt)	Support Services	Current Revenue - Schools	0	0	235,000	0	0	0	0	0	0	0
Repair Long Jump & South D Ring	SHS	Current Revenue - Schools	0	0	316,000	0	0	0	0	0	0	0
Construct Storage Buildings	ABES, AYBAC, GVES & WCES	Current Revenue - Schools	0	0	294,000	0	0	0	0	0	0	0
Repair Bathroom Floor	ABES	Current Revenue - Schools	0	0	177,000	0	0	0	0	0	0	0
Install Messaging Marquees (Manual)	AGWMS/GES/RES	Current Revenue - Schools	0	0	76,000	0	0	0	0	0	0	0
Construct Stairs at Football Stadium	RTMS	Current Revenue - Schools	0	0	158,100	0	0	0	0	0	0	0
Upgrade Library	PRES	Current Revenue - Schools	0	0	58,000	0	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	FFES	Nutrition Capital Funding	0	0	135,000	0	0	0	0	0	0	0
Construct Bus Parking - Phase I	TBD	Prior Year + Current Revenue - Schools	0	0	527,500	0	0	0	0	0	0	0
Repair Interior Finishes	RES	Unfunded	0	0	1,389,415	0	0	0	0	0	0	0
Repair Exterior Envelope (Windows) and Board Room Overhang	AYBAC	Unfunded	0	0	259,000	0	0	0	0	0	0	0
Replace Hallway Lockers	SMS	Unfunded	0	0	135,560	0	0	0	0	0	0	0
Install Messaging Marquees (Manual)	RTMS	Unfunded	0	0	76,000	0	0	0	0	0	0	0
Replace Generator	SMS	Unfunded	0	0	471,000	0	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	PRES	Unfunded	0	0	235,000	0	0	0	0	0	0	0
Replace Roof (SS)	FES	Unfunded	0	0	376,000	0	0	0	0	0	0	0
Replace Roof (SS-All areas)	RTMS	Unfunded	0	0	2,704,000	0	0	0	0	0	0	0
Upgrade CTE Labs - FACS & Tech Ed Lab	NSHS	Unfunded	0	0	705,000	0	0	0	0	0	0	0
Repair Tracks	PRES	Unfunded	0	0	176,000	0	0	0	0	0	0	0
Repair Playground & Play Area	GES	Unfunded	0	0	95,000	0	0	0	0	0	0	0
Repair Library	AGWMS	Unfunded	0	0	58,000	0	0	0	0	0	0	0
Improvements to Auditorium Systems	BPHS	Unfunded	0	0	353,000	0	0	0	0	0	0	0
Repair Mechanical Systems (O'Shannessy Building)	GMC	Bond Proceeds	0	0	0	1,029,000	0	0	0	0	0	0
Repair Interior Finishes	PRES	Bond Proceeds	0	0	0	1,431,415	0	0	0	0	0	0
Repair Interior Finishes - Phase II	NSHS	Bond Proceeds	0	0	0	2,543,000	0	0	0	0	0	0
Renovate Aimee Building	SHS	Prior Year + Current Revenue - Schools	0	0	0	303,000	0	0	0	0	0	0
Repair Mechanical Systems	FFES	Bonds +Current Revenue	0	0	0	2,421,000	0	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	HES	Nutrition Capital Funding	0	0	0	139,000	0	0	0	0	0	0
Replace Generator	FFES	Unfunded	0	0	0	485,000	0	0	0	0	0	0
Replace Media Retrieval & PA Systems	CFHS	Unfunded	0	0	0	242,000	0	0	0	0	0	0
Replace Fire Alarm System	MBES	Unfunded	0	0	0	364,000	0	0	0	0	0	0
Replace Roof (SS)	PRES	Unfunded	0	0	0	423,000	0	0	0	0	0	0
Repair Pavement	AYBAC	Unfunded	0	0	0	787,000	0	0	0	0	0	0
Repair Tracks	AGWMS & RES	Unfunded	0	0	0	181,000	0	0	0	0	0	0
Repair Tracks	KWBES	Unfunded	0	0	0	181,000	0	0	0	0	0	0
Repair Playground & Play Area	RES	Unfunded	0	0	0	194,000	0	0	0	0	0	0
Upgrade CTE Labs	TBD	Unfunded	0	0	0	242,000	0	0	0	0	0	0
Repair Playground & Play Area	GMC	Unfunded	0	0	0	98,000	0	0	0	0	0	0
Repair Library	CES	Unfunded	0	0	0	60,000	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Project	Location	Funding Source	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Improvements to Auditorium Systems	CFHS	Unfunded	0	0	0	364,000	0	0	0	0	0	0
Replace Roof	AGWMS/GES	Bond Proceeds	0	0	0	0	3,155,000	0	0	0	0	0
Repair Interior Finishes - Phase III	NSHS	Bond Proceeds	0	0	0	0	1,872,000	0	0	0	0	0
Repair Mechanical Systems	AYBAC	Current Revenue - Schools	0	0	0	0	1,091,000	0	0	0	0	0
Replace Walk-In Freezer & Refrigerators	HOES	Nutrition Capital Funding	0	0	0	0	143,000	0	0	0	0	0
Repair Mechanical Systems	WCES	Unfunded	0	0	0	0	2,494,000	0	0	0	0	0
Repair Mechanical Systems - Phase I	SMS	Unfunded	0	0	0	0	1,123,000	0	0	0	0	0
Repair Pavement	HES	Unfunded	0	0	0	0	748,000	0	0	0	0	0
Repair Pavement - (Student Lot)	NSHS	Unfunded	0	0	0	0	748,000	0	0	0	0	0
Repair Exterior Envelope	AGWMS/GES	Unfunded	0	0	0	0	625,000	0	0	0	0	0
Repair Library	HHPMS	Unfunded	0	0	0	0	62,000	0	0	0	0	0
Replace Media Retrieval & PA Systems	FFES	Unfunded	0	0	0	0	249,000	0	0	0	0	0
Replace Fire Alarm System	WCES	Unfunded	0	0	0	0	375,000	0	0	0	0	0
Repair Mechanical Systems - Phase I	BPHS	Bond Proceeds	0	0	0	0	0	2,440,000	0	0	0	0
Replace Roof	WCES	Bond Proceeds	0	0	0	0	0	2,569,000	0	0	0	0
Repair Mechanical Systems - Phase II	SMS	Bond Proceeds + Prior Year + Current Revenue - Schools	0	0	0	0	0	2,506,000	0	0	0	0
Repair Athletic Fields	NSHS	Unfunded	0	0	0	0	0	770,000	0	0	0	0
Repair Electrical System (Complex)	GMC	Unfunded	0	0	0	0	0	995,000	0	0	0	0
Repair Exterior Envelope	HHPMS	Unfunded	0	0	0	0	0	1,223,000	0	0	0	0
Repair Exterior Envelope	WES	Unfunded	0	0	0	0	0	644,000	0	0	0	0
Repair Library	ABES	Unfunded	0	0	0	0	0	64,000	0	0	0	0
Replace Media Retrieval & PA Systems	HES	Unfunded	0	0	0	0	0	256,000	0	0	0	0
Repair Playground & Play Area	KWBES	Unfunded	0	0	0	0	0	109,000	0	0	0	0
Repair Playground & Play Area	RRES	Unfunded	0	0	0	0	0	109,000	0	0	0	0
Upgrade CTE Labs	TBD	Unfunded	0	0	0	0	0	256,000	0	0	0	0
Repair Mechanical Systems - Phase II	BPHS	Bond Proceeds	0	0	0	0	0	0	2,251,000	0	0	0
Repair Pavement	DMS	Bond Proceeds	0	0	0	0	0	0	992,000	0	0	0
Repair Interior Finishes	WCES	Bond Proceeds	0	0	0	0	0	0	1,785,000	0	0	0
Construct Bus Parking - Phase II	TBD	Current Revenue - Schools	0	0	0	0	0	0	926,000	0	0	0
Construct Storage Buildings	DSMS, FFES, TBGMW & KWBES	Current Revenue - Schools	0	0	0	0	0	0	331,000	0	0	0
Renovate Front Office Suite	NSHS	Unfunded	0	0	0	0	0	0	198,000	0	0	0
Repair Athletic Fields	BPHS	Unfunded	0	0	0	0	0	0	663,000	0	0	0
Repair Athletic Fields	MVHS	Unfunded	0	0	0	0	0	0	663,000	0	0	0
Repair Exterior Envelope	RES	Unfunded	0	0	0	0	0	0	663,000	0	0	0
Repair Exterior Envelope (Doors & Windows)	GMC	Unfunded	0	0	0	0	0	0	663,000	0	0	0
Repair Library	RTMS	Unfunded	0	0	0	0	0	0	66,000	0	0	0
Repair Playground & Play Area	MBES	Unfunded	0	0	0	0	0	0	112,000	0	0	0
Repair Stormwater Management	SHS	Unfunded	0	0	0	0	0	0	1,986,000	0	0	0
Repair Mechanical Systems (AHU, Chiller, Fans)	RRES	Bond Proceeds	0	0	0	0	0	0	0	2,319,000	0	0

CAPITAL IMPROVEMENT PROGRAM

FY2021 Adopted Budget

Project	Location	Funding Source	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Repair Roof (SS-All Areas)	HOES	Bond Proceeds	0	0	0	0	0	0	0	2,725,000	0	0
Repair Pavement	CFHS	Bond Proceeds + Current Revenue - Schools	0	0	0	0	0	0	0	1,773,000	0	0
Construct Exterior Bleachers	DSMS	Unfunded	0	0	0	0	0	0	0	410,000	0	0
Construct Outdoor Classroom	GVES & RRES	Unfunded	0	0	0	0	0	0	0	817,000	0	0
Repair Athletic Fields	CFHS	Unfunded	0	0	0	0	0	0	0	683,000	0	0
Repair Exterior Envelope	HOES	Unfunded	0	0	0	0	0	0	0	683,000	0	0
Repair Playground & Play Area	CES	Unfunded	0	0	0	0	0	0	0	115,000	0	0
Repair Mechanical Systems - Phase I	RTMS	Bond Proceeds	0	0	0	0	0	0	0	0	1,615,000	0
Repair Interior Finishes	AYBAC	Bond Proceeds	0	0	0	0	0	0	0	0	1,684,000	0
Repair Interior Finishes - Phase I	SMS	Bond Proceeds	0	0	0	0	0	0	0	0	1,754,000	0
Repair Pavement	KWBES	Current Revenue - Schools	0	0	0	0	0	0	0	0	703,000	0
Repair Pavement	MBES	Prior Year + Current Revenue - Schools	0	0	0	0	0	0	0	0	913,000	0
Construct Outdoor Classroom	SHS	Unfunded	0	0	0	0	0	0	0	0	1,826,000	0
Repair Pavement	MVHS	Unfunded	0	0	0	0	0	0	0	0	1,826,000	0
Repair Athletic Fields	SHS	Unfunded	0	0	0	0	0	0	0	0	703,000	0
Repair Library	DSMS	Unfunded	0	0	0	0	0	0	0	0	70,000	0
Repair Playground & Play Area	ABES	Unfunded	0	0	0	0	0	0	0	0	118,000	0
Repair Interior Finishes - Phase II	SMS	Bond Proceeds	0	0	0	0	0	0	0	0	0	1,807,000
Repair Mechanical Systems - Phase II	RTMS	Bond Proceeds	0	0	0	0	0	0	0	0	0	2,891,000
Upgrade CTE Labs	TBD	Current Revenue - Schools	0	0	0	0	0	0	0	0	0	288,000
Repair Playground & Play Area	TBD	Current Revenue - Schools	0	0	0	0	0	0	0	0	0	146,000
Repair Pavement	TBD	Current Revenue - Schools	0	0	0	0	0	0	0	0	0	1,157,000
Replace Media Retrieval & PA Systems	TBD	Unfunded	0	0	0	0	0	0	0	0	0	362,000
Repair Athletic Fields	TBD	Unfunded	0	0	0	0	0	0	0	0	0	1,085,000
Repair Exterior Envelope	TBD	Unfunded	0	0	0	0	0	0	0	0	0	867,000
Paint Exterior (Two Schools)	TWO LOCATIONS	Unfunded	0	0	0	0	0	0	0	0	0	85,000
		FUNDED	7,549,700	8,562,750	7,018,600	7,866,415	6,261,000	7,515,000	6,285,000	6,817,000	6,669,000	6,289,000
		UNFUNDED	8,994,245	8,724,100	7,032,975	3,621,000	6,424,000	4,426,000	5,014,000	2,708,000	4,543,000	2,399,000
		Total Yearly Project Cost	\$16,543,945	\$17,286,850	\$14,051,575	\$11,487,415	\$12,685,000	\$11,941,000	\$11,299,000	\$9,525,000	\$11,212,000	\$8,688,000

Project Revenues		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds		5,022,700	6,961,000	5,042,000	6,212,440	5,027,000	5,714,270	5,028,000	5,544,000	5,053,000	4,698,000
Current Revenue - County		1,445,865	1,445,865	1,445,865	1,445,865	1,091,000	1,445,865	1,257,000	1,273,000	1,445,865	1,445,866
Use of Prior Year Fund Balance General Fund		956,135	24,885	395,735	69,110	0	354,865	0	0	170,135	145,134
Nutrition Capital Funding		125,000	131,000	135,000	139,000	143,000	0	0	0	0	0
Total		\$7,549,700	\$8,562,750	\$7,018,600	\$7,866,415	\$6,261,000	\$7,515,000	\$6,285,000	\$6,817,000	\$6,669,000	\$6,289,000

Operating Impacts		FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service		0	500,000	1,193,000	1,695,000	2,314,000	2,815,000	3,384,000	3,885,000	4,437,000	4,940,000
Total		\$0	\$500,000	\$1,193,000	\$1,695,000	\$2,314,000	\$2,815,000	\$3,384,000	\$3,885,000	\$4,437,000	\$4,940,000

CAPITAL IMPROVEMENT PROGRAM
FY2021 Adopted Budget

Utilities

Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Water	4,637,285	6,280,000	8,725,000	14,535,000	3,875,200	9,156,800	6,650,000	7,842,000	8,243,000	3,050,000	3,150,000	42,572,000	28,935,000	76,144,285
Waste Water	7,177,500	6,485,000	27,844,200	13,194,200	7,876,600	10,609,800	3,387,100	2,516,000	4,002,000	2,746,000	2,796,000	66,009,800	15,447,100	88,634,400
Other	2,349,200	1,028,700	878,200	977,800	3,015,300	820,500	555,200	1,008,300	585,300	585,300	6,962,300	6,720,500	9,696,400	18,766,100
Total Expenditures	\$14,163,985	\$13,793,700	\$37,447,400	\$28,707,000	\$14,767,100	\$20,587,100	\$10,592,300	\$11,366,300	\$12,830,300	\$6,381,300	\$12,908,300	\$115,302,300	\$54,078,500	\$183,544,785

Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Bond Proceeds	0	0	9,700,000	8,900,000	0	0	0	0	0	0	0	18,600,000	0	18,600,000
Availabilities	850,000	3,300,000	4,119,650	3,976,850	5,767,000	7,408,000	400,000	450,000	500,000	550,000	550,000	24,571,500	2,450,000	27,871,500
User Fees	12,293,735	10,134,500	23,277,750	15,480,150	8,380,100	10,429,100	9,842,300	10,566,300	11,980,300	5,481,300	12,008,300	67,701,600	49,878,500	129,873,835
Regional Contributions	0	0	0	0	270,000	2,400,000	0	0	0	0	0	2,670,000	0	2,670,000
Pro Rata Reimbursements	1,020,250	359,200	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	1,759,200	1,750,000	4,529,450
Prior Year Fund Fund Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Revenues	\$14,163,985	\$13,793,700	\$37,447,400	\$28,707,000	\$14,767,100	\$20,587,100	\$10,592,300	\$11,366,300	\$12,830,300	\$6,381,300	\$12,908,300	\$115,302,300	\$54,078,500	\$183,544,785

"User Fee" revenues are offset by prior year fund balance and the expected pro rata reimbursements.

Utilities

Water Project Expenditures:	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
310-10 Construct 24" main from I-95 to 12" main along Jefferson Davis Highway near Sunnyside Drive	0	0	175,000	917,000	0	0	0	0	0	0	0	1,092,000	0	1,092,000
342-01 24" Main from Olde Forge Drive to Cambridge Street	0	0	6,000,000	0	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	5,000,000	0	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	300,000	4,000,000	0	0	0	0	0	0	0	0	0	4,000,000	0	4,300,000
342-15 24" Main from Enon Road Tank to Centreport Parkway	100,000	0	100,000	3,900,000	0	0	0	0	0	0	0	4,000,000	0	4,100,000
433-05 16" Main along Courthouse Road from PS at 433/370 Zone to Rollinswood Lane	0	0	0	0	0	0	0	0	793,000	0	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	145,200	1,306,800	0	0	0	0	0	1,452,000	0	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	292,000	0	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	418,000	0	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	535,000	0	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	550,000	1,500,000	2,150,000
Lake Mooney Additional Modules for Interconnection	0	0	0	0	945,000	0	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 Thickener Tank and Equipment	0	800,000	0	0	0	0	0	0	0	0	0	800,000	0	800,000
LMWTP-007 - Lake Mooney WTP Replace membrane cassettes	0	0	0	0	0	1,500,000	0	0	0	0	0	1,500,000	0	1,500,000
SLWTP-001 Smith Lake WTP - Filter Repairs	0	0	0	0	0	300,000	4,350,000	0	0	0	0	300,000	4,350,000	4,650,000
SLWTP-002 Smith Lake WTP - Facility Upgrades	0	0	400,000	2,700,000	0	0	0	0	0	0	0	3,100,000	0	3,100,000
Redundant Gate Replacement for Abel Lake and Smith Lake	80,000	80,000	0	0	0	0	0	0	0	0	0	80,000	0	160,000
Regional Water Interconnection	0	0	0	0	450,000	4,000,000	0	0	0	0	0	4,450,000	0	4,450,000
Tank Removal	0	0	100,000	0	0	0	0	0	0	0	0	100,000	0	100,000

CAPITAL IMPROVEMENT PROGRAM
FY2021 Adopted Budget

Water Project Expenditures:	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
Water Distribution Rehab - Neighborhood Systems	495,285	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000	2,650,000	3,750,000	6,895,285
Water Distribution Rehab - Small Water Projects	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000	1,450,000	2,450,000	4,050,000
Water Distribution Rehab - Transmission Lines Replacement	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000	2,650,000	3,700,000	6,850,000
Water Extension Projects	250,000	0	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000	1,150,000	2,450,000	3,850,000
Total	\$4,637,285	\$6,280,000	\$8,725,000	\$14,535,000	\$3,875,200	\$9,156,800	\$6,650,000	\$7,842,000	\$8,243,000	\$3,050,000	\$3,150,000	\$42,572,000	\$28,935,000	\$76,144,285

Utilities: Water Main Installation: 310-10 Construct 24” main from I-95 to 12” main along Jefferson Davis Highway near Sunnyside Drive

Project Code	BHC029	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07-2021 to 06-2024
Total Project Cost	\$1,092,000		
Functional Area	Utilities	Length of Pipeline	2,120
Total Debt Service		Construction Cost per LF.	\$515
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.

Utilities: Water Main Installation: 310-10 Construct 24” main from I-95 to 12” main along Jefferson Davis Highway near Sunnyside Drive

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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	175,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	917,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$175,000	\$917,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	175,000	917,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$175,000	\$917,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Main Installation: 342-01 24” Main from Olde Forge Drive to Cambridge Street

Project Code	BHC030	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07-2021 to 06-2023
Total Project Cost	\$6,000,000		
Functional Area	Utilities	Length of Pipeline	8,200'
Total Debt Service		Construction Cost per LF.	\$730
Full Year Operating Impact		Pro Rata Water Zone	342 - Falmouth

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 connecting with existing water distribution mains near Cambridge Street.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: Water Main Installation: 342-01 24” Main from Olde Forge Drive to Cambridge Street

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.

Change or Reasons for Revisions:

FY 2020: This project has been reconfigured to better reflect the intent and content of the Adopted 2018 Water and Sewer Master Plan.

FY 2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	6,000,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	6,000,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$6,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Debt Service		0	0	502,000	502,000	502,000	502,000	502,000	502,000	502,000	502,000
Total	\$0	\$0	\$0	\$502,000	\$502,000	\$502,000	\$502,000	\$502,000	\$502,000	\$502,000	\$502,000

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees in as show on the CIP summary sheet.

Utilities: 342-02 24” Main from Cambridge Street to Cool Springs Road

Project Code	BHC031	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07-2022 to 06-2024
Total Project Cost	\$5,000,000		
Functional Area	Utilities	Length of Pipeline	7,100’
Total Debt Service		Construction Cost per LF.	\$700
Full Year Operating Impact		Pro Rata Water Zone	342 - Aquia

Project Description:

This project (342-02) involves design and construction of a 24” water main from Cambridge Street to Cool 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 Saint 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: 342-02 24" Main from Cambridge Street to Cool Springs Road

Change or Reasons for Revisions:

FY2020: This project has been reconfigured to better reflect the intent and content of the Adopted 2018 Water and Sewer Master Plan.

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	5,000,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: 342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank

Project Code	BHC026	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2019 to 12/2021
Total Project Cost	\$4,300,000		
Functional Area	Utilities	Length of Pipeline	8,400'
Total Debt Service		Construction Cost per LF.	\$400
Full Year Operating Impact		Pro Rata Water Zone	342 - Falmouth

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 the 342-05 project (Truslow Road at 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: 342-06 - 24" Main from Truslow Road/I-95 to Enon Road Water Tank

Analysis of Need:

The purpose of the project is to convey flows from the 30" main connecting Lake Mooney WTP to the northern section of the 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 Centreport/Airport Area.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Revised cost estimate.

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	300,000	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	\$300,000	\$4,000,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pro Rata	150,000	0	0	0	0	0	0	0	0	0	0
User Fees	150,000	4,000,000	0	0	0	0	0	0	0	0	0
Total	\$300,000	\$4,000,000	\$0								

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees in as show on the CIP summary sheet.

Utilities: 342-15 24” Main from Enon Road Tank to Centreport Parkway

Project Code	BHC027	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2019 to 12/2023
Total Project Cost	\$4,100,000		
Functional Area	Utilities	Length of Pipeline	8,800’
Total Debt Service		Construction Cost per LF.	\$466
Full Year Operating Impact		Pro Rata Water Zone	342 - Falmouth

Project Description:

This project (342-15) involves design and construction of a 24 inch main from the Enon Road Water Storage Tank to Centreport 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 Morewood Lane, through Lake Estates to Mountain View Road/Centreport Parkway.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: 342-15 24” Main from Enon Road Tank to Centreport 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 water system failures. This transmission main is also critical for the expected and desired growth in the Centreport/Airport Area.

Change or Reasons for Revisions:

FY2020: 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.
 FY2021: Fund timing changed. \$100,000 used in FY2020, \$100,000 moved from FY2020 to FY2021 (design) , \$3,900,000 moved from FY2020 to FY2022 (construction).

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	100,000	0	100,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	3,900,000	0	0	0	0	0	0	0
Total Project Cost	\$100,000	\$0	\$100,000	\$3,900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pro Rata	100,000	0	0	0	0	0	0	0	0	0	0
User Fees	0	0	100,000	0	0	0	0	0	0	0	0
Total	\$100,000	\$0	\$100,000	\$3,900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000	\$326,000

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: 433-05 16” Main Construction along Courthouse Road from PS at 433/370 Zone to Rollinswood Lane

Project Code	BHC033	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2027 to 01/2029
Total Project Cost	\$793,000		
Functional Area	Utilities	Length of Pipeline	2,720'
Total Debt Service		Construction Cost per LF.	\$292
Full Year Operating Impact		Pro Rata Water Zone	433 - Garrisonville

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: 433-05 16” Main Construction along Courthouse Road from PS at 433/370 Zone to 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.

Change or Reasons for Revisions:

FY2020: No changes
 FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	0	135,000	0	0
Construction / Project	0	0	0	0	0	0	0	0	658,000	0	0
Total Project Cost	\$0	\$793,000	\$0	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	0	0	0	793,000	0	0
Total	\$0	\$793,000	\$0	\$0							

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: 472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road

Project Description:

Project Code	BHC036	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	01/2024 to 12/ 2025
Total Project Cost	\$1,452,000		
Functional Area	Utilities	Volume of Tank	500,000 Gal
Total Debt Service		Construction Cost per Gallon	\$2.90
Full Year Operating Impact		Pro Rata Water Zone	472 - Garrisonville

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.

Utilities: 472-100 - Construct 0.5 Million Gallon Storage Tank along Garrisonville Road near Ripley Road

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	145,200	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,306,800	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$145,200	\$1,306,800	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	145,200	1,306,800	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$145,200	\$1,306,800	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: 472-200 Construct 0.9 MGD pumping station along Mountain View Road near Lightfoot Road

Project Code	BHC037	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2026 to 12/2027
Total Project Cost	\$292,000		
Functional Area	Utilities	Volume of Pumping Station	0.9 MGD
Total Debt Service		Construction Cost per MGD	\$325,000
Full Year Operating Impact		Pro Rata Water Zone	472 – Garrisonville

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: 472-200 Construct 0.9 MGD pumping station along Mountain View Road near Lightfoot 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	30,000	0	0	0
Construction / Project	0	0	0	0	0	0	0	262,000	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$292,000	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	0	0	292,000	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$292,000	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: 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

Project Code	BHC034	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2022 to 01/2024
Total Project Cost	\$418,000		
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.

Utilities: 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

Analysis of Need:

This water line will provide additional flow and pressure as demands along Warrenton Road increases.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	418,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	418,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$418,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: 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

Project Code	BHC035	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 12/2024
Total Project Cost	\$535,000		
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: 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

Analysis of Need:

This water main will provide additional flow and pressure as demands along Warrenton Road increases.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

If the project is not constructed there will be insufficient water transmission capability.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	535,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$535,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	535,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$535,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Fire Hydrant and Valve Replacement Program

Project Code	H&V021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$100,000		
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 water 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 have unknowingly failed, 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

Approximately 40 fire hydrants, determined to be extremely old or unreliable, have been earmarked for replacement.

Approximately 20 non-operable valves have been identified for scheduled replacement.

Alternative:

Non-functioning valves and fire hydrants will remain a part of the system.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Lake Mooney: Additional Modules for Interconnection

Project Code	BHC038	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 07/2025
Total Project Cost	\$945,000		
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 per 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

There will continue to be no regional interconnection.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Contingency	0	0	0	0	945,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$945,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	0	0	0	0	945,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$945,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Lake Mooney: Permanganate

Project Code	BHC039	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2020 to 07/2027
Total Project Cost	\$10,000,000		
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 presentation of recommendations by the consulting engineers and staff.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	350,000	0	0	0	0	5,000,000	4,650,000	0	0
Total	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$5,000,000	\$4,650,000	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LMWTP -002 Lake Mooney Thickener Tank and Equipment

Project Code	BHC041	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2020 to 07/2021
Total Project Cost	\$800,000		
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 thickeners 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: LMWTP -002 Lake Mooney Thickener Tank and Equipment

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Reduced operations cost from FY2020 plan. Project title change

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	800,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	0	800,000	0	0	0	0	0	0	0	0	0
Total	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LMWTP-007 - Lake Mooney WTP Replace Membrane Cassettes

Project Code	BHC043	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2024 to 12/2025
Total Project Cost	\$1,500,000		
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: LMWTP-007 - Lake Mooney WTP Replace membrane cassettes

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Project title change

Alternative:

The existing membrane cartridges will exceed their use-full life and fail.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	0	1,500,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	1,500,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: SLWTP-001 Smith Lake Water Treatment Plant - Filter Repairs

Project Code	JLS017	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		
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: SLWTP-001 Smith Lake Water Treatment Plant - Filter Repairs

Change or Reasons for Revisions:

FY2020: This project was previously projected to occur in FY 18 or FY19. Filter media materials have been replaced, allowing this capital project to be completed in a later time frame.

FY2021: Project title change

Alternative:

If filters need replacement and it is not performed, the water treatment plant will fail to meet demand and/or quality requirements.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	300,000	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	4,350,000	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$300,000	\$4,350,000	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	300,000	4,350,000	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$300,000	\$4,350,000	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: SLWTP-002 Smith Lake Water Treatment Plant - Facility Upgrades

Project Code	BHC044	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2021 to 12/2023
Total Project Cost	\$3,100,000		
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, with lower 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.

Utilities: SLWTP-002 Smith Lake Water Treatment Plant - Facility Upgrades

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 to upgrade or replacement of several systems.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Project title change

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	400,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	2,700,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$400,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	400,000	2,700,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$400,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Abel and Smith Lakes: Gate Replacements and Installations

Project Code	BHC045	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2019 to 12/2020
Total Project Cost	\$160,000		
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, one at each of the emergency spillways have reached their useful lives. Both gates have been submerged in the water for more than 40 years and 30 years. Based on past operations, they are not dependable for lowering the lake level for dam repairs or preemptive flood 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:

FY2020: 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.

FY2021: Changed opening date

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	80,000	80,000	0	0	0	0	0	0	0	0	0
Total Project Cost	\$80,000	\$80,000	\$0								

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	80,000	80,000	0	0	0	0	0	0	0	0	0
Total	\$80,000	\$80,000	\$0								

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Utilities: Regional Water Interconnection

Project Code	BHC046	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 12/2025
Total Project Cost	\$4,450,000		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

There will continue to be no regional water interconnection.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	450,000	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	4,000,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$450,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	180,000	1,600,000	0	0	0	0	0
Regional Contributions	0	0	0	0	270,000	2,400,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$450,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Storage Tank Removal

Project Code	BHC061	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2020 to 12/2021
Total Project Cost	\$100,000		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

The tanks will continue to stand and require extensive maintenance.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	100,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	100,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Distribution System Rehabilitation: Neighborhood Systems

Project Code	NEI021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Funding per Year	\$500,000
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project includes rehabilitation of various water distribution mains 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 mains 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

Ferry Farms Water Main Replacement – To be conducted in several phases, at one phase per year through the foreseeable future.

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	495,285	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000
Total Project Cost	\$495,285	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$850,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	495,285	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	850,000
Total	\$495,285	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$850,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Distribution System Rehabilitation: Small Water Projects

Project Code	SMW021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$300,000	Funding per Year (initial)	\$300,000
Functional Area	Utilities		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

Shelton Shop Water Main

Other Projects to be assigned as System Deficiencies are Identified

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.

Utilities: Water Distribution System Rehabilitation: Small Water Projects

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000
Total Project Cost	\$150,000	\$300,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$550,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	150,000	300,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000
Total	\$150,000	\$300,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$550,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Distribution System Rehabilitation: Transmission Lines Replacement

Project Code	TRN021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000	Funding per Year (initial)	\$500,000
Functional Area	Utilities		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

No projects currently identified. Analysis of transmission mains continues and will result in some scheduled project work.

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Water Extension Projects

Project Code	WXT021	Square Footage/Acreage	
Project Type	Utilities, Water	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$250,000	Funding per Year	\$250,000
Functional Area	Utilities		
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, but are included in a 3R-type line item to maintain project selection flexibility. 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

The public requests for water service has not yet resulted in scheduling of any projects for FY2021. As public requests are received, the County can respond using funds from this line item.

Alternative:

There will be no dedicated funding for water extension projects.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	250,000	0	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000
Total Project Cost	\$250,000	\$0	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$550,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	250,000	0	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	550,000
Total	\$250,000	\$0	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$550,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

CAPITAL IMPROVEMENT PROGRAM
FY2021 Adopted Budget

Utilities

Wastewater Expenditures:	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	5 Year Balanced CIP	5 Year Planning Period	Total Projected Uses (Included PY Funding)
A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station	0	0	139,300	1,253,700	0	0	0	0	0	0	0	1,393,000	-	1,393,000
A-205 - Expand Upper Accokeek Pump Station	0	0	0	0	0	0	0	170,000	1,456,000	0	0	-	1,626,000	1,626,000
A-37 - Construct 8" Gravity Line from Marshall to Heritage Oaks II Pump Station	0	0	0	55,500	499,500	0	0	0	0	0	0	555,000	-	555,000
AWWTF-002 - Aquia WWTF General Upgrades - Electrical, Headworks and Ancillary	605,000	971,000	2,301,500	2,202,500	0	0	0	0	0	0	0	5,475,000	-	6,080,000
AWWTF-003 - Aquia WWTF Solids Handling - Sludge Storage Expansion	0	0	0	0	1,022,000	4,358,000	0	0	0	0	0	5,380,000	-	5,380,000
AWWTF-005 - Aquia WWTF General Upgrades - Filtration, UV, Controls, Miscellaneous	0	0	209,000	1,881,000	0	0	0	0	0	0	0	2,090,000	-	2,090,000
Gravity Lines & Interceptor Maintenance	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000	2,650,000	3,700,000	6,850,000
Infiltration & Inflow Maintenance	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000	1,400,000	2,500,000	4,150,000
LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM	250,000	0	3,643,000	0	0	0	0	0	0	0	0	3,643,000	-	3,893,000
LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station	0	264,000	2,376,000	0	0	0	0	0	0	0	0	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	0	1,856,700	0	0	0	0	0	0	0	0	1,856,700	-	2,063,000
LFR-204 - Expand future Celebrate Virginia Pump Station	0	0	0	0	45,000	405,000	0	0	0	0	0	450,000	-	450,000
LFR-209 - Replace Falls Run Pump Station	684,200	500,000	5,658,200	0	0	0	0	0	0	0	0	6,158,200	-	6,842,400
LFR-217 - Expand Stratford Place Pump Station	0	0	0	0	80,000	0	0	0	0	0	0	80,000	-	80,000
LFR-228 - Expand Ingleside Pump Station	0	0	0	214,000	0	0	0	0	0	0	0	214,000	-	214,000
LFR-3 - Falls Run Interceptor, Phase 2	400,000	0	3,700,000	0	0	0	0	0	0	0	0	3,700,000	-	4,100,000
LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station	0	0	0	0	118,100	1,062,900	0	0	0	0	0	1,181,000	-	1,181,000
LFR-31 Replace 15" with 21" gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court	0	0	217,000	2,246,000	0	0	0	0	0	0	0	2,463,000	-	2,463,000
LFR-51 - Construct 10" Line to serve future Central PDA Growth	0	0	24,500	220,500	0	0	0	0	0	0	0	245,000	-	245,000
LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street	0	0	135,000	0	0	0	0	0	0	0	0	135,000	-	135,000
LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive	0	0	0	0	0	137,900	1,241,100	0	0	0	0	137,900	1,241,100	1,379,000
LFR-226 Expand Potomac Creek Pump Station	0	0	0	125,000	866,000	0	0	0	0	0	0	991,000	-	991,000
LWWTF-002 - Little Falls Run WWTF General Upgrades - Headworks and Effluent Filter	400,000	1,000,000	2,250,000	350,000	0	0	0	0	0	0	0	3,600,000	-	4,000,000
LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade Solids Handling Silos and Systems	600,000	2,500,000	3,000,000	900,000	0	0	0	0	0	0	0	6,400,000	-	7,000,000
LWWTF-004 - Little Falls Run WWTF Bio Treatment and Chem Feed	0	0	800,000	2,200,000	3,500,000	2,700,000	0	0	0	0	0	9,200,000	-	9,200,000
Pump Stations Rehabilitation and Replacement	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000	2,650,000	3,700,000	6,850,000
Sewer Extension Projects	262,000	0	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000	596,000	1,322,000	2,680,000	4,264,000
Total	\$7,177,500	\$6,485,000	\$27,844,200	\$13,194,200	\$7,876,600	\$10,609,800	\$3,387,100	\$2,516,000	\$4,002,000	\$2,746,000	\$2,796,000	\$66,009,800	\$15,447,100	\$88,634,400

Utilities: A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station

Project Code	BHC047	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2021 to 12/2023
Total Project Cost	\$1,393,000		
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 sewer with a 36 inch gravity sewer.

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: A-18 - Replace 24" with 36" Gravity Line, Whitsons Run to Austin Run Pump Station

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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	139,300	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	1,253,700	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$139,300	\$1,253,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	0	0	69,650	626,850	0	0	0	0	0	0	0
User Fees	0	0	69,650	626,850	0	0	0	0	0	0	0
Total	\$0	\$0	\$139,300	\$1,253,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: A-205 - Expand Upper Accokeek Pump Station

Project Code	BHC056	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2026 to 12/2027
Total Project Cost	\$1,626,000		
Functional Area	Utilities	Volume of Upgrade MGD	1.15
Total Debt Service		Construction Cost per MGD	\$1,414,000
Full Year Operating Impact		Pro Rata Sewer Shed	Upper Accokeek

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: A-205 - Expand 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in construction cost per MGD

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	0	0	170,000	1,456,000	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000	\$1,456,000	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	0	0	170,000	1,456,000	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$170,000	\$1,456,000	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: A-37 Construct 8” Gravity Line form Marshall to Heritage Oaks II Pump Station

Project Code	BHC048	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2022 to 12/2024
Total Project Cost	\$555,000		
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 sewer.

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.

Utilities: A-37 Construct 8” Gravity Line form Marshall to Heritage Oaks II Pump Station

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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

The pump station will continue to be operational and continue to require regular maintenance and operating costs.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	55,500	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	499,500	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$55,500	\$499,500	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	55,500	499,500	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$55,500	\$499,500	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: AWWTF-002 Aquia Wastewater Treatment Facility – Electrical, Headworks and Ancillary

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$6,080,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (AWWTF-Electrical, Headworks and Ancillary) 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. The specific areas of work have been defined through a Wastewater Treatment Facilities Plan.

Utilities: AWWTF-002 Aquia Wastewater Treatment Facility – Electrical, Headworks and Ancillary

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 has been performed to define and schedule renovations. These specific areas of work have been defined through a Wastewater Treatment Facilities Plan completed in 2019.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the wastewater treatment may fail to meet quality standards for the discharge of treated wastewater.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	605,000	971,000	2,301,500	2,202,500	0	0	0	0	0	0	0
Total Project Cost	\$605,000	\$971,000	\$2,301,500	\$2,202,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	605,000	971,000	2,301,500	2,202,500	0	0	0	0	0	0	0
Total	\$605,000	\$971,000	\$2,301,500	\$2,202,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: AWWTF-003 Aquia Wastewater Treatment Facility – Solids Storage Expansion

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2026
Total Project Cost	\$5,380,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (AWWTF-Solids Storage Expansion) include structural, mechanical and control upgrades to sludge storage systems..

Operating Impact Summary:

There are no direct operational costs as these upgrades are in-kind expansion 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. The specific areas of work have been defined through a Wastewater Treatment Facilities Plan, completed in 2019.

Utilities: AWWTF-003 Aquia Wastewater Treatment Facility – Solids Storage Expansion

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. There is an upcoming 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. This specific area of work has been identified in the Wastewater Treatment Facilities Plan of 2019.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If any part of the required capacity increase is not performed, the wastewater treatment plant may fail to meet quality standards. This is a critical part of the treatment process.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	1,022,000	4,358,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$1,022,000	\$4,358,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	0	0	0	0	1,022,000	4,358,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$1,022,000	\$4,358,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: AWWTF-005 Aquia Wastewater Treatment Facility – UV System

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	2023
Total Project Cost	\$2,090,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (AWWTF-UV System) includes the design and construction of a replacement Ultraviolet Disinfection System.

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. The specific areas of work have been defined through a Wastewater Treatment Facilities Plan, completed in 2019.

Analysis of Need:

The Utilities Division has identified the need for a more reliable and maintainable Ultraviolet Disinfection System. The specific areas of work have been defined through a Wastewater Treatment Facilities Plan completed in 2019.

Utilities: AWWTF-005 Aquia Wastewater Treatment Facility – UV System

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If the required upgrade is not completed, the facility will risk failure to properly disinfect wastewater effluent at the discharge of the plant.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	209,000	1,881,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$209,000	\$1,881,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	209,000	1,881,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$209,000	\$1,881,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: 3R Gravity Sewers and Interceptor Maintenance

Project Code	SEW021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This work consists of the replacement and/or lining of significant lengths of aging and deteriorated large and small diameter wastewater gravity interceptors throughout the County. Replacement of sewers to increase capacity are identified in other CIP line items. The 3R gravity interceptors under this line item are considered adequate in capacity, but require replacement or rehabilitation to restore reliable serve.

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: 3R Gravity Sewers 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 and vendors providing sewer lining services.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

FY2021 Project List:

Sewer lining for 162 individual sewer segments, averaging 183 feet in length (total 29,700 feet) of sewer ranging from 8-inch to 24-inch in diameter. Replacement of 6 non-functioning air release valves. Manhole repair and rehabilitation in 20 locations.

Alternative:

There would likely need to be expensive emergency repairs to these known areas.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Infiltration and Inflow Removal

Project Code	I&I021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$250,000+		
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 Removal

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

FY2021 Project List:

This work includes approximately 50,000 linear feet of pipe analysis using Focused Electrode Leak Location (FELL) technology to identify sewer leak locations in the gravity sewer collection system. The vast majority of testing will be in the Aquia Harbour collection system, in asbestos cement pipe. Sewer segments identified as candidates for repair and/or lining will be referred to 3R Gravity Sewers and Interceptor Maintenance and scheduled for work on the FY2022 CIP.

Alternative:

Infiltration and inflow will continue to burden the wastewater conveyance and treatment processes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000
Total Project Cost	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	250,000	250,000	250,000	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000
Total	\$250,000	\$250,000	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000	\$500,000	\$550,000	\$600,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM

Project Code	BHC003	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2021
Total Project Cost	\$3,893,000		
Functional Area	Utilities	Length of Pipe	12,500
Total Debt Service		Construction Cost per LF.	\$312
Full Year Operating Impact		Pro Rata Sewer Shed	Falls Run

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 transmits 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: LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM

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 separately and 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:

FY2020: 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.

FY2021: Fund timing change.

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: LFR-120: Construct a 24-inch force main from Falls Run PS to Claiborne Run Parallel FM

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	250,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,643,000	0	0	0	0	0	0	0	0
Total Project Cost	\$250,000	\$0	\$3,643,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pro Rata	125,000	0	0	0	0	0	0	0	0	0	0
User Fees	125,000	0	3,643,000	0	0	0	0	0	0	0	0
Total	\$250,000	\$0	\$3,643,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees in as show on the CIP summary sheet.

Utilities: LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station

Project Code	BHC055	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2020 to 12/2022
Total Project Cost	\$2,640,000		
Functional Area	Utilities	Length of Pipe	9,100
Total Debt Service		Construction Cost per LF.	\$290
Full Year Operating Impact		Pro Rata Sewer Shed	Potomac Creek

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.

Utilities: LFR-129 - Replace 8" with 16" Force Main from Potomac Creek Pump Station

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 increased flows in this area.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	264,000	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	2,376,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$264,000	\$2,376,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	264,000	2,376,000	0	0	0	0	0	0	0	0
Total	\$0	\$264,000	\$2,376,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road

Project Code	BHC049	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2019 to 06/2022
Total Project Cost	\$2,063,000		
Functional Area	Utilities	Length of Pipe	6,200
Total Debt Service		Construction Cost per LF.	\$332
Full Year Operating Impact		Pro Rata Sewer Shed	Claiborne Run

Project Description:

This project (LFR-15) includes replacement of existing 12 inch, 15 inch, and 18 inch gravity sewers with a 24 inch gravity sewer.

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.

Utilities: LFR-15 - Replace 18", 15" and 12" with 24" Line along Claiborne Run from Morton Road to Kings Hill Road

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity main. Prior to replacing the existing gravity sewer, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity sewer.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	206,300	0	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	\$206,300	\$0	\$1,856,700	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pro Rata	103,150	0	0	0	0	0	0	0	0	0	0
User Fees	103,150	0	1,856,700	0	0	0	0	0	0	0	0
Total	\$206,300	\$0	\$1,856,700	\$0							

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-204 - Expand future Celebrate Virginia Pump Station

Project Code	BHC057	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 12/2025
Total Project Cost	\$450,000		
Functional Area	Utilities	Volume of Upgrade MGD	1.53
Total Debt Service		Construction Cost per MGD	\$295,000
Full Year Operating Impact		Pro Rata Sewer Shed	Rocky Pen Run

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 Webb 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: LFR-204 - Expand future Celebrate Virginia Pump Station

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	45,000	405,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$45,000	\$405,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	45,000	405,000	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$45,000	\$405,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-209 - Replace Falls Run Pump Station

Project Code	BHC021	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		
Functional Area	Utilities	Volume of Upgrade MGD	17.6
Total Debt Service		Construction Cost per MGD	\$390,000
Full Year Operating Impact		Pro Rata Sewer Shed	Falls Run

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: LFR-209 - Replace 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:

FY2020: 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.

FY2021: No changes

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	684,200	500,000	5,658,200	0	0	0	0	0	0	0	0
Total Project Cost	\$684,200	\$500,000	\$5,658,200	\$0							

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Pro Rata	342,100	0	0	0	0	0	0	0	0	0	0
User Fees	342,100	500,000	5,658,200	0	0	0	0	0	0	0	0
Total	\$684,200	\$500,000	\$5,658,200	\$0							

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-217 - Expand Stratford Place Pump Station

Project Code	BHC058	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 12/2024
Total Project Cost	\$80,000	Pro Rata Sewer Shed	Claiborne Run
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: LFR-217 - Expand 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:

FY2020: 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.

FY2021: No changes

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	80,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	80,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-228 - Expand Ingleside Pump Station

Project Code	BHC060	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2022 to 12/2023
Total Project Cost	\$214,000		
Functional Area	Utilities	Volume of Upgrade MGD	0.311 MGD
Total Debt Service		Construction Cost per MGD	\$688,100
Full Year Operating Impact		Pro Rata Sewer Shed	Falls Run

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: LFR-228 - Expand Ingleside Pump Station

Change or Reasons for Revisions:

FY2020: 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.

FY2021: No changes

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	21,400	0	0	0	0	0	0	0
Construction / Project	0	0	0	192,600	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$214,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	214,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$214,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-3 – Little Falls Run Interceptor, Phase 2

Project Code	CPC001	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		
Functional Area	Utilities	Length of Pipe	12,400
Total Debt Service		Construction Cost per LF.	\$330
Full Year Operating Impact		Pro Rata Sewer Shed	Falls Run

Project Description:

This project (LFR-3) includes replacement of existing 12” with 15” gravity sewer with a 24” gravity sewer.

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 sewer. Sewer modeling has been performed to confirm the required increase in sewer capacity at this location.

Utilities: LFR-3 – Little Falls Run Interceptor, Phase 2

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	400,000	0	0	0	0	0	0	0	0	0	0
Construction / Project	0	0	3,700,000	0	0	0	0	0	0	0	0
Total Project Cost	\$400,000	\$0	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Bond Proceeds	0	0	3,700,000	0	0	0	0	0	0	0	0
Pro Rata	200,000	0	0	0	0	0	0	0	0	0	0
User Fees	200,000	0	0	0	0	0	0	0	0	0	0
Total	\$400,000	\$0	\$3,700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station

Project Code	BHC050	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2023 to 12/2025
Total Project Cost	\$1,181,000		
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 sewer.

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: LFR-30 - Construct 12" Gravity Line in England Run Pump Station to Days Inn Pump Station

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

Alternative:

The pump station would continue to be operational and continue to require regular maintenance and operating costs.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	118,100	0	0	0	0	0	0
Construction / Project	0	0	0	0	0	1,062,900	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$118,100	\$1,062,900	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	118,100	1,062,900	0	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$118,100	\$1,062,900	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LFR-31 Replace 15” with 21” gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court

Project Code	BHC051	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2021 to 12/2023
Total Project Cost	\$2,463,000		
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 sewer with a 21 inch gravity sewer.

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.

Utilities: LFR-31 Replace 15” with 21” gravity main along Falls Run from Pennsbury Court to vicinity of Averil Court

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of the gravity sewer. Prior to replacing the existing gravity sewer, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity sewer.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	217,000	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	2,246,000	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$217,000	\$2,246,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	217,000	2,246,000	0	0	0	0	0	0	0
Total	\$0	\$0	\$217,000	\$2,246,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LFR-51 - Construct 10" Line to serve future Priority Development Area Growth

Project Code	BHC052	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2021 to 12/2023
Total Project Cost	\$245,000		
Functional Area	Utilities	Length of Pipe	1,000
Total Debt Service		Construction Cost per LF.	\$245
Full Year Operating Impact		Pro Rata Sewer Shed	Potomac Creek

Project Description:

This project (LFR-51) includes the design and construction of a 10 inch gravity sewer.

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 Centreport Interchange to the Centreport Area.

Relationship to Approved County Policy or Plan:

This project is part of the Adopted 2018 Water and Sewer Master Plan.

Utilities: LFR-51 - Construct 10" Line to serve future Priority Development Area Growth

Analysis of Need:

The purpose of this gravity sewer is to serve a targeted growth area in the Centreport 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title

Alternative:

There would be no plan to serve this area with sewer.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	24,500	0	0	0	0	0	0	0	0
Construction / Project	0	0	0	220,500	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$24,500	\$220,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	24,500	220,500	0	0	0	0	0	0	0
Total	\$0	\$0	\$24,500	\$220,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street

Project Code	BHC053	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2021 to 06/2022
Total Project Cost	\$135,000		
Functional Area	Utilities	Length of Pipe	480
Total Debt Service		Construction Cost per LF.	\$282
Full Year Operating Impact		Pro Rata Sewer Shed	Claiborne Run

Project Description:

This project (LFR-58) includes the replacement of the an existing 8 inch sewer with a 15 inch gravity sewer 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 sewer 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 sewer. Prior to replacing the existing gravity sewer, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity sewer.

Utilities: LFR-58 - Replace 8" with 15" Line along Cambridge Street from Force Mail to Michael Street

Change or Reasons for Revisions:

FY2020: This project has changed from the previous CIP. The entire cost of the project was moved into FY 2021.

FY2021: The entire cost of the project was moved into FY 2022.

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	135,000	0	0	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	135,000	0	0	0	0	0	0	0	0
Total	\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive

Project Code	BHC054	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2024 to 12/2026
Total Project Cost	\$1,379,000		
Functional Area	Utilities	Length of Pipe	5,650
Total Debt Service		Construction Cost per LF.	\$245
Full Year Operating Impact		Pro Rata Sewer Shed	Falls Run

Project Description:

This project (LFR-59) includes the replacement of an existing 8 inch gravity sewer with a 10 inch gravity sewer.

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.

Utilities: LFR-59 - Replace 8" with 10" from Nelms Circle to Auction Drive

Analysis of Need:

The purpose of the project is to increase the conveyance capacity of gravity sewer. Prior to replacing the existing gravity sewer, flow-monitoring and/or sewer modeling will be performed to assess the available capacity remaining in the existing gravity sewer.

Alternative:

There would be risk of exceeding pipe capacity and overflow of wastewater at upstream manholes.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	0	0	137,900	0	0	0	0	0
Construction / Project	0	0	0	0	0	0	1,241,100	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$137,900	\$1,241,100	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	137,900	1,241,100	0	0	0	0
Total	\$0	\$0	\$0	\$0	\$0	\$137,900	\$1,241,100	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project expenditures are eligible for 100% pro rata reimbursements. Estimated pro rata revenue will offset user fees as show on the CIP summary sheet.

Utilities: LFR-226 Expand Potomac Creek Pump Station

Project Code	BHC059	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	07/2022 to 12/2024
Total Project Cost	\$991,000		
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.

Utilities: LFR-226 Expand Potomac Creek 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:

FY2020: 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.

FY2021: No changes

Alternative:

The pump station will not be able to convey flows to the wastewater treatment facility.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Planning/Design	0	0	0	125,000	0	0	0	0	0	0	0
Construction / Project	0	0	0	0	866,000	0	0	0	0	0	0
Total Project Cost	\$0	\$0	\$0	\$125,000	\$866,000	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	125,000	866,000	0	0	0	0	0	0
Total	\$0	\$0	\$0	\$125,000	\$866,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LWWTF-002 - Little Falls Run WWTF General Upgrades - Headworks and Effluent Filter

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2022
Total Project Cost	\$4,000,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (LWWTF-Headworks and Effluent Filter) include on-going concrete repair to process units, potential headworks upgrade, and effluent filter 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. The specific areas of work have been defined in a Wastewater Treatment Plant Facilities Plan, completed in 2019.

Utilities: LWWTF-002 - Little Falls Run WWTF General Upgrades - Headworks and Effluent Filter

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. This specific area of work has been defined in the Wastewater Treatment Plant Facilities Plan, completed in 2019.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If any part of the required repair/replacement/rehabilitation is not performed, the wastewater treatment may fail to meet effluent water quality requirements.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	400,000	1,000,000	2,250,000	350,000	0	0	0	0	0	0	0
Total Project Cost	\$400,000	\$1,000,000	\$2,250,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	400,000	1,000,000	2,250,000	350,000	0	0	0	0	0	0	0
Total	\$400,000	\$1,000,000	\$2,250,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade Solids Handling Silos and Systems

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$7,000,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

These upgrades (LWWTF-Solids Handling Silos and Systems) include structural, mechanical and control upgrades to sludge storage systems.

Operating Impact Summary:

There are no direct operational costs as these upgrades are in-kind expansion and will likely increase operational efficiency.

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’s proposed Healthy Growth priority. The specific areas of work have been defined through a Wastewater Treatment Facilities Plan, completed in 2019.

Utilities: LWWTF-003 - Little Falls Run WWTF Denitrification Upgrade Solids Handling Silos and Systems

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. There is an upcoming 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. This specific area of work has been identified in the Wastewater Treatment Facilities Plan of 2019.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If any part of the required capacity increase is not performed, the wastewater treatment plant may fail to meet quality standards. This is a critical part of the treatment process.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	600,000	2,500,000	3,000,000	900,000	0	0	0	0	0	0	0
Total Project Cost	\$600,000	\$2,500,000	\$3,000,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	600,000	2,500,000	3,000,000	900,000	0	0	0	0	0	0	0
Total	\$600,000	\$2,500,000	\$3,000,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: LWWTF-004 - Little Falls Run WWTF Bio Treatment and Chem Feed

Project Code	BHC028	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Late 2024
Total Project Cost	\$9,200,000		
Functional Area	Utilities		
Total Debt Service			
Full Year Operating Impact			

Project Description:

This project (LWWTF-Biological Treatment and Chemical Feed) 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 few 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. The specific area of work has been defined in the Wastewater Treatment Plant Facilities Plan, completed in 2019.

Utilities: LWWTF-004 - Little Falls Run WWTF Bio Treatment and Chem Feed

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. This specific area of work is defined in the Wastewater Treatment Facilities Plan of 2019.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: Change in project title and scope of work

Alternative:

If any part of the required upgrades is not performed, the wastewater treatment plant may fail to meet discharge water quality requirements.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	800,000	2,200,000	3,500,000	2,700,000	0	0	0	0	0
Total Project Cost	\$0	\$0	\$800,000	\$2,200,000	\$3,500,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Availabilities	0	0	800,000	2,200,000	3,500,000	2,700,000	0	0	0	0	0
Total	\$0	\$0	\$800,000	\$2,200,000	\$3,500,000	\$2,700,000	\$0	\$0	\$0	\$0	\$0

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0										

Utilities: Pump Station Rehabilitation and Replacement

Project Code	WPS021	Square Footage/Acreage	
Project Type	Utilities 3R	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$500,000		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

FY2021 Projects:

Potomac Creek Pump Station – Flood Protection

630 at I-95 Pump Station – Full Replacement of the Pump Station

Heritage Oaks Pump Station – Construction of Sewer Interconnect to allow abandonment of this Pump Station

Autumn Ridge Pump Station – Construction of Sewer Interconnect and Relocation of this Pump Station on an adjacent parcel

Alternative:

There would likely need to be expensive emergency repairs to these known pump stations.

Utilities: Pump Station Rehabilitation and Replacement

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total Project Cost	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	500,000	500,000	500,000	500,000	550,000	600,000	650,000	700,000	750,000	800,000	800,000
Total	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000	\$800,000	\$800,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities: Sewer Extension Projects

Project Code	SXT021	Square Footage/Acreage	
Project Type	Utilities, Sewer	Construction Cost per Sq. Ft	
Project Status	Planning	Est. Opening Date	Yearly
Total Project Cost	\$273,000	Funding per Year	\$250,000
Functional Area	Utilities		
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. The projects are funded in like manner to the 3R fund items.

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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Project List FY2021:

The public requests for sewer service has not yet resulted in scheduling of any projects for FY2021. As public requests are received, the County can respond using funds from this line item.

Alternative:

There will be no dedicated funding for sewer extension projects.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	262,000	0	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000	596,000
Total Project Cost	\$262,000	\$0	\$284,000	\$296,000	\$346,000	\$396,000	\$446,000	\$496,000	\$546,000	\$596,000	\$596,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	262,000	0	284,000	296,000	346,000	396,000	446,000	496,000	546,000	596,000	596,000
Total	\$262,000	\$0	\$284,000	\$296,000	\$346,000	\$396,000	\$446,000	\$496,000	\$546,000	\$596,000	\$596,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Utilities

Other Expenditures:	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	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	423,000	0	0	6,077,000	0	6,500,000	6,500,000
Vehicle and Equipment Replacement	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000	400,000	2,886,200	2,458,000	5,344,200
Contingency Allowance	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,300	485,300	5,363,000	1,558,900	6,921,900
Total	\$2,349,200	\$1,028,700	\$878,200	\$977,800	\$3,015,300	\$820,500	\$555,200	\$1,008,300	\$585,300	\$585,300	\$6,962,300	\$8,249,200	\$10,516,900	\$18,766,100

Utilities: Division Complex

Project Code		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		
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 operate 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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

Alternative:

The Utilities Division Field Operations & Maintenance and Capital Construction functions will remain in their current locations.

Project Summary:

Project Expenditures	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	0	0	0	0	0	0	0	423,000	0	0	6,077,000
Total Project Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,000	\$0	\$0	\$6,077,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	0	0	0	0	0	0	0	423,000	0	0	6,077,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$423,000	\$0	\$0	\$6,077,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$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	\$443,200		
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.

Change or Reasons for Revisions:

FY2020: No changes

FY2021: No changes

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000	400,000
Total Project Cost	\$972,200	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	972,200	443,000	426,000	662,000	383,000	458,000	400,000	400,000	400,000	400,000	400,000
Total	\$972,200	\$443,000	\$426,000	\$662,000	\$383,000	\$458,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$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	\$585,700		
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:

FY2020: This expenditure changes each year based on the proposed expenditures.

FY2021: No changes

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	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Construction / Project	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,300	485,300
Total Project Cost	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300	\$185,300	\$485,300

Project Revenues	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
User Fees	1,377,000	585,700	452,200	315,800	2,632,300	362,500	155,200	185,300	185,300	185,300	485,300
Total	\$1,377,000	\$585,700	\$452,200	\$315,800	\$2,632,300	\$362,500	\$155,200	\$185,300	\$185,300	\$185,300	\$485,300

Operating Impacts	Prior Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Total	\$0	\$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.

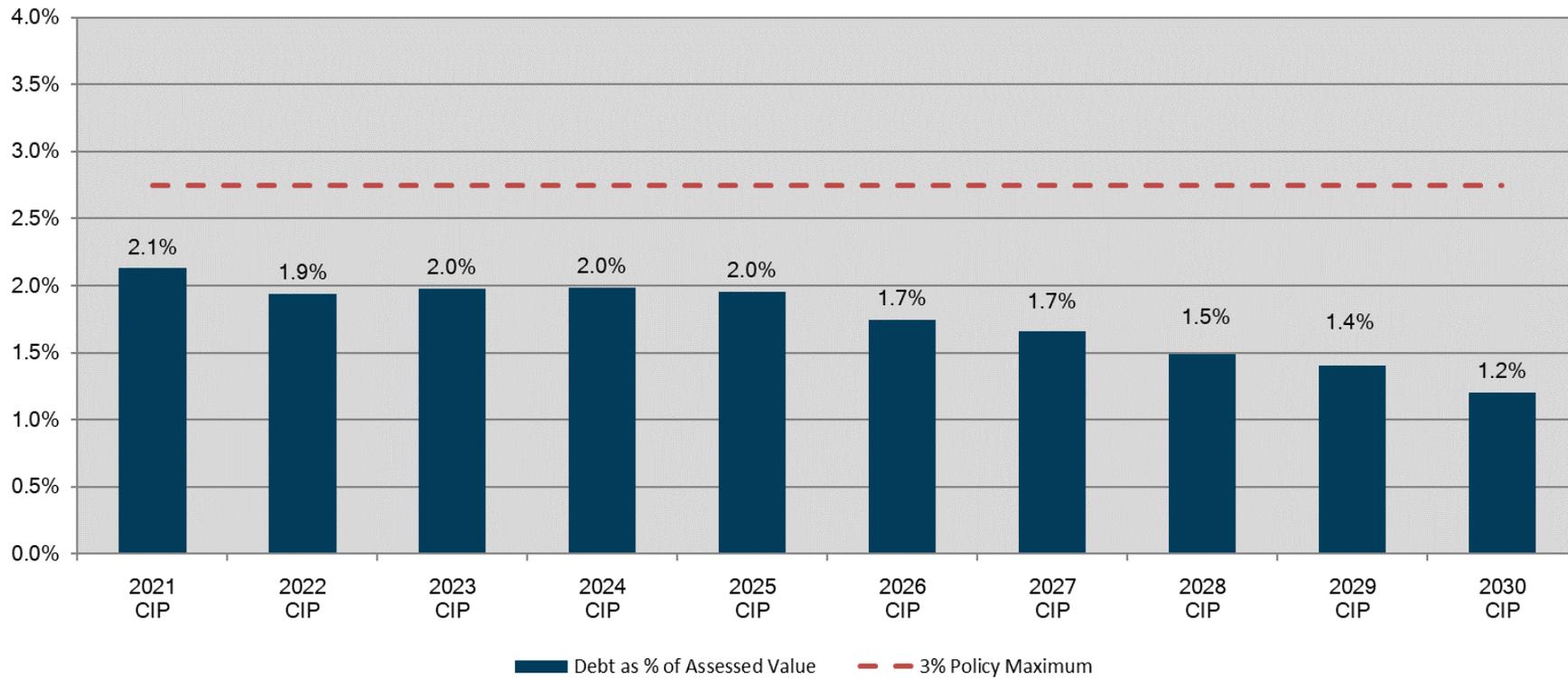
The adopted CIP fully complies with the financial policies.

Financial Analysis:

The following graphs indicate that the FY2021-2030 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 2.75% of the assessed valuation of taxable real property. Below is a graph illustrating the County’s compliance with the policy.

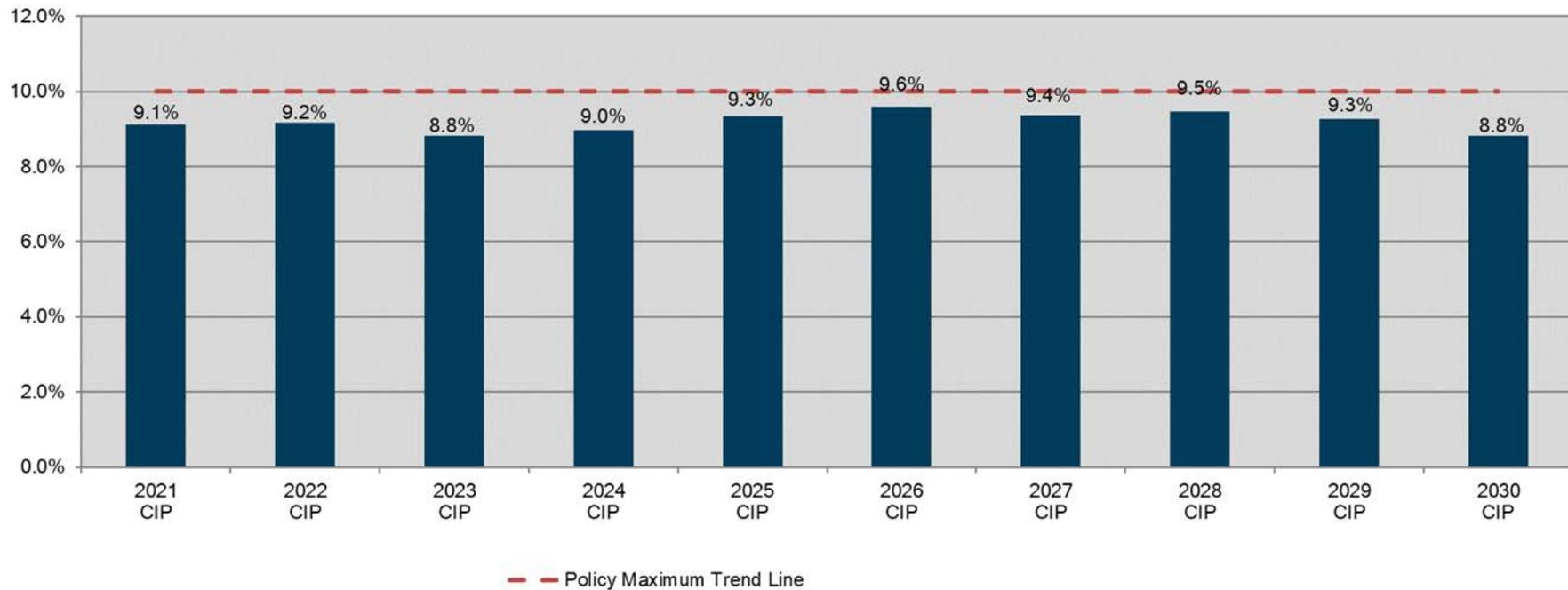


Financial Analysis:

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 10% 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.

Debt Service to General Fund Expenditures Ratio (Not to Exceed 10%)



Payout Ratio:

The payout ratio is an assessment of the speed at which the County repays its debt. At the beginning of FY2021 the total County debt is estimated at \$377 million. At the end of FY2030 (ten fiscal years beyond FY2021) the County will have repaid \$272 million or 67.7% of that outstanding debt.

10 Year Payout Ratio (Must be 60% or greater)	
Fiscal Year	Payout Ratio
FY2021	67.70%
FY2022	68.40%
FY2023	68.60%
FY2024	70.00%
FY2025	72.80%

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
- Work with the Board to provide a plan to re-establish 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
- Maintain and/or update our well-diversified management planning tools and policies
- 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:

	FY2019 Actual	FY2020 Budget	FY2021 Plan
Outcomes			
Debt Service	\$44,925,682	\$45,479,097	44,144,730
Debt Service per Capita	\$300	\$297	\$282
Standard & Poor’s	AAA	AAA	AAA
Moody’s	Aaa	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 not accomplished in the FY21 adopted budget.
 - Due to the COVID-19 Pandemic, the Board reduced the Financial Policy requirements of 3% of general fund recurring revenue to 2%. Staff was directed to look at all projects and determine if they are essential or non-essential. Department leaders from all departments with projects that were proposed, along with the Chief Financial Officer, the Budget Director and the Sr. Budget Analyst met to review all projects. Each department provided support to determine if a project was essential or supported projects being pushed out into future years. This group did not prioritize projects beyond FY2021, as the CIP process will begin again in August for FY2022-31 CIP.

Analysis of Outstanding Debt

General Obligation Bonds

School Bond - VPSA			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	271,027,439	18,820,408	252,207,031
2022	252,207,031	19,030,176	233,176,855
2023	233,176,855	18,845,183	214,331,672
2024	214,331,672	19,496,672	194,835,000
2025	194,835,000	19,496,672	175,338,328

Literary Fund Loans			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	432,292	216,149	216,143
2022	216,143	216,143	0

Bonds for County Projects			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	36,910,001	2,805,000	34,105,001
2022	34,105,001	2,780,000	31,325,001
2023	31,305,001	2,325,000	28,980,001
2024	28,980,001	2,325,000	26,655,001
2025	26,655,000	2,325,000	24,330,000

Total General Obligation Bonds			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	308,369,732	21,841,557	286,528,175
2022	286,528,175	22,026,319	264,501,856
2023	264,481,856	21,170,183	243,311,673
2024	243,311,673	21,821,672	221,490,001
2025	221,490,000	21,821,672	199,668,328

Revenue Bonds

Lease Revenue Bonds			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	7,635,396	2,145,039	5,490,357
2022	5,490,357	999,763	4,490,594
2023	4,490,594	1,026,521	3,464,073
2024	3,464,074	1,054,027	2,410,047
2025	2,410,047	664,387	1,745,660

General Government - Financing Lease - Crow's Nest			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
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
2025	2,299,218	555,240	1,743,978

Financing Lease - VRA

General Government			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
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
2025	49,105,000	3,500,000	45,605,000

Other Debt

Other- Landfill			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
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
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
2025	73,391,285	4,416,017	68,975,268

Total Utilities Debt			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
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
2025	73,391,285	4,416,017	68,975,268

All Funds

Total All Funds Debt			
Fiscal Year	Balance July 1	Principal Payments	Balance June 30
2021	477,967,447	28,590,059	382,437,388
2022	444,672,389	27,775,383	354,662,006
2023	412,067,005	27,102,574	327,539,431
2024	380,044,432	27,948,881	299,590,551
2025	348,695,550	27,457,316	272,133,234

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	

Ladder Truck				
Fiscal Year	Principal	Interest	Total	Balance
				\$1,145,881
2020	\$49,584	17,119.46	66,703	1,096,297
2021	101,401	32,005.51	133,406	994,896
2022	104,453	28,953.02	133,406	890,443
2023	107,598	25,808.64	133,406	782,845
2024	110,837	22,569.61	133,406	672,008
2025	114,173	19,233.06	133,406	557,835
2026	117,610	15,796.08	133,406	440,225
2027	121,151	12,255.63	133,406	319,074
2028	124,798	8,608.60	133,406	194,276
2029	128,555	4,851.78	133,406	65,721
2030	65,721	981.88	66,703	(0)
	\$1,145,881	\$188,183	\$1,334,064	

Cardiac Equipment				
Fiscal Year	Principal	Interest	Total	Balance
				\$1,439,020
2021	276,297.07	27,816.99	304,114	1,162,723
2022	281,934.37	22,179.69	304,114	880,789
2023	287,686.68	16,427.38	304,114	593,102
2024	293,556.36	10,557.70	304,114	299,546
2025	299,545.80	4,568.26	304,114	(0)
	\$1,439,020	\$81,550	\$1,520,570	

3 2019 Spartan Fire Trucks				
Fiscal Year	Principal	Interest	Total	Balance
				\$1,970,602
2021	\$174,554	17,119.46	51,053	1,796,048
2022	179,208	32,005.51	46,398	1,616,840
2023	183,987	28,953.02	41,620	1,432,854
2024	188,893	25,808.64	36,714	1,243,961
2025	193,930	22,569.61	31,677	1,050,031
2026	199,101	19,233.06	26,505	850,930
2027	204,410	15,796.08	21,196	646,520
2028	209,861	12,255.63	15,746	436,659
2029	215,457	8,608.60	10,150	221,202
2030	221,202	4,851.78	4,404	0
	\$1,970,602	\$187,201	\$285,463	

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

VPASA – 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

VPASA – 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.

