

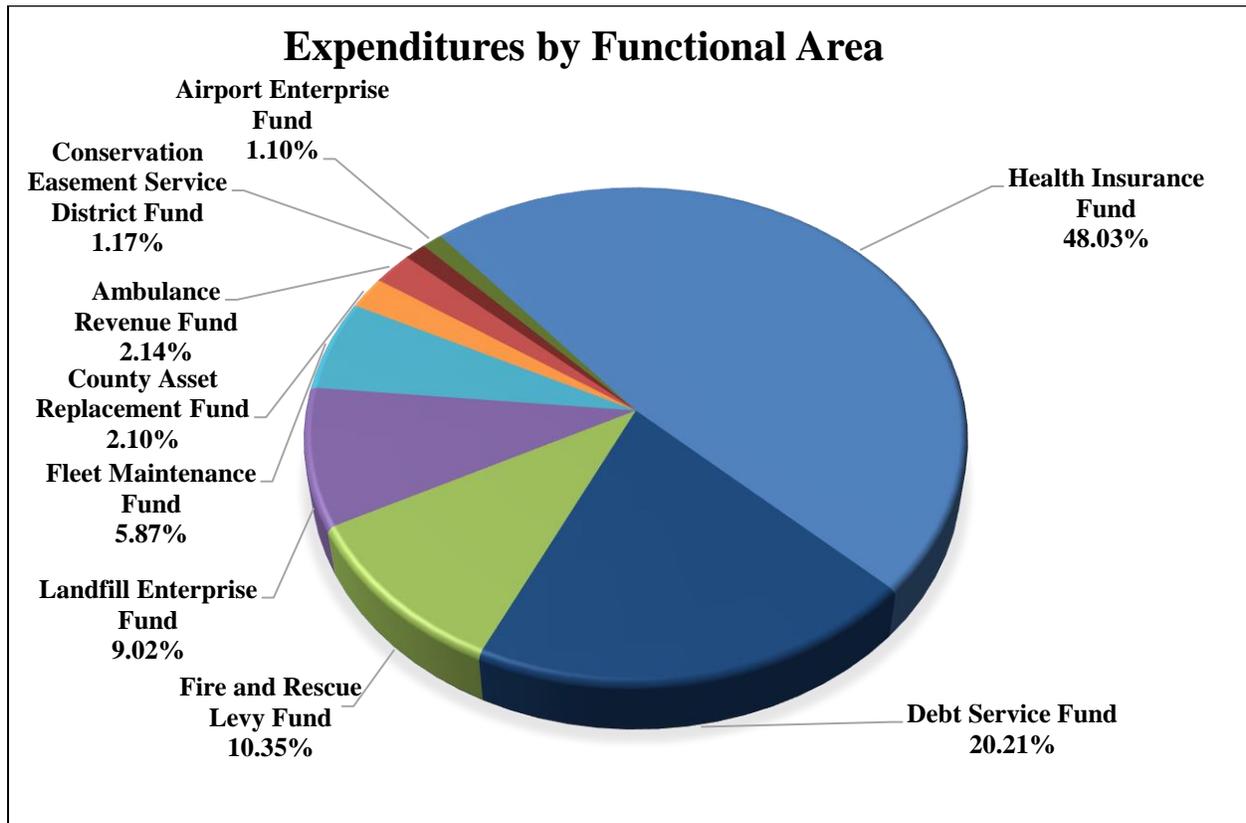
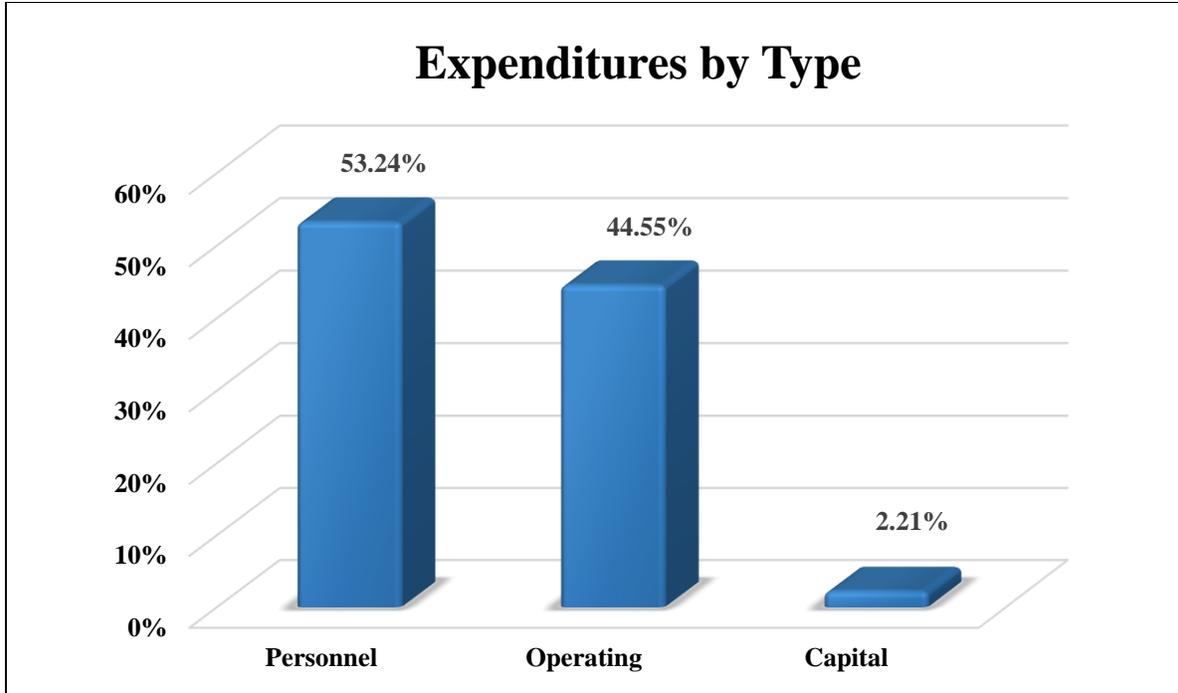
Other Funds

Airport Enterprise Fund	\$ 715,851
Ambulance Revenue Fund	1,383,889
Conservation Easement Service District Fund	759,726
County Asset Replacement Fund	1,359,000
Debt Service Fund	13,091,837
Fire and Rescue Levy Fund	6,708,423
Fleet Maintenance Fund	3,803,739
Health Insurance Fund	31,118,765
<u>Landfill Enterprise Fund</u>	<u>5,846,621</u>
Total	\$ 64,787,851



**Warrenton-Fauquier Airport
Midland, Virginia**

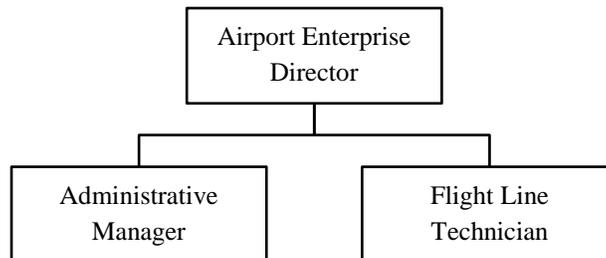
Other Funds



Airport Enterprise Fund

ORGANIZATIONAL PURPOSE:

Provide a safe and hospitable, public use, general aviation airport operating on a self-sustaining basis, supporting business development and the aviation community. The Warrenton-Fauquier Airport seeks to provide services consistent with State and Federal Guidelines, while meeting the needs of the County, its citizens, local businesses, and visitors. The Airport serves as a reliever airport for Washington Dulles and Reagan International Airports.



GOALS:

- Monitor airport operations and provide oversight to ensure compliance with all Federal, State, and local regulations.
- Ensure compliance with all Federal, State, and local safety, fire codes, and environmental regulations through staff training.
- Review proposed capital projects and expenditures and recommend actions to the Board of Supervisors.
- Implement the current Airport Master Plan to reflect future expansion and capital projects.
- Liaise with the Federal Aviation Administration (FAA) and Virginia Department of Aviation (DOAV), and coordinate actions as necessary.

KEY PROJECTS FOR FY 2018:

- Initiate the Terminal Area Project, to include concept and design of the terminal (Airport Welcome Center), terminal area access ramp, corporate hangar apron, State Route 610 design/construction for a new terminal entrance area, and terminal parking lot.
- Conduct certified Flight Line Training for personnel.
- Complete Fuel Farm maintenance corrosion control and painting of main fuel tanks.

Airport Enterprise Fund

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$262,505	\$270,908	\$257,452	\$263,746
Operating	\$590,063	\$459,098	\$537,455	\$452,105
Capital ¹	\$1,170,543	\$663,695	\$0	\$0
Total	\$2,023,111	\$1,393,701	\$794,907	\$715,851
Revenue	\$817,305	\$699,099	\$700,803	\$699,851
Net Local Revenue	\$62,697	\$22,737	\$94,104²	\$16,000
Change in Net Position	(\$1,143,109)	(\$671,865)	\$0	\$0
Full-time Equivalents	2.00	3.00	3.00	3.00

¹Capital expenditures for FY 2015 and FY 2016 also include annual depreciation expense.

²The FY 2017 Adopted Budget included one-time funds for use over a five-year spending period to support miscellaneous repairs, maintenance grant local matches, and ongoing septic system repairs and maintenance.

BUDGET ANALYSIS:

The FY 2018 Adopted Budget for the Airport Enterprise Fund includes personnel expenditure increases due to rising benefit costs and a mid-FY 2017 two-percent cost-of-living adjustment for permanent staff. The budget also includes an adjustment to state revenue as the total cost of a recurring grant program has decreased.

PROGRAM 1: Fees and Fuel Sales

Fees and fuel sales provide critical operating revenue for the airport. Promotion of the airport results in increased jet and transient traffic, along with based aircraft, with corresponding increases in fees and fuel sales.

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Based aircraft	185	190	170	175
Based turbine powered aircraft	3	3	3	5
Percentage of corporate-owned aircraft	10%	15%	15%	15%

OBJECTIVE:

- Increase fuel sales by promoting use of airport by based aircraft, corporate jet-based aircraft, and transient aircraft traffic.

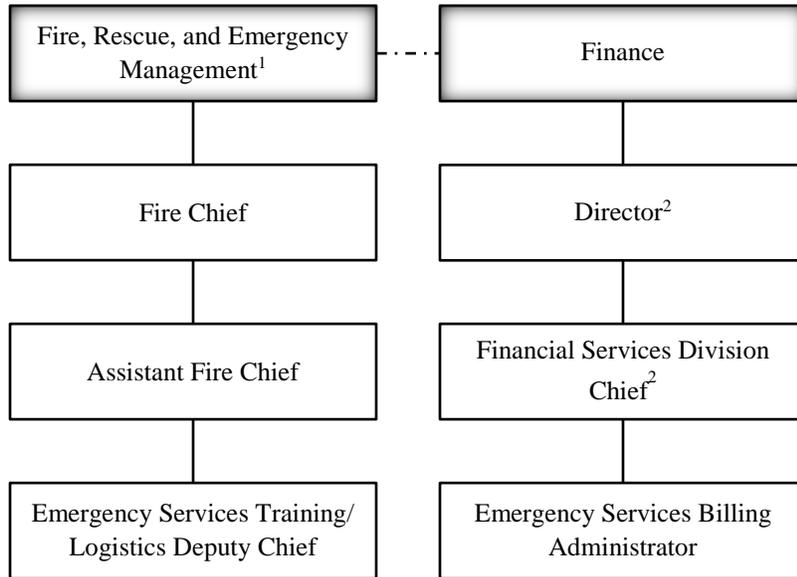
Airport Enterprise Fund

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Aviation businesses at the airport	6	7	7	8
Aircraft maintenance providers	3	4	4	4
Flight school providers	1	1	1	1
Hangar maintenance providers	2	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons)	54,398	55,480	66,000	75,000
Fuel Sales – Jet A (gallons)	22,102	17,081	28,000	35,000
Transient aircraft traffic increased	4%	5%	5%	5%

Ambulance Revenue Fund

ORGANIZATIONAL PURPOSE:

The Ambulance Revenue Fund administers the County's ambulance revenue recovery program. Revenue generated from ambulance fees supports operational expenses for the County's career and volunteer emergency medical service units.



¹Positions funded in Fire, Rescue, and Emergency Management budget.

²Positions funded in Finance budget.

GOALS:

- Offset increases in medical supplies and required staffing through equitable user fees.
- Maintain timely and accurate information on the status of the Ambulance Revenue Fund with the Board of Supervisors, Finance Committee, vendors, and volunteers.

KEY PROJECTS FOR FY 2018:

- Work in conjunction with the new billing vendor for more robust reporting and projection tools to better forecast trends in revenue recovery.
- Monitor revenue recovery and recommend necessary adjustments to meet program goals.

Ambulance Revenue Fund

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$85,614	\$87,714	\$86,213	\$88,473
Operating	\$1,536,137	\$1,478,891	\$1,326,226	\$1,295,416
Capital	\$0	\$0	\$0	\$0
Total	\$1,621,751	\$1,566,605	\$1,412,439	\$1,383,889
Revenue	\$1,378,036	\$1,387,341	\$1,412,439	\$1,383,889
Net Local Revenue	\$0	\$0	\$0	\$0
Change in Net Position	(\$243,715)	(\$179,264)	\$0	\$0
Full-time Equivalents	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2018 Adopted Budget for the Ambulance Revenue Fund includes personnel expenditure increases due to rising benefit costs and a mid-FY 2017 two-percent cost-of-living adjustment for permanent staff. In addition, as included in operating expenditures, the transfer to the General Fund to support DFREM career staff was reduced based on current revenue projections and available fund balance.

PROGRAM 1: *Emergency Services Billing Coordination*

The Ambulance Revenue Fund was established by the Board of Supervisors in FY 2008 to administer the County's ambulance revenue recovery program. Revenue generated from ambulance fees supports operational expenses for the County's career and volunteer emergency medical service units and career staffing 24/7 units throughout the County.

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
EMS Transports	4,302	4,205	4,261	4,333
Average Miles/Transport	8.10	8.17	8.08	8.08
ALS/BLS Transports	74%/26%	67%/33%	75%/25%	75%/25%

OBJECTIVE:

- Maintain stable collections.

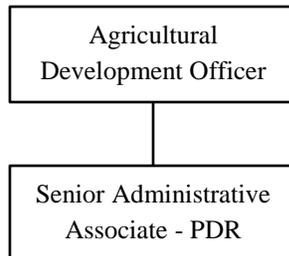
OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Collection rate of allowable amount ¹	61.68%	59.16%	61.84%	61.84%

¹Collections are based on amount of fee allowable by Medicare, Medicaid, and Commercial Insurance, and self-pay non-County residents. Self-pay residents are excluded from balance billing by policy of the Board of Supervisors.

Conservation Easement Service District Fund

ORGANIZATIONAL PURPOSE:

Purchase conservation easements and recommend acceptance of donated conservation easements for the purpose of protecting agricultural land, providing open space, and mitigating the impact of development in the County.



GOALS:

- Administer the Purchase of Development Rights (PDR) Program.
- Accept and evaluate applications from landowners wishing to sell conservation easements to the County, with assistance from the PDR Committee.
- Recommend, through the PDR Committee, specific conservation easement purchases to the Board of Supervisors.
- Execute purchases and recordation of completed conservation easements in the land records of the County.
- Monitor and enforce all conservation easements.
- Assist the County Attorney and landowners with specific conservation easement donations to the County.

KEY PROJECTS FOR FY 2018:

- Continue to pursue increased funding from grants and other non-county sources for easement purchases.
- Accept and process PDR applications from landowners. Review all applications with PDR Committee and conduct farm visits.
- Coordinate application scoring by PDR Committee.
- Educate landowners about PDR Program and possible tax benefits through workshops and individual meetings.
- Explore applicability of specific grant programs for conservation easement funding from the Virginia Department of Agriculture and Consumer Services, Virginia Department of Conservation and Recreation, U.S. Department of Agriculture, U.S. Department of the Navy, and private land trusts.
- Manage grant awards.
- Prepare annual summary of PDR Program activity.
- Monitor Virginia General Assembly activity on PDR funding, attend meetings, and provide input when appropriate.
- Monitor conservation easement stewardship funding program through DCR.

Conservation Easement Service District Fund

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$112,657	\$127,080	\$135,586	\$138,047
Operating	\$1,015,586	\$755,108	\$772,380	\$621,679
Capital	\$0	\$0	\$25,000	\$0
Total	\$1,128,243	\$882,188	\$932,966	\$759,726
Revenue	\$361,240	\$432,175	\$265,000	\$105,000
Net Local Revenue	\$641,396	\$646,666	\$642,264	\$654,726
Net Change in Fund Balance	(\$125,607)	\$196,653	(\$25,702)	\$0
Full-time Equivalents	2.00	2.00	2.00	2.00

BUDGET ANALYSIS:

The FY 2018 Adopted Budget for the Conservation Easement Service District Fund includes personnel expenditure increases due to rising benefit costs and a mid-FY 2017 two-percent cost-of-living adjustment for permanent staff. In addition, the budget includes an adjustment in Conservation Easement’s state funding allocation for the Purchase of Development Rights (PDR) Program, due to State grant budget reductions. The special real estate tax levy is anticipated, with no change in rate, to generate \$654,726.

PROGRAM 1: *Purchase of Development Rights (PDR) Program*

The County’s Purchase of Development Rights Program (PDR) is a voluntary program for farm owners who wish to protect their farmland from non-agricultural uses through the purchase of perpetual conservation easements. The Agricultural Development Department administers this program for the County.

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
PDR applications distributed and received	18	18	18	18
PDR applications approved	4	5	10	6
Landowners and advisors assisted with PDR and land conservation	22	24	25	25

OBJECTIVE:

- Promote the PDR Program and conservation easements through educational efforts.

Conservation Easement Service District Fund

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Landowners provided with PDR/easement info	20	20	22	22
Workshops offered for landowners	1	1	1	1
Landowner/advisors provided with PDR/easement info	22	24	25	25
Value of PDR purchases	\$1,000,000	\$1,000,000	\$1,500,000	\$1,000,000
Acres protected in PDR and donated easements (cumulative)	15,800	16,500	17,800	18,800
Conservation Easements monitored	95	105	115	122

County Asset Replacement Fund

BACKGROUND:

The County Asset Replacement Fund was established by the Board of Supervisors to create a fund for the ongoing replacement needs of the County's existing capital equipment and major systems. The County maintains separate asset replacement funds for the General Government and the School Division. These funds provide for the financing of major maintenance and systems replacement, renovations and major asset replacements, principally through the accumulation of cash funding and other resources.

Asset replacement submissions for the five-year planning period, covering FY 2018 through FY 2022, totaled \$14,448,819 of which \$1,465,225 was requested for FY 2018. The requested projects were reviewed based on priority, need, available funding, and whether or not new requests complied with the two-year budget process requirements for adjustments. The adopted Asset Replacement Program totals \$10,127,484 over the five-year planning period.

The FY 2018 Adopted County Asset Replacement Fund budget totals \$1,359,000, to be funded by a transfer of \$1,329,000 from the General Fund and \$30,000 in an annual anticipated revenue from a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities.

Fiscal Year 2018 Adopted County Asset Replacement Plan

<u>Department/Project</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Local Revenue</u>
Convenience Sites/Machinery & Equipment	\$ 78,000	\$ -	\$ 78,000
General Services/Major Systems Replacement	360,000	-	360,000
General Services/Courthouse Maintenance	30,000	30,000	-
Information Technology/Technology Review Board	200,000	-	200,000
Info Technology/Server & Switch Replacement	150,000	-	150,000
Parks & Recreation/Small Projects Fund	100,000	-	100,000
<u>Sheriff's Office/Vehicle Replacement</u>	<u>441,000</u>	<u>-</u>	<u>441,000</u>
County Asset Replacement Fund Total:	<u>\$ 1,359,000</u>	<u>\$ 30,000</u>	<u>\$ 1,329,000</u>

County Asset Replacement Fund

FY2018-2022 County Asset Replacement Fund Adopted Budget

Department/Project	FY2018	FY2019	FY2020	FY2021	FY2022	FY 2018-22 Total
<u>Environmental Services - Convenience Sites</u>						
Site Vehicle	\$ -	\$ -	\$ -	\$ -	\$ 28,650	\$ 28,650
Roll Off Trucks	-	185,000	-	-	-	185,000
Recycling Packers	38,000	-	-	-	32,000	70,000
Waste Containers	20,000	20,000	20,000	20,000	20,000	100,000
C&D Waste Containers	20,000	20,000	20,000	20,000	20,000	100,000
<u>General Services</u>						
County Vehicle Replacement	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
Major Equipment Replacement	-	125,000	125,000	125,000	125,000	500,000
Major Systems Replacement	360,000	361,000	270,000	230,000	180,000	1,401,000
Courthouse Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
<u>Information Technology</u>						
Technology Review Board	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Server and Switch Replacement	150,000	175,000	125,000	160,000	130,000	740,000
Call Manager	-	-	185,000	-	-	185,000
<u>Parks & Recreation</u>						
Small Projects Fund	\$ 100,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 950,000
<u>Sheriff's Office</u>						
Vehicle Replacement	\$ 441,000	\$ 441,000	\$ 441,000	\$ 441,000	\$ 441,000	\$ 2,205,000
In Car Camera Replacement	-	50,000	50,000	60,000	60,000	220,000
DIMS System Replacement - Photo Evidence System	-	-	-	-	60,000	60,000
Call Recording System refresh - CAD Server Replacement	-	-	121,908	-	-	121,908
911 CPE Refresh/Replacement	-	330,926	-	-	-	330,926
<u>DFREM/VFRA</u>						
SCBA Replacement	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
AED's Replacement	-	-	60,000	60,000	60,000	180,000
Total	\$ 1,359,000	\$ 2,587,926	\$ 2,247,908	\$ 1,946,000	\$ 1,986,650	\$ 10,127,484
<i>Offsetting Revenue</i>	<u>30,000</u>	<u>360,926</u>	<u>151,908</u>	<u>30,000</u>	<u>30,000</u>	<u>602,834</u>
Net Local Revenue	<u>\$ 1,329,000</u>	<u>\$ 2,227,000</u>	<u>\$ 2,096,000</u>	<u>\$ 1,916,000</u>	<u>\$ 1,956,650</u>	<u>\$ 9,524,650</u>

Debt Service Fund

BACKGROUND:

The Debt Service Fund was established by the Board of Supervisors as the repository of funding for principal and interest costs on outstanding debt. The County has no statutory limit, or “legal debt margin,” on the amount of debt it can issue. The Board of Supervisors has, however, adopted financial policies that limit the amount of annual debt service payments, for tax supported debt, to no more than 10% of appropriated County revenue. This fiscal policy serves as a guide for the level of debt funded projects in the Capital Improvement Program. Debt is considered tax supported if general tax revenues are used or if the County has made a pledge of annual appropriation to repay the debt. This debt includes general obligation debt, Virginia Public School Authority (VPSA) or Virginia Resource Authority (VRA) Bonds, and capital or master lease agreements.

The County is a highly rated issuer of debt securities. The County’s long-term general obligation bonds carry a rating of “AAA” from Fitch Group, “AA+” from Standard and Poor’s Financial Services, and “AA1” from Moody’s Investor Service. These ratings reflect the County’s strong economy, budgetary flexibility, financial management, low debt ratios, and favorable location in Northern Virginia.

The FY 2018 adopted debt service expenditures are shown in the following table. Expenditures consist of the actual amount of principal and interest payments due on debt issued in prior years, the projected amount of principal and interest payments due in FY 2018, and certain service costs incurred on debt. The FY 2018 anticipated debt service payments are estimated to represent 6.9% of anticipated revenue.

<u>Division/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<u>County Government</u>			
Capital Leases	\$ 455,914	\$ 64,669	\$ 520,583
Certificate of Participation	440,000	239,694	679,694
<u>VRA Bond</u>	<u>709,075</u>	<u>532,747</u>	<u>1,241,822</u>
Sub-total County Government	\$ 1,604,989	\$ 837,110	\$ 2,442,099
<u>School Division</u>			
VA Public School Authority Bonds	\$ 5,020,000	\$ 2,469,615	\$ 7,489,615
General Obligation Bonds	2,314,000	655,800	2,969,800
Master/Capital Lease	166,898	15,125	182,023
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>8,300</u>
Sub-total School Division	\$ 7,500,898	\$ 3,140,540	\$ 10,649,738
Total Debt Service Fund:	<u>\$ 9,105,887</u>	<u>\$ 3,977,650</u>	<u>\$ 13,091,837</u>

Debt Service Fund

Debt Service in Other Funds

In addition to the Debt Service Fund, certain projects related to the Volunteer Fire and Rescue Association and Environmental Services – Landfill operations are debt financed, with the debt service payment budgeted and funding allocated from their respective funds. Volunteer Fire and Rescue Association station projects are financed by the companies, with the debt service payment supported by the Fire and Rescue Levy. The landfill debt service payments are currently supported by the Landfill Enterprise Fund and/or transfers from the General Fund and have no impact on the County's debt ratio.

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Fire & Rescue Levy Fund			
Fire Station Renovations	\$ 264,040	\$ 867,818	\$ 1,131,858
Total Vol. Fire & Rescue Levy Fund:	\$ 264,040	\$ 867,818	\$ 1,131,858
Landfill Enterprise Fund			
Cell I Expansion/Transfer Station	\$ 230,000	\$ 366,263	\$ 596,263
Total Landfill Enterprise Fund	\$ 230,000	\$ 366,263	\$ 596,263
Total Projected Debt Service:	\$ 494,040	\$ 1,234,081	\$ 1,728,121

FY 2018-2022 Adopted Capital Improvement Program

As part of the budget process, the Board of Supervisors approved a five-year capital improvement program that would require \$99.5 million in additional debt issuance through FY 2022. The adopted CIP includes funding for the School Division, Parks, Recreation, and Library facilities, public safety facilities and systems, environmental services, utilities, and airport projects.

<u>Description</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>
<u>Projected Debt</u>						
Outstanding Debt	\$109,438,522	\$104,147,669	\$128,755,911	\$148,437,468	\$136,275,968	\$124,525,343
Additional Debt	<u>7,920,000</u>	<u>41,187,125</u>	<u>39,741,341</u>	<u>4,250,000</u>	<u>3,225,000</u>	<u>3,175,000</u>
Total Projected Debt	\$117,358,522	\$145,334,794	\$168,497,252	\$152,687,468	\$139,500,968	\$127,700,343
<u>Projected Debt Service</u>						
County	\$12,889,701	\$11,973,903	\$15,040,730	\$17,619,185	\$17,597,610	\$16,928,607
Volunteer Fire and Rescue	<u>937,458</u>	<u>1,131,858</u>	<u>1,237,428</u>	<u>1,232,568</u>	<u>1,227,708</u>	<u>1,222,848</u>
Total Projected Debt Service	\$13,827,159	\$13,105,761	\$16,278,158	\$18,851,753	\$18,825,318	\$18,151,455
<u>Revenue Estimate</u>						
General Fund	\$176,217,271	\$181,889,743	\$191,935,675	\$198,431,447	\$202,580,649	\$208,658,069
Other Funds	<u>6,788,174</u>	<u>7,468,149</u>	<u>7,580,171</u>	<u>7,693,874</u>	<u>7,809,282</u>	<u>7,926,421</u>
Total Revenue Estimate	\$183,005,445	\$189,357,892	\$199,515,846	\$206,125,321	\$210,389,931	\$216,584,490
Rev % Chg. from Prev. Year		3.5%	5.4%	3.3%	2.1%	2.9%
Debt Svc % of Proj. Revenue		6.9%	8.2%	9.1%	8.9%	8.4%

Debt Service Fund

Bonded Debt Authorization and Issuance Policies

The Constitution of Virginia and the Virginia Public Finance Act provide the authority for a County to issue general obligation debt secured solely by the pledge of its full faith and credit, as well as debt secured by the fee revenues generated by the system for which the bonds are issued and, if necessary, by general obligation tax revenues. The County is also authorized to issue debt secured solely by the revenues of the system for which the bonds are issued. There is no limitation imposed by state law or local ordinance on the amount of general obligation debt which a County may issue; however with certain exceptions, debt which either directly or indirectly is secured by the general obligation of a County must be approved at public referendum prior to issuance. Debt secured solely by the revenues generated by the system for which the bonds were issued may be issued in any amount without a public referendum.

Debt Service Fund

FY 2018 Projected Debt Service Fund Statement

<u>Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Revenue:			
Transfer from General Fund		\$	12,572,750
VPSA Credit			125,112
QSCB Tax Credit			393,975
<u>Prior Years' Fund Balance</u>			-
Total Revenues:		\$	<u>13,091,837</u>

Expenditures:	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
County Government			
New Baltimore Sewer Project	\$ 205,000	\$ 38,447	\$ 243,447
Vint Hill Sewer Expansion	235,000	201,247	436,247
Ambulance Lease	108,383	10,187	118,570
Public Safety Radio	347,531	54,482	402,013
Catlett-Calverton Sewer	350,000	273,000	623,000
<u>Central Sports Complex</u>	<u>359,075</u>	<u>259,747</u>	<u>618,822</u>
Subtotal County Government:	\$ 1,604,989	\$ 837,110	\$ 2,442,099

School Division

1997B Cedar Lee MS VPSA	\$ 175,000	\$ 4,572	\$ 179,572
1999A Brumfield ES VPSA	175,000	26,688	201,688
2000A Marshall MS VPSA	225,000	40,163	265,163
2001C Auburn MS VPSA	320,000	67,040	387,040
2003A Auburn/Thompson VPSA	580,000	190,095	770,095
2004A Liberty HS HVAC VPSA	185,000	64,519	249,519
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	242,075	817,075
2007A Kettle Run/Greenville VPSA	1,705,000	898,965	2,603,965
2011 Fauquier HS VPSA QSCB	600,000	425,000	1,025,000
2012 Kettle Run GO Bond	2,240,000	432,750	2,672,750
2012 Fauquier HS VPSA	365,000	384,789	749,789
2013 Fauquier HS VPSA	115,000	125,709	240,709
2015 Kettle Run Bank Loan	74,000	223,050	297,050
School Bus Lease Purchase	166,898	15,125	182,023
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>8,300</u>
Subtotal School Division:	<u>7,500,898</u>	<u>3,140,540</u>	<u>10,649,738</u>
Total Expenditures:	<u>\$ 9,105,887</u>	<u>\$ 3,977,650</u>	<u>\$ 13,091,837</u>

Fire and Rescue Levy Fund

ORGANIZATIONAL PURPOSE:

Fire and Rescue Services in Fauquier County are divided into two groups, the County's Department of Fire, Rescue, & Emergency Management (DFREM) and the Volunteer Fire & Rescue Association (VFRA). The Volunteer Fire and Rescue Association consists of 11 individual fire and/or rescue companies governed by VFRA's constitution and bylaws. VFRA expenses are funded by a special County-wide real estate tax levy.

Pursuant to Article III Section 9-11 of the Fauquier County Code, "The Fauquier County Volunteer Fire and Rescue Association is recognized as the coordinating organization of the individually authorized volunteer fire and rescue companies. Requests for funding, benefits and any other support provided by the County shall come through the Association and not individual companies."

GOALS:

- Represent the eleven member companies in accordance with the Fauquier County Code and the Association's bylaws.
- Strengthen recruitment and retention efforts for qualified volunteer personnel to provide appropriate emergency response.
- Provide appropriate personal living quarters in all fire/rescue stations to improve response times as well as recruitment and retention.

KEY PROJECTS FOR FY 2018:

- Continue a capital improvement program to build new fire/rescue stations and renovate others.
- Continue implementation of a new web-based Fire and EMS Incident reporting system.

Fire and Rescue Levy Fund

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$112,046	\$38,799	\$107,113	\$110,472
Operating	\$3,255,210	\$3,309,540	\$4,187,432	\$3,846,802
Capital	\$264	\$0	\$30,000	\$0
Transfers ¹	\$1,232,917	\$1,567,115	\$2,882,781	\$2,751,149
Total	\$4,600,437	\$4,915,454	\$7,207,326	\$6,708,423
Revenue	\$419,986	\$306,846	\$268,764	\$283,802
Net Local Revenue	\$4,757,920	\$5,525,621	\$6,234,147	\$6,334,621
Change in Net Position	\$577,469	\$917,013	(\$704,415)	(\$90,000)
Full-time Equivalents	0.00	0.00	0.00	0.00

¹Transfers consist of allocations for debt service expenses and to the General Fund to support training and safety activities, and the full year of funding for 10 Fire & Rescue Technician II positions within the Department of Fire, Rescue & Emergency Management (DFREM), as approved in the FY 2017 Adopted Budget.

BUDGET ANALYSIS:

The Fire and Rescue Levy is a special real estate tax levy. The levy is anticipated to yield \$6,334,621 in FY 2018. The tax increase in Tax Year 2016/FY 2017 Adopted Budget supports the full year of costs for the ten career Fire and Rescue Technicians hired in mid-FY 2017, requiring no additional increase in Tax Year 2017. Operating expenditure adjustments include a reduction based on one-time costs budgeted in FY 2017.

PROGRAM 1: Volunteer Fire & Rescue Association

The Volunteer Fire & Rescue Association (VFRA) receives funding from a special real estate tax levy. This levy provides funding for the association as a whole, for shared equipment and services, and for each of the eleven volunteer fire and/or rescue companies in the County. This levy provides funds for capital equipment purchases, infrastructure improvements, and operating expenses, as well as insurance (vehicle, property, casualty, accident and disability) and maintenance contracts which benefit all member companies. The annual funding methodology for each of the member companies was established in FY 2003 by the VFRA based on a formula utilizing activity levels within each response district. In CY 2015, the total number of Fire and EMS incidents were 11,919.

The VFRA has established committees to oversee its operations and administer programs offered to volunteers:

- **EMS Committee:** Advanced Life Support (ALS) training and education funds are disbursed through this committee, providing funding for volunteers to train for the National Registry certifications for EMS as adopted by the State. This committee also:
 - Acquires narcotics control boxes and medication bags for the fleet of ambulances and response units.

Fire and Rescue Levy Fund

- Stipulates service needs of contract with regional Rappahannock EMS (REMS) Council.
 - Represents the VFRA on the REMS Council.
 - Provides oversight of Advanced Life Support programs and Standard Operating Procedures.
 - Develops policies/procedures, working with the Virginia Office of Emergency Medical Services.
- **Technical Support/Special Operations Committee:** This committee oversees hazardous materials response functions, including training at basic, operations, and technician levels, required for participation as an EMT/Firefighter, defensive tactical operations, and offensive operations, respectively. Each of these levels of training requires specific curriculum based on Federal laws. The Special Ops Committee manages swift-water, dive rescue, and boat operations, the all-terrain vehicles stationed at The Plains, Remington, and Warrenton Companies, and ropes and trench operations.
 - **Public Education Committee:** This committee maintains the trailer, including equipment and supplies, necessary to operate the Children's Fire Safety House and the new children's safety program. The trailer is available to all fire and rescue companies and interested groups throughout the County. The new program includes coloring books, pencils, and other promotional materials related to fire safety for children.
 - **Training Committee:** This committee oversees and funds all training, except activities related to Advanced Life Support (addressed under EMS Committee, above). All entry level, management level, and special seminar training is reviewed and authorized by this committee. The trailer is used at special events and during Fire Prevention Week, as described in Public Education Committee above. The committee's activities are funded by part-time, temporary instructors.
 - **Technical Equipment/Logistics Committee:** Life safety issues such as maintenance and repair of self-contained breathing apparatus (SCBA), cascade systems, compressors and gas meters are handled by this individual. Required annual Immediate Danger to Life and Death fit testing as well as identification cards for personnel are completed. All activities work to maintain compliance with OSHA, NIOSH and NFPA guidelines. In addition, all fire & rescue radio communication equipment (800 MHz and voice pagers) are serviced and maintained as well as 31 EMS Laptop Computers are serviced & maintained by this individual.
 - **Fire Operations Group (FOG):** This group was created in FY 2010 at the discretion of the volunteer fire and rescue president, career fire and rescue chief, and volunteer fire and rescue chief's group to enhance and establish standard operating procedures and guidelines for the fire and rescue system. Numerous policies and operating manuals have been adopted providing the various fire companies and units the ability to operate in a safe, efficient, and standardized manner. Several training sessions have been created by the FOG and provided to the fire and rescue system.
 - **Battalion Chief / Command Program:** An emergency incident presents a complicated and rapidly changing situation. An effective command organization will assist in the elimination of confusion at the incident and assist in accounting for all personnel operating within areas

Fire and Rescue Levy Fund

that pose immediate danger to life and health (IDLH). The Battalion sub-group was created through the Fauquier Fire Operations Group to establish a County battalion chief program to run 24 hours a day. This group has created and offered incident command training and education to all County fire and rescue system members, The BC group continues to create, provide, and implement training and operating procedures.

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Defibrillators maintained annually	95	95	95	95
Hazmat units, Fire Safety Trailer, vehicles, etc., maintained	3	3	3	3
Awareness Training students (average)	80	80	80	80
Operations Training students	18	18	18	18
Technician Training students (average)	20	20	20	20
Detection / monitoring equipment maintained	30	45	55	55
Firefighter I & II training (students/hours)	51/20,043	51/20,043	51/20,043	51/20,043
EMT Training (students/hours)	72/11,088	72/11,088	72/11,088	72/11,088
Fire Instructor Class students (average)	24	0	0	0
Emergency Vehicle Operator students	62	62	62	62
Pump Operator students	34	34	34	34
Smokehouse education events	1	1	0	0
Community events (fair, etc.)	1	1	2	2
SCBA equipment maintained	263	263	275	275
800 MHz Radio / 400 MHz pager equipment maintained	725	725	800	800

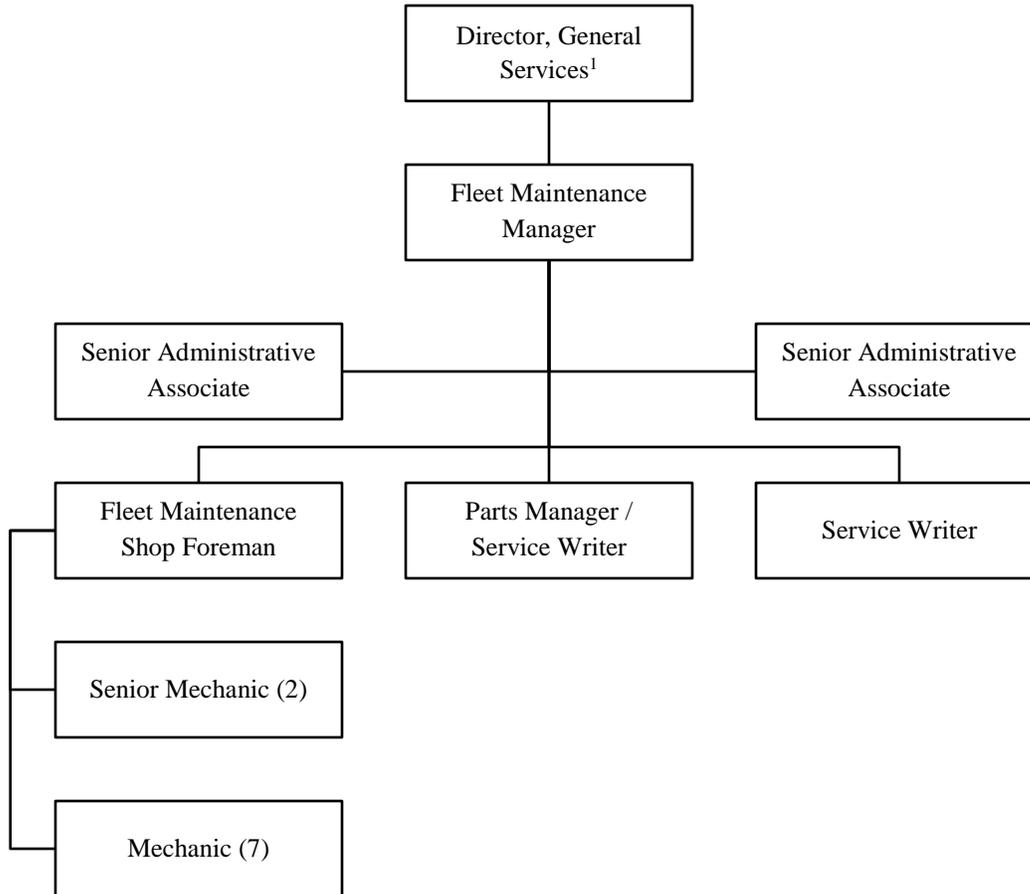
OBJECTIVES:

- Continue Fire & Rescue support for the citizens of Fauquier County.
- Improve retention of volunteer and career personnel by updating VFRA facilities and equipment to meet current standards, providing a safe environment for personnel, and resulting in better service delivery to County residents.

Fleet Maintenance Fund

ORGANIZATIONAL PURPOSE:

Fleet Maintenance delivers cost effective, quality, and timely services to its customers, functioning as an independent, centralized component of the Department of General Services. Fleet Maintenance provides vehicle and equipment maintenance and repair for the County, Public Schools, and other external customers.



¹Position funded in General Services budget.

GOALS:

- Provide efficient and effective vehicle and equipment maintenance and repair services to all customers.
- Meet established service delivery timelines.
- Ensure vehicles and equipment meet established safety standards.
- Minimize re-work required to complete maintenance and repairs.
- Encourage employee growth by establishing a career ladder with pay increases and training program required to achieve Automotive Service Excellence (ASE) certification.
- Continue to monitor and analyze utilization of County's fleet.
- Continue to specify and recommend appropriate vehicles for County's fleet.
- Enforce Fleet Safety Program through Risk Management.

Fleet Maintenance Fund

KEY PROJECTS FOR FY 2018:

- Install an automated vehicle wash.
- Work with the Department of Fire, Rescue, and Emergency Management to develop a standard emergency equipment package for public safety vehicles.
- Set up an “install” shop within Fleet to fit and maintain all public safety vehicle emergency equipment.

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$910,008	\$929,161	\$1,012,658	\$1,049,024
Operating	\$2,729,446	\$2,299,009	\$2,724,981	\$2,682,215
Capital	\$10,347	\$13,206	\$121,500	\$72,500
Total	\$3,649,801	\$3,241,376	\$3,859,139	\$3,803,739
Revenue	\$3,666,050	\$3,285,468	\$3,743,739	\$3,743,739
Net Retained Earnings	\$16,249	(\$44,092)	(\$115,400)	(\$60,000)
Full-time Equivalents	14.00	14.00	15.00	15.00

BUDGET ANALYSIS:

The FY 2018 Adopted Budget for the Fleet Maintenance Fund includes personnel expenditure increases due to rising benefit costs and a mid-FY 2017 two-percent cost-of-living adjustment for permanent staff. In addition, the budgeted use of prior year available funding is allocated to support one-time operating and capital expenditures including major equipment replacement and upgrades.

PROGRAM 1: *Fleet Maintenance Fund*

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
County and School customers	46	46	46	46
External customers	12	15	17	20
Vehicles/small engine repairs	6,031	6,500	6,700	6,800

Fleet Maintenance Fund

OBJECTIVES:

- Provide customers with timely and accurate repairs within established time frames.
- Improve customer service through the implementation of a training schedule and career ladder for mechanics.
- Assist in the development of new vehicle specifications, to ensure sustainability by Fleet Maintenance.
- Develop and implement schedule for non-public safety vehicle replacement subject to availability in the Asset Replacement Fund.

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Meet goals of the Unified Services Agreement	96%	96%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	93%	95%	98%	98%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	50%	75%	90%	100%
Scheduled vehicle downtime for PM <1 day annually	94%	95%	95%	95%
Average age of non-public safety vehicles (years)	10.4	9.5	8.0	6.0

Health Insurance Fund

ORGANIZATIONAL PURPOSE:

The Health Insurance Fund is an internal service fund that accounts for the provision of health insurance benefits for County and School employees. The fund is supported by a combination of payments from the County and School Division operating funds and employees' health insurance premiums.

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$23,253,536	\$26,791,580	\$28,695,300	\$31,008,765
Operating	\$1,894,873	\$1,408,015	\$110,000	\$110,000
Capital	\$0	\$0	\$0	\$0
Total	\$25,148,409	\$28,199,595	\$28,805,300	\$31,118,765
Revenue	\$27,871,904	\$27,871,904	\$28,805,300	\$31,118,765
Change in Net Position	\$2,723,495	(\$327,691)	\$0	\$0

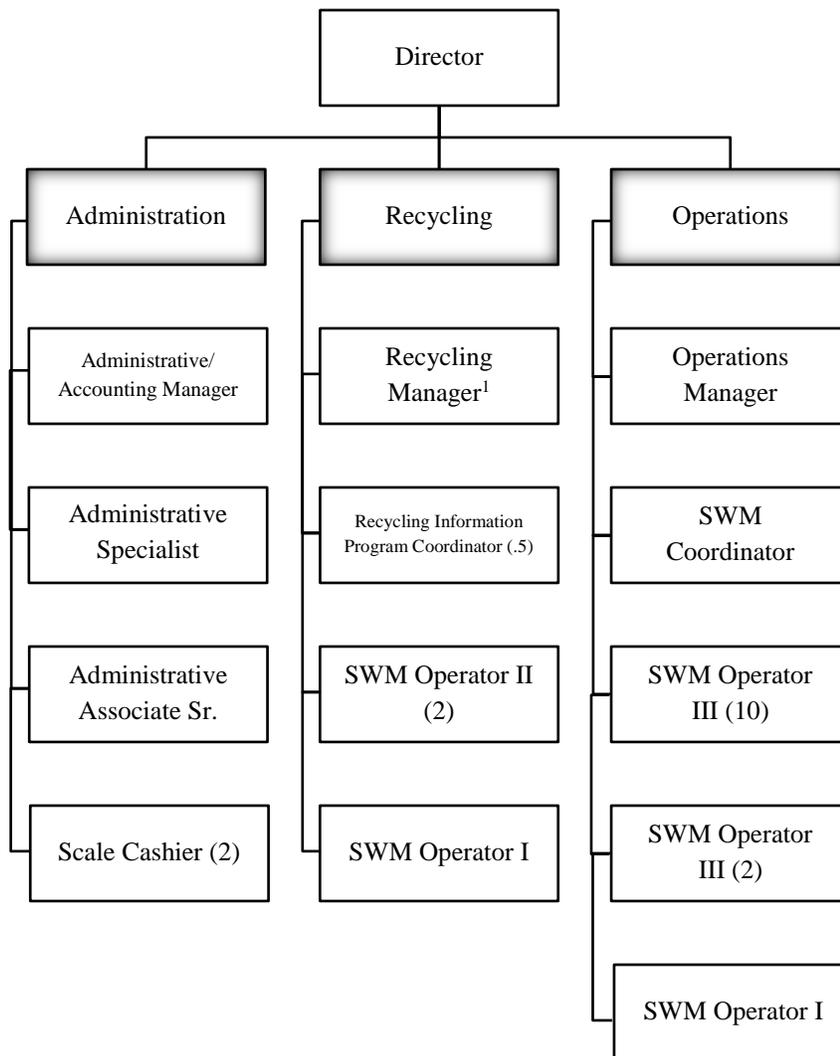
BUDGET ANALYSIS:

The FY 2018 Adopted Budget for Health Insurance Fund includes projected increases to the health insurance (medical and prescription drug services) component of eight-percent based on market guidance of the County's health insurance consultant and the County's historical average annual increased cost. The FY 2018 Adopted Budget also includes a seven-percent contractual increase in dental insurance. In addition, the adopted budget includes an allocation of increased costs in health insurance to employee premiums, which would share the projected increase costs between employer/employee at a ninety/ten percent split. This increase equated to a roughly five percent increase in the cost of monthly premiums for County employees.

Landfill Enterprise Fund

ORGANIZATIONAL PURPOSE:

The Department of Environmental Services strives to maintain high customer service levels through cost-effective programs that comply with regulatory requirements and the waste management hierarchy: planning, education, source reduction, reuse, recycling, methane-to-electricity, and waste disposal. The Landfill Fund provides a mechanism for the financial management of the County's transfer station/landfill and recycling facilities.



GOALS:

- Maintain a high level of customer service and access to services.
- Maximize waste diversion activities (education, source reduction, reuse, and recycling programs).
- Maintain efficient operations (safety, communications, high compaction rate, waste decomposition, and inspection program to minimize inappropriate waste streams).
- Proactively manage regulatory compliance.
- Strive to be a good neighbor in all operations.

Landfill Enterprise Fund

KEY PROJECTS FOR FY 2018:

- Improve gas and leachate programs to maximize onsite leachate management and maintain regulatory compliance.
- Purchase additional switch-out containers for the collection system.
- Improve hauling and staffing efficiency, as well as safety by not dumping/hauling in reduced lighting conditions.
- Landfill 149 planning.

BUDGET SUMMARY:

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Costs:				
Personnel	\$1,401,175	\$1,499,820	\$1,610,488	\$1,833,654
Operating	\$2,841,683	\$4,155,438	\$4,010,014	\$4,012,967
Capital	\$1,747,621	\$1,275,402	\$0	\$0
Total	\$5,990,479	\$6,930,660	\$5,620,502	\$5,846,621
Revenue	\$3,667,912	\$3,381,274	\$5,169,999	\$5,180,273
Net Local Revenue	\$678,279	\$479,214	\$450,503	\$666,348
Change in Net Position	(\$1,644,288)	(\$3,070,172)	\$0	\$0
Full-time Equivalents	22.50	25.50	25.50	25.50

BUDGET ANALYSIS:

The FY 2018 Adopted Budget for the Landfill Enterprise Fund includes personnel expenditure increases due to rising benefit costs and a mid-FY 2017 two-percent cost-of-living adjustment for permanent staff. In addition, operating expenditures have been adjusted based on projected increases in contractual costs and debt service payments. Revenue adjustments include approved increases in e-waste disposal fees, to offset increased cost of disposal.

PROGRAM 1: *Transfer Station/Landfill Operations*

The transfer station/landfill operating budget includes landfill operations, gas and leachate management, environmental monitoring, storm-water management, maintenance & repair, and numerous other services. With Transfer operations, Municipal Solid Waste (MSW) Landfill Permit #575 has approximately 30 years of permitted space remaining based on projected waste deliveries and recycling.

Landfill Enterprise Fund

SERVICE VOLUME ¹	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Transferred, Landfilled, and Recycled	64,968	66,612	69,311	71,000
MSW Transferred	N/A	44,962	45,171	45,400
Construction & Debris Landfilled (Residuals)	7,909	5,594	6,350	6,750
Recycled	17,011	15,756	17,490	18,550
Public Presentations (Youth & Adult)	108	94	90	90
Cubic Yards of Landfill Space Used	79,928	9,824	11,083	11,750

¹Unless otherwise noted, service volumes are reported in tons.

OBJECTIVE:

- Increase waste that is recycled and decrease the waste stream going to the Transfer Station/Landfill.

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Reduce MSW Transfer/Landfill Tons to Total MSW	84.4%	86.4 %	85.1%	84.5%
Increase MSW Recycled Tons to Total MSW	15.6%	13.6%	14.9%	15.5%

PROGRAM 2: *Recycling Program*

Textiles, shoes, belts, plastics, and paper materials are sorted and baled through the recycling processing operation. Recycling and re-use is beneficial ecologically and diverts waste from the transfer station thus shipping less tonnage and reducing waste from going into a landfill.

SERVICE VOLUME ¹	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Textiles Processed & Recycled	91	85	95	95
Truck Loads – Textiles	5	5	5	5
Plastics Processed & Recycled	328	206	225	250
Truck Loads – Plastics	23	15	16	18
Cardboard Processed & Recycled	596	468	400	500
Truck Loads – Cardboard	29	23	18	22
Mixed Paper Processed & Recycled	746	791	770	800
Truck Loads – Mixed Paper	37	41	36	38

¹Unless otherwise noted, service volumes are reported in tons.

Landfill Enterprise Fund

OBJECTIVES:

- Improve production efficiency by increasing tonnage of textiles and plastics recycled. Production efficiency is measured by the amount of recycled material per operating hours and truck load.
- Increase recycling rate.

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
Pounds Processed/Total Operating Hours (per week):	28 hours	28 hours	28 hours	28 hours
• Textiles	129	120	128	135
• Plastics	466	293	320	355
• Cardboard	846	665	568	710
• Mixed Paper	1,060	1,124	1,094	1,136
Maximize Loads:				
• Textiles	37,000	37,500	37,800	38,000
• Plastics	28,553	27,480	28,125	27,778
• Cardboard	41,074	40,733	45,000	46,000
• Mixed Paper	40,326	38,798	42,200	42,600
Annual County Recycling Rate (DEQ) by Calendar Year	43%	40%	42%	43%

PROGRAM 3: *Construction & Debris (C&D) Recycling Program*

The C&D Recycling Program diverts construction waste from going directly to the landfill or transfer station enabling the recycling of materials that are problematic for landfills such as drywall. Waste diversion by recycling and re-use extends the landfill life and reduces the amount of waste processed and hauled in the transfer operation.

SERVICE VOLUME	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Projected
Incoming C&D Tons Processed	15,297	12,766	12,700	13,500
Reuse/Recycled C&D Tons	7,388	4,727	6,350	6,750
Total Incoming Inert Material	2,805	3,020	3,250	3,500

Landfill Enterprise Fund

OBJECTIVE:

- Maximize the recycling rate to divert materials from being landfilled.

OUTCOME MEASURES	FY 2015 Actual	FY 2016 Actual	FY 2017 Goal	FY 2018 Goal
C&D Recycled Tons to Total Incoming Mixed C&D Tons	48%	37%	50%	50%
C&D Recycled Tons to Total Incoming C&D Tons (Mixed + Inert)	56%	49%	60%	60%

