



Five-Year Financial Plan

Stafford County Government

November 7, 2018

Five-Year Financial Plan

- Provides a multi-year forecast of revenues and expenditures as a planning and communication tool for existing and future priorities
- Proposes a “Plan” to balance the five years based on a *preliminary* assessment of the Board’s priorities identified through strategic planning and emerging challenges
- Essential process for clarifying the Board’s direction and priorities based on data and reality

Linking to the Strategic Plan



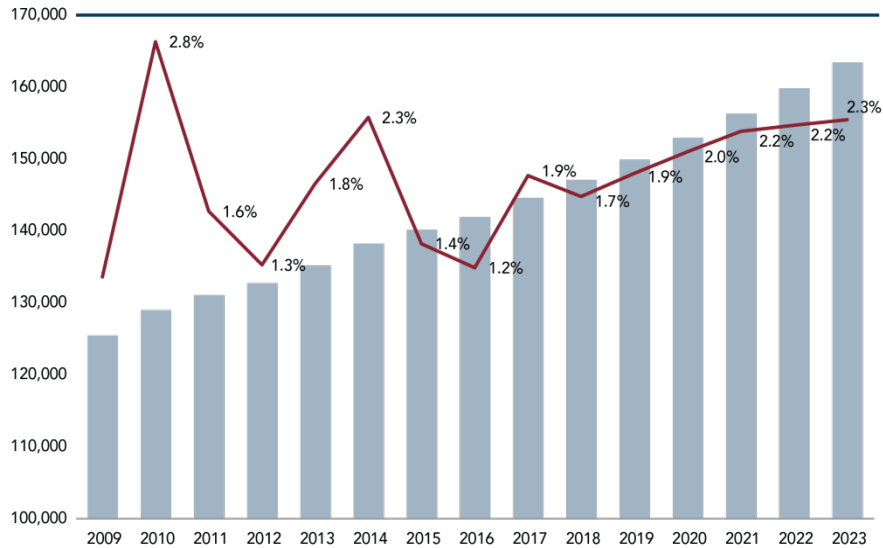
Five-Year Plan Overview

Strategic Plan Goals:

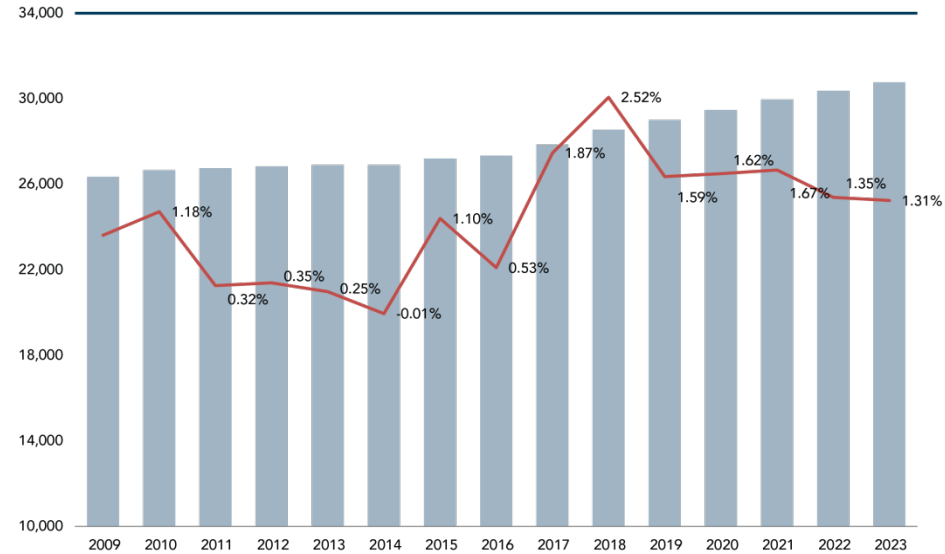
1. Healthy Growth
2. Responsive Transportation System
3. The Heartbeat of Recreation, History and Culture
4. Quality Educational Opportunities
5. A Vibrant and Exciting Business Community
6. Dedicated and Responsive Public Safety Team
7. Organizational Excellence

Challenges of Growth

Population Growth



School Enrollment Growth



Source: University of Virginia - Weldon Cooper Center

Five-Year Plan Overview

- Obligations and Commitments
- Impacts of Growth
- Maintaining Quality Services
- Continuing Challenges

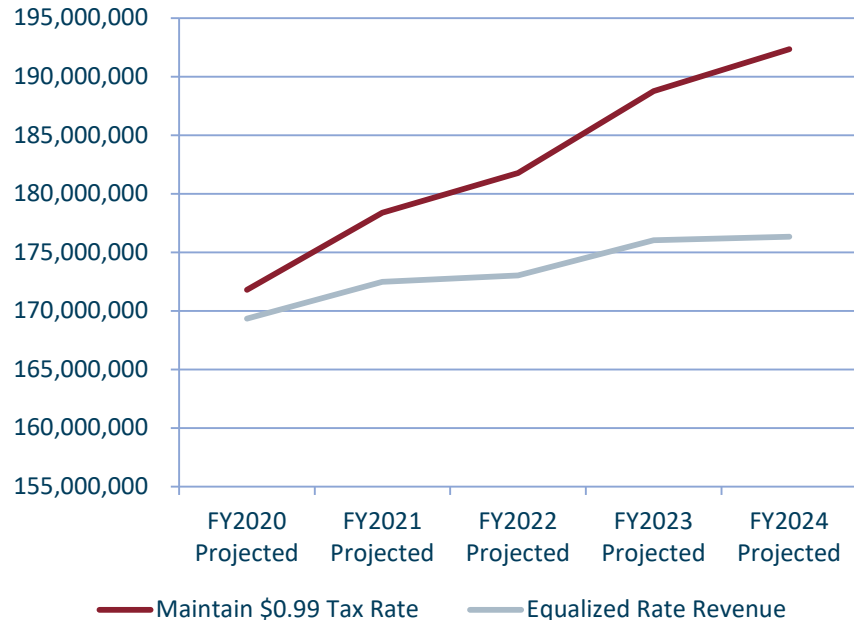
Five-Year Plan Overview

Revenues

- **Revenues**
 - Assumes a \$0.99 tax rate throughout the Plan
 - Reflects strong growth in consumption taxes
 - Continuation of historical revenue growth in most other sources
- **Expenditures**
 - Obligations and commitments
 - Impacts of growth
 - Maintaining quality services
- **Continuing challenges**

Real Estate

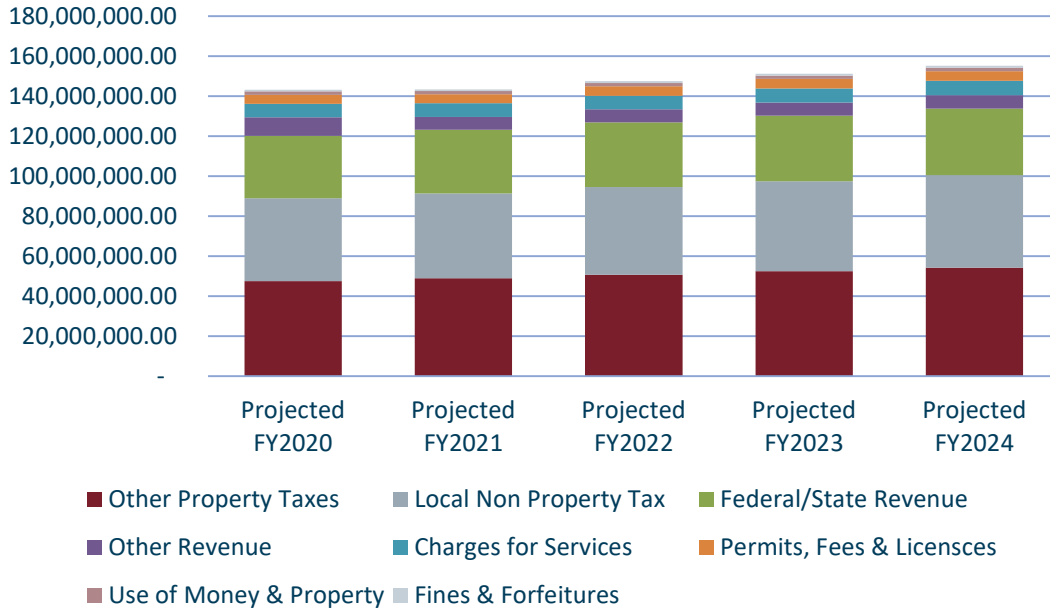
Real Estate Revenue



- Maintains existing tax rate of \$0.99 to manage the impacts of growth and address strategic priorities
- Revenue growth impacted by exonerations over the five years

Other Sources

Other Revenue Sources



- Reflects strong growth in consumption taxes
- Continuation of historical revenue growth in most other sources

Five-Year Plan Overview

Expenditures

- **Revenues**
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- **Expenditures**
 - Obligations and commitments
 - Impacts of growth
 - Maintaining quality services

- **Continuing challenges**

Obligations and Commitments

- Meeting policy guidelines
 - Pay-Go Capital
 - Contingencies
- Full year impact of 24-hour Engine Crew added in FY2019
- Public Safety agency funding for the Regional Jail and Juvenile Center
- Children Services Act level annual increases maintaining projections

Impacts of Growth – Major Drivers

- Schools
- Public safety
- New facilities



Impacts of Growth - School Enrollment

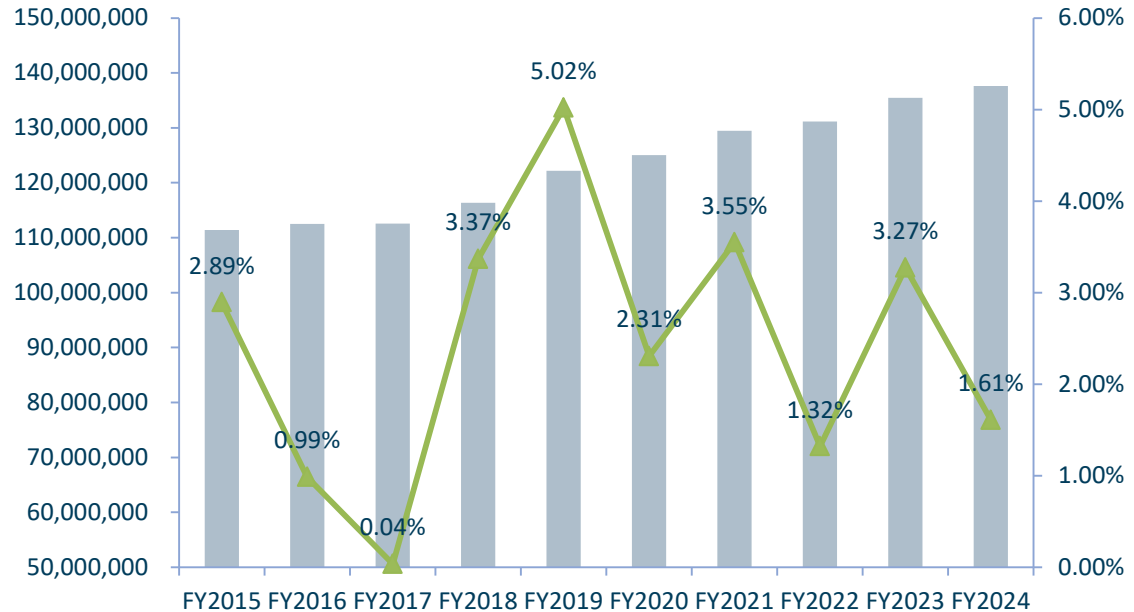
- Increases funding each year to keep up with enrollment growth
 - Maintains local funding per pupil in non-reassessment years
 - Increases local funding per pupil in reassessment years
- Largest increase in the Plan +\$15.4M

FY2020	FY2021	FY2022	FY2023	FY2024	Total
\$2.8M	\$4.4M	\$1.7M	\$4.3M	\$2.2M	15.4M

Impacts of Growth - School Enrollment

- Local appropriations are showing a stable increase over the five years
- Governor's budget indicates projected increases

Annual School Appropriations



Impacts of Growth - Public Safety

Sheriff

- Maintains the number of deputies per 1,000 citizens as population grows
- Moves closer to the Community Policing Staffing goal for deputies
 - Achieves 65% of goal by FY2024

Fire and Rescue

- Addresses response time challenges as population grows
 - Additional Fire Engine Crew phased in over two years
 - New Strategic Plan being developed

	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Deputies	4	4	4	5	4	21
Firefighters	0	9	3	0	0	12

Impacts of Growth – New Facilities

New Courthouse – Phase 1

- Design for phase 1 to begin in July 2019
- Planned to open in FY2022

New High School

- Design to begin FY2022
- Planned to open in FY2026

Item	FY2020	FY2021	FY2022	FY2023	FY2024	Total
Courthouse Operating Costs	-	-	\$515K	\$837K	\$32K	\$1.4M
Courthouse Debt Service	-	-	\$1.2M	\$1.8M	\$298K	\$3.3M
New High School					\$3.5M	\$3.5M

Maintaining Quality Services – Staffing

Annual Compensation

Provides 2% annual salary increase for all employees to keep up with market conditions

Targeted Market Pay

Provides an additional 2% in years 2020-22 and .5% in years 2023-24 to address positions determined to be behind market to reduce turnover and retain quality staff

Staffing

Recognizes impact of growth on staff capacity to deliver quality services - though fails to keep up with existing staffing per capita

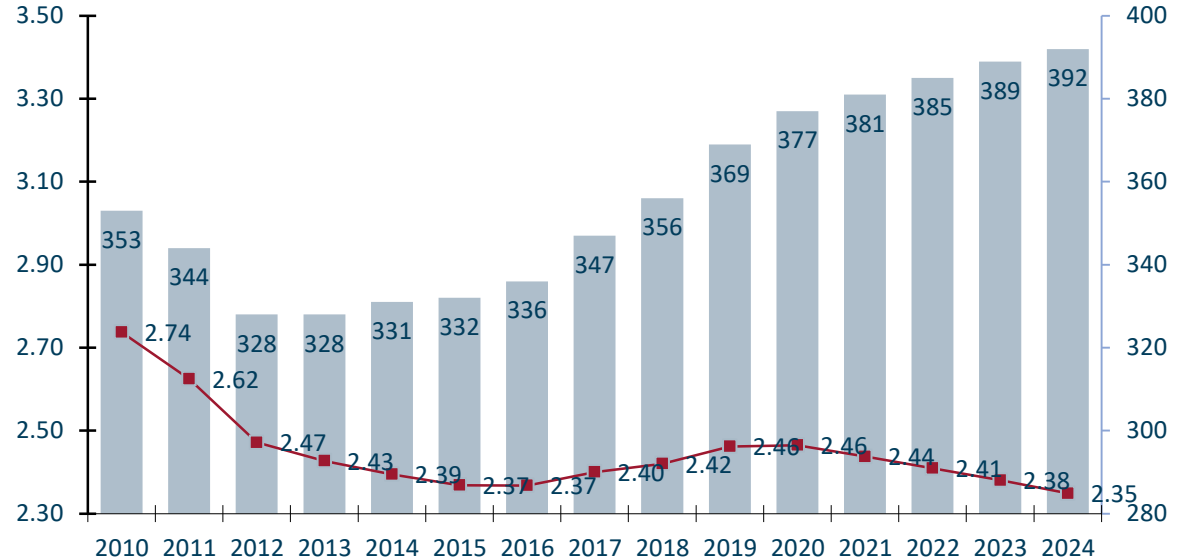
Operating Increase

Includes 2% non-personnel operating increase to keep up with the cost of doing business and maintaining quality services

Maintaining Quality Services – Staffing Challenges

- Staffing within the Financial Plan assists with capacity needs but not at the rate of population growth

General Fund Non-Public Safety Positions per 1,000 Residents and Full-Time Position History



Maintaining Quality Services – Investments in Training and Operations

- Training Investments:
 - Joint high school firefighter program with Fire and Rescue and the Schools.
 - A Professional Development position focused on high performance – funded through reallocation
- Operational Investments:
 - Battalion Chiefs staffing in year 2022
 - Advancing Community Policing Goals with Sheriff staffing
 - Additional Social Services workers to address caseloads throughout the Plan
 - A Purchasing Card Administrator position – funded through projected savings

Five-Year Plan Overview

Continuing Challenges

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 - Impacts of growth
 - Maintaining quality services

• Continuing Challenges

Continuing Challenges

- Unmet
Strategic
Priorities

Pending Final Adoption of Strategic Plan and Development of Specific Work Plans

- **Goal Two: Responsive Transportation System**
 - Awaiting list of priorities and Board direction
- **Goal Four: Quality Educational Opportunities**
 - Shared Goals?
- **Goal Six: Dedicated and Responsive Public Safety Team**
 - Joint Public Safety Training Center
 - Public Safety Staffing Plan
- **Goal Seven: Organizational Excellence**
 - Staffing capacity as population increases
- **Other Strategic Priority Initiatives?**



Questions
