

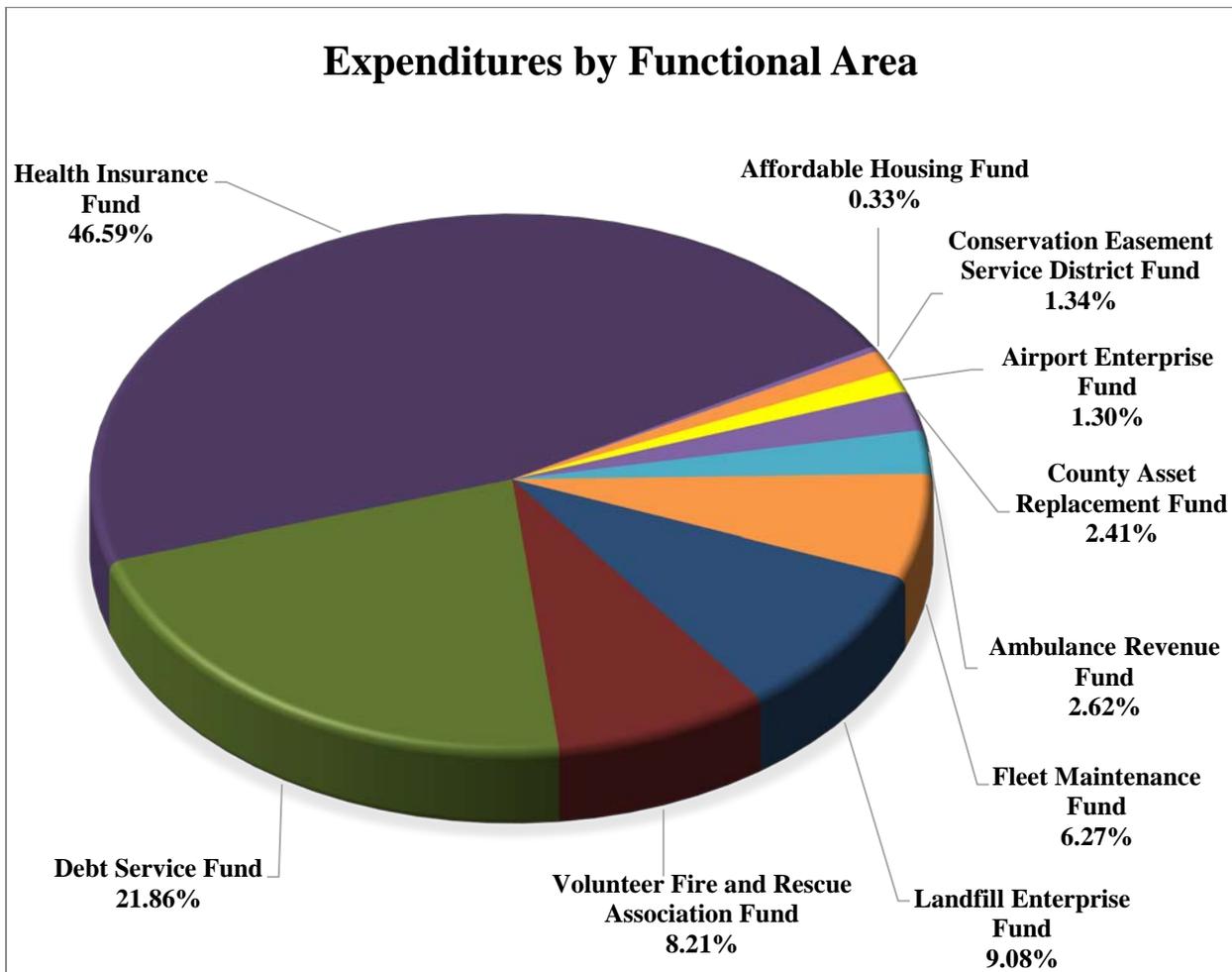
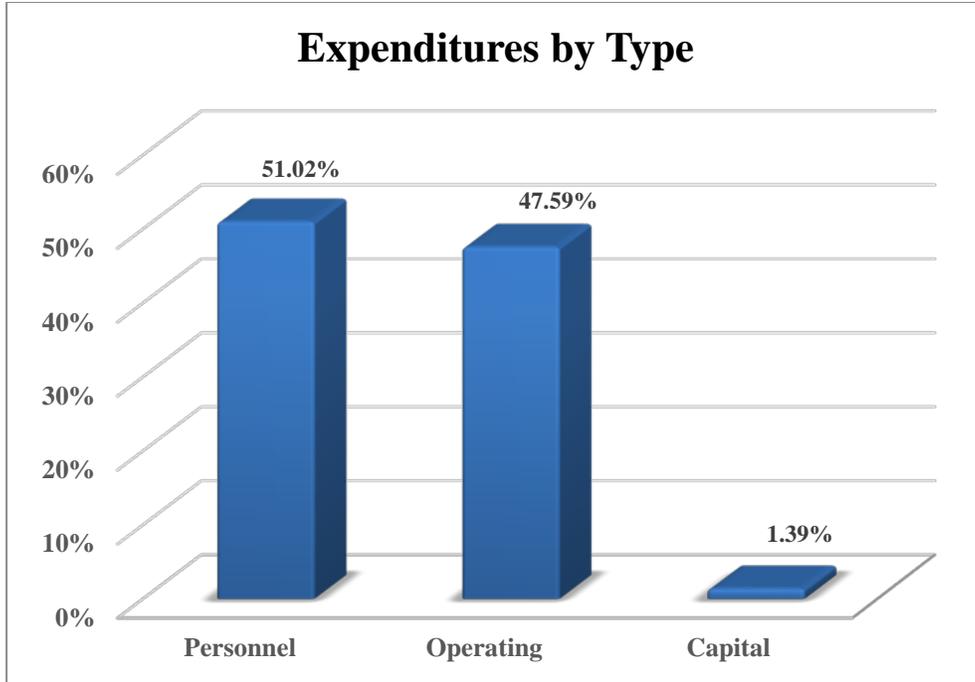
Other Funds

Affordable Housing Fund	\$	201,632
Airport Enterprise Fund		798,992
Ambulance Revenue Fund		1,611,964
Conservation Easement Service District Fund		826,222
County Asset Replacement Fund		1,481,416
Debt Service Fund		13,453,729
Fleet Maintenance Fund		3,859,054
Health Insurance Fund		28,677,607
Landfill Enterprise Fund		5,588,287
<u>Volunteer Fire and Rescue Association Fund</u>		<u>5,055,317</u>
Total	\$	61,554,220



**Warrenton-Fauquier Airport
Midland, Virginia**

Other Funds



Affordable Housing Fund

ORGANIZATIONAL PURPOSE:

The Affordable Housing Fund was established by the Board of Supervisors in FY 2008 to facilitate the development of policies and programs that increase opportunities for workforce housing.

GOALS:

- Provide limited financial support to local non-profit agencies benefitting low to moderate income families requiring housing assistance.
- Review land use and zoning policies to encourage a variety of housing types.

KEY PROJECTS FOR FY 2016:

- Continued support of local non-profit agencies that provide housing assistance.

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$763	\$1,304	\$0	\$0
Operating ¹	\$621,251	\$218,002	\$201,632	\$201,632
Capital	\$0	\$0	\$0	\$0
Total	\$622,014	\$219,306	\$201,632	\$201,632
Revenue	\$56,464	\$0	\$0	\$0
Net Local Revenue	\$208,632	\$221,632	\$201,632	\$201,632
Net Change in Fund Balance	(\$356,918)	\$2,326	\$0	\$0

¹FY 2013 actual operating costs and use of fund balance include NSP grant related funding, which ended in FY 2013.

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Affordable Housing Fund includes no additional budgetary adjustments.

PROGRAM 1: Contributions to Non-Profit Organizations

Provide limited financial support to local non-profit agencies benefitting low and moderate income families requiring housing assistance.

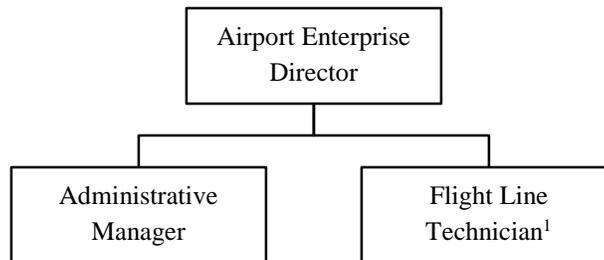
AGENCY	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Community Touch ¹	\$17,000	\$30,000	\$30,000	\$30,000
Fauquier Housing Corporation	\$55,300	\$55,300	\$55,300	\$55,300
Fauquier Family Shelter Services	\$100,132	\$100,132	\$100,132	\$100,132
Fauquier Habitat for Humanity	\$16,200	\$16,200	\$16,200	\$16,200

¹Contribution increase relate to a shift in the State's transitional housing funding model that impacted the organization's ability to provide services to low and moderate income families.

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.



¹Position added in mid FY 2015, subsequent to the adoption of the FY 2016 budget.

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 2016:

- Complete Environmental Assessment.
- Construct T-Hangar Drainage Phase I.
- Conduct T-Hangar Maintenance Repairs.
- Conduct Runway and Taxiway Marking.

Airport Enterprise Fund

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$264,346	\$259,112	\$233,886	\$234,308
Operating	\$885,015	\$538,013	\$565,106	\$564,684
Capital ¹	\$1,301,481	\$1,197,916	\$0	\$0
Total	\$2,450,842	\$1,995,041	\$798,992	\$798,992
Revenue	\$1,199,616	\$820,565	\$782,992	\$782,992
Net Local Revenue	\$18,483	\$134,178	\$16,000	\$16,000
Net Change in Fund Balance	(\$1,232,743)	(\$1,040,298)	\$0	\$0
Full-time Equivalents	2.00	2.00	2.00	3.00

¹Capital expenditures for FY 2013 and FY 2014 also include annual depreciation expense.

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Airport Enterprise Fund includes personnel expenditure increases due to rising benefit costs. In addition, subsequent to the budget adoption, the Board of Supervisors approved the establishment of one full-time Flight Line Technician in mid-FY 2015, offset by a reduction in temporary personnel.

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 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Based aircraft	156	180	185	190
Based turbine powered aircraft	2	3	3	3
Percentage of corporate-owned aircraft	10%	10%	10%	15%

OBJECTIVE:

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

Airport Enterprise Fund

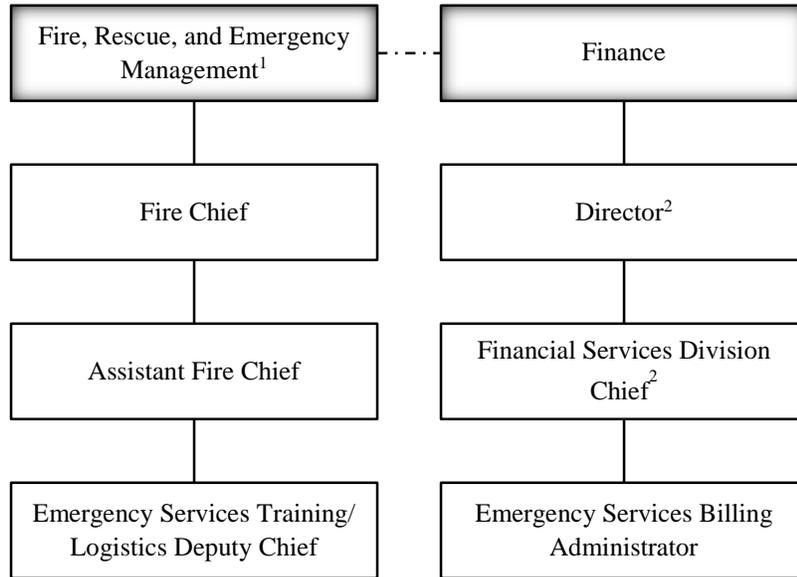
OUTCOME MEASURES	FY 2013 Actual	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Aviation businesses at the airport	6	6	7	7
Aircraft maintenance providers	3	3	4	4
Flight school providers	1	1	5	5
Hangar maintenance providers	2	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons)	60,603	60,883	61,000	61,000
Fuel Sales – Jet A (gallons)	21,408	16,139	19,000	19,000
Transient aircraft traffic increased ¹	N/A	5%	5%	5%

¹New measure in FY 2014.

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.



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

² Positions 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 2016:

- Analyze revenue recovery benchmarks and make necessary adjustments to meet desired goals.
- Monitor recovery rates and recommend necessary adjustments to meet program goals.

Ambulance Revenue Fund

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$62,231	\$58,864	\$65,073	\$85,756
Operating	\$1,375,614	\$1,470,808	\$1,546,773	\$1,526,208
Capital	\$0	\$0	\$0	\$0
Total	\$1,437,845	\$1,529,672	\$1,611,846	\$1,611,964
Revenue	\$1,417,350	\$1,282,976	\$1,450,000	\$1,401,808
Net Local Revenue	\$1,198	\$631	\$0	\$0
Net Change in Fund Balance	(\$19,297)	(\$246,065)	(\$161,846)	(\$210,156)
Full-time Equivalents	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2016 Adopted Budget of the Ambulance Revenue Fund includes personnel expenditure increases due to rising benefit costs. In addition, operating expenditures reflect an adjustment in the funding allocation to the General Fund related to the cost of the three 24-hour career staffed units, budgeted in the Department of Fire, Rescue, and Emergency Management, based on a lower projected ambulance billing revenue, given prior year collections, current trends, 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 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
EMS Transports	4,138	4,031	4,181	4,181
Average Miles/Transport	8.42	7.99	8.14	8.14
ALS/BLS Transports	86%/14%	80%/20%	80%/20%	80%/20%

Ambulance Revenue Fund

OBJECTIVE:

- Maintain stable collections.

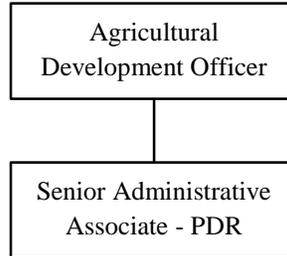
OUTCOME MEASURES	FY 2013 Actual	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Collection rate of allowable amount ¹	63.2%	62.83%	60%	60%

¹Collections are based on amount of fee allowable by Medicare, Medicaid, and Commercial Insurance, and excludes amounts unbilled for self-pay 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 2016:

- 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 (DCR), U.S. Department of Agriculture (USDA), U.S. Department of the Navy, and private land trusts.
- Prepare and submit grant applications for PDR funding.
- Manage grant awards.
- Prepare annual summary of PDR Program activity.
- Monitor Virginia General Assembly activity on PDR funding, attend meetings, and provide information when appropriate.

Conservation Easement Service District Fund

- Monitor conservation easement stewardship funding program through DCR.
- Coordinate and manage Weldon Cooper Center Cost of Community Services Study.

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$117,904	\$120,878	\$134,533	\$134,885
Operating	\$720,891	\$363,381	\$682,950	\$691,337
Capital	\$0	\$0	\$0	\$0
Total	\$838,795	\$484,259	\$817,483	\$826,222
Revenue	\$514,986	\$43,970	\$190,000	\$190,000
Net Local Revenue	\$619,085	\$630,288	\$627,483	\$636,222
Net Change in Fund Balance	\$295,276	\$189,999	\$0	\$0
Full-time Equivalents¹	2.00	2.00	2.00	2.00

¹Funding for one position is shared by Agricultural Development (33%) and the Conservation Easement Service District Fund (67%).

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Conservation Service District Fund includes personnel expenditure increases due to rising benefit costs. The special real estate tax levy is anticipated, with no change in rate, to generate \$636,222 in FY 2016.

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 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
PDR applications distributed and received	18	18	18	18
PDR applications approved	2	3	5	5
Landowners and advisors assisted with PDR and land conservation	20	20	22	22

Conservation Easement Service District Fund

OBJECTIVE:

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

OUTCOME MEASURES	FY 2013 Actual	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Landowners provided with PDR/easement info	18	20	20	20
Workshops offered for landowners	1	1	1	1
Landowner advisors provided with PDR/ easement info	20	20	22	22
Value of PDR purchases	\$900,000	\$975,000	\$1,000,000	\$1,000,000
Acres protected in PDR and donated easements (cumulative)	13,400	14,350	15,500	16,500

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 direct cash funding, accumulation of cash funding for future replacement, and other resources such as grants.

Asset replacement submissions for the five-year planning period, covering FY 2016 through FY 2020, totaled \$9,392,171 of which \$1,481,416 was requested for FY 2016. The requested projects were reviewed based on priority, need, and available funding. The adopted Asset Replacement Program totals \$8,779,369 over the five-year planning period.

The FY 2016 Adopted County Asset Replacement Fund Budget totals \$1,481,416 to be funded by a transfer of \$1,299,000 from the General Fund, \$147,416 in State grant funding, and \$35,000 in an annual anticipated revenue from a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities.

Fiscal Year 2016 Adopted County Asset Replacement Plan

<u>Department/Project</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Local Revenue</u>
Convenience Sites/Machinery & Equipment	\$ 243,000	\$ -	\$ 243,000
General Services/Major Systems Replacement	190,000	-	190,000
General Services/Courthouse Maintenance	35,000	35,000	-
Information Technology/Technology Review Board	200,000	-	200,000
Info Technology/Server & Switch Replacement	125,000	-	125,000
Parks & Recreation/Small Projects Fund	100,000	-	100,000
Sheriff's Office/Vehicle Replacement	441,000	-	441,000
Sheriff's Office/911 CPE Refresh/Replacement	<u>147,416</u>	<u>147,416</u>	-
County Asset Replacement Fund Total:	<u>\$ 1,481,416</u>	<u>\$ 182,416</u>	<u>\$ 1,299,000</u>

County Asset Replacement Fund

Fiscal Year 2016 – 2020 Adopted County Asset Replacement Plan

<u>Department/Project</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2016-20 Total</u>
<u>Environmental Services - Convenience Sites</u>						
Site Vehicle	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ 26,000
Roll Off Trucks	165,000	-	-	-	-	165,000
Recycling Packers	32,000	32,000	32,000	-	-	96,000
Waste Containers	20,000	20,000	20,000	20,000	20,000	100,000
Total Environmental Services - Convenience Sites	\$ 243,000	\$ 52,000	\$ 52,000	\$ 20,000	\$ 20,000	\$ 387,000
<u>General Services</u>						
County Vehicle Replacement	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
Major Systems Replacement	190,000	240,000	300,000	208,000	230,000	1,168,000
Courthouse Maintenance	35,000	35,000	35,000	35,000	35,000	175,000
Total General Services	\$ 225,000	\$ 375,000	\$ 435,000	\$ 343,000	\$ 365,000	\$ 1,743,000
<u>Information Technology</u>						
Technology Review Board	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Server and Switch Replacement	125,000	130,000	150,000	175,000	75,000	655,000
Call Manager	-	-	-	-	75,000	75,000
Total Information Technology	\$ 325,000	\$ 330,000	\$ 350,000	\$ 375,000	\$ 350,000	\$ 1,730,000
<u>Parks & Recreation</u>						
Small Projects Fund	\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 900,000
<u>Sheriff's Office</u>						
Vehicle Replacement	\$ 441,000	\$ 441,000	\$ 441,000	\$ 441,000	\$ 441,000	\$ 2,205,000
Call Recording System refresh - CAD Server Replacement	-	136,027	-	-	-	136,027
911 CPE Refresh/Replacement	147,416	-	-	330,926	-	478,342
Total Sheriff's Office	\$ 588,416	\$ 577,027	\$ 441,000	\$ 771,926	\$ 441,000	\$ 2,819,369
<u>DFREM/VFRA</u>						
SCBA Replacement	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
Total	<u>\$1,481,416</u>	<u>\$1,834,027</u>	<u>\$1,778,000</u>	<u>\$2,009,926</u>	<u>\$1,676,000</u>	<u>\$ 8,779,369</u>

Debt Service Fund

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 Resources Authority (VRA) bonds, certificates of participation, 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 “AA+” from Standard and Poor’s Financial Services, a recently affirmed rating of “AA+” from Fitch Ratings, and “AA1” from Moody’s Investor Service. These ratings reflect the County’s management, low debt ratios, and favorable location in Northern Virginia.

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.

The FY 2016 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 2016, and certain servicer costs incurred on debt. In addition to prior years’ debt service commitments, the FY 2016 adopted budget includes debt service for the following new or additional projects and programs:

<u>FY 2016 – New Debt Service Payments/Arrangements</u>			
<u>Description</u>	<u>Financing Method</u>	<u>Approval Method</u>	<u>Amount</u>
(3) Replacement Ambulances	Capital Lease	FY16 Adopted Budget	\$138,700
(4) Replacement School Buses ¹	Master Lease	FY15 Budget Adjustment	\$80,055
AED Replacement Program	Capital Lease	FY15 Adopted Budget	\$328,326
Central Sports Complex	VA Resources Authority Bond	FY16 Adopted Budget CIP	\$99,426

¹In mid-FY15, the County Board of Supervisors and the School Board agreed to a multi-year school bus replacement program due to delayed replacements during the recession. Information on this agreement can be found in the Board of Supervisors’ January 8, 2015 meeting minutes, on the County website.

The FY 2016 anticipated debt service payments are estimated to represent 8.2% of anticipated revenue, as based on the County current debt management policy.

Debt Service Fund

FY 2016 Debt Service Projections

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Debt Service Fund			
<u>County Government</u>			
Capital Leases	\$ 1,390,059	\$ 81,096	\$ 1,471,155
Certificates of Participation	405,000	280,722	685,722
<u>Virginia Resources Authority Bond</u>	-	99,426	99,426
Sub-total County Government	\$ 1,795,059	\$ 461,244	\$ 2,256,303
<u>School Division</u>			
VA Public School Authority Bonds	\$ 5,140,000	\$ 2,955,321	\$ 8,095,321
General Obligation Bonds	2,175,000	838,750	3,013,750
Master/Capital Lease	71,821	8,774	80,055
<u>Trustee Fees</u>	-	-	8,300
Sub-total School Division	\$ 7,386,281	\$ 3,802,845	\$ 11,197,426
Total Debt Service Fund:	\$ 9,181,340	\$ 4,264,089	\$ 13,453,729

Debt Service in Other Funds

In addition to the Debt Service Fund, certain projects related to the Volunteer Fire and Rescue Association and the Landfill Environmental Services operations are debt financed with the debt service payment allocations budgeted within their respective funds. Volunteer Fire and Rescue Association station projects are financed by the companies, with funding of the debt service payment supported by the Fire and Rescue Levy Fund.

In 2012, the County issued revenue bonds for the expansion of a landfill cell and construction of a leachate treatment system. Given the recent approval by the Board of Supervisors to transition landfill operations to a transfer station with limited landfill operations, the portion of the existing debt relative to the landfill expansion is subject to refunding to re-amortize the debt term given the extension of the useful life of the landfill. The portion to be refunded will also be pooled with a new funding for the construction of the permanent transfer station, with the remainder of the 2012 debt utilized for necessary transfer station equipment acquisition. The FY 2016 debt service payments will be supported by the Landfill Enterprise Fund and/or transfers from the General Fund with no impact on the County's debt ratio.

FY 2016 Debt Service Projections – Other Funds

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Fire & Rescue Fund			
<u>Fire Station Renovations</u>	\$ 243,742	\$ 797,396	\$ 1,041,138
Total Vol. Fire & Rescue Fund:	\$ 243,742	\$ 797,396	\$ 1,041,138

Landfill Enterprise Fund¹

<u>Cell 1 Expansion & Transfer Station Development</u>	\$ 120,000	\$ 280,000	\$ 400,000
Total Landfill Enterprise Fund	\$ 120,000	\$ 280,000	\$ 400,000

¹The FY2016 debt services projection for the 2012 bond funding and additional funding for the transfer station are preliminary, final amount of debt service will be dependent on the final pricing of the portion of the 2012 refunding and the additional new money for the transfer station.

Debt Service Fund

FY 2016-2020 Adopted Capital Improvement Program

The Board of Supervisors adopts an annual five-year capital improvement program, in coordination with the annual budget process. The FY 2016-2020 adopted Capital Improvement Program would require \$91.1 million in additional debt issuance through FY 2020. The adopted CIP address the capital needs and priorities of the community including funding for the School Division, parks, recreation, and library facilities, public safety facilities and systems, grant matching funds for the expansion and improvement of the Warrenton-Fauquier Airport, improvement and expansion of the County's environmental services facilities, and utility infrastructure projects.

Description	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Financing Scenarios						
Projected Outstanding Debt	\$ 126,985,627	\$ 119,994,491	\$ 141,267,783	\$ 149,687,388	\$ 158,223,244	\$ 168,375,770
Projected Additional Debt	<u>1,365,052</u>	<u>26,231,500</u>	<u>18,500,000</u>	<u>18,950,000</u>	<u>21,466,000</u>	<u>6,000,000</u>
Total Projected Debt	\$ 128,350,679	\$ 146,225,991	\$ 159,767,783	\$ 168,637,388	\$ 179,689,244	\$ 174,375,770
Projected Debt Service - County	\$ 13,999,129	\$ 13,306,728	\$ 14,286,683	\$ 14,897,111	\$ 16,073,185	\$ 17,403,272
Projected Debt Service - F&R	<u>937,458</u>	<u>1,041,138</u>	<u>1,250,226</u>	<u>1,245,042</u>	<u>1,239,858</u>	<u>1,234,674</u>
Total Projected Debt Service	\$ 14,936,587	\$ 14,347,866	\$ 15,536,909	\$ 16,142,153	\$ 17,313,043	\$ 18,637,946
Revenue Estimate - General Fund	\$ 166,229,077	\$ 169,651,574	\$ 173,892,863	\$ 178,240,185	\$ 183,587,390	\$ 188,177,075
Revenue Estimate - Other Funds	<u>5,803,689</u>	<u>5,881,539</u>	<u>5,940,354</u>	<u>5,999,758</u>	<u>6,089,754</u>	<u>6,150,652</u>
Total Revenue Estimate	\$ 172,032,766	\$ 175,533,113	\$ 179,833,218	\$ 184,239,943	\$ 189,677,145	\$ 194,327,727
Revenue % Chg. from Prev. Year		2.0%	2.4%	2.5%	3.0%	2.5%
Debt Service % of Projected Revenue		8.2%	8.6%	8.8%	9.1%	9.6%
Potential Capital Improvement Program Impact on Tax Rate						
Additional Debt Service, per fiscal year ¹²	\$ -	\$ 979,954	\$ 605,244	\$ 1,170,890	\$ 1,324,903	\$ 1,324,903
Additional Cash Contributions, per fiscal year ¹	<u>508,009</u>	<u>1,776,009</u>	<u>2,231,484</u>	<u>2,460,509</u>	<u>1,871,009</u>	<u>1,871,009</u>
Net Impact of Capital Improvement Plan	\$ 508,009	\$ 2,755,963	\$ 2,836,728	\$ 3,631,399	\$ 3,195,912	\$ 3,195,912
Equivalent increase in either the tax rate or growth necessary to fund listed projects, based on current per penny yield ³			\$0.028	\$0.029	\$0.037	\$0.033

¹ The FY 2016 adopted budget includes \$728,991 of funding for the Capital Improvement Fund's cash component. The balance of funding will require allocation from available year-end funds. Beginning in FY 2017, additional debt service and cash funding component will require revenue growth, increase in the tax rate(s), and/or allocation of available year-end funds to ensure sufficient funding for projects.

² As the fire and rescue levy fund has sufficient coverage for anticipated debt service through the FY 2017 projection, the calculation for the potential impact to the tax rate does not anticipate any impact from fire and rescue projects until after FY 2017.

³ The noted equivalent increase in the tax rate or growth is based on the funding necessary for each fiscal year.

Debt Service Fund

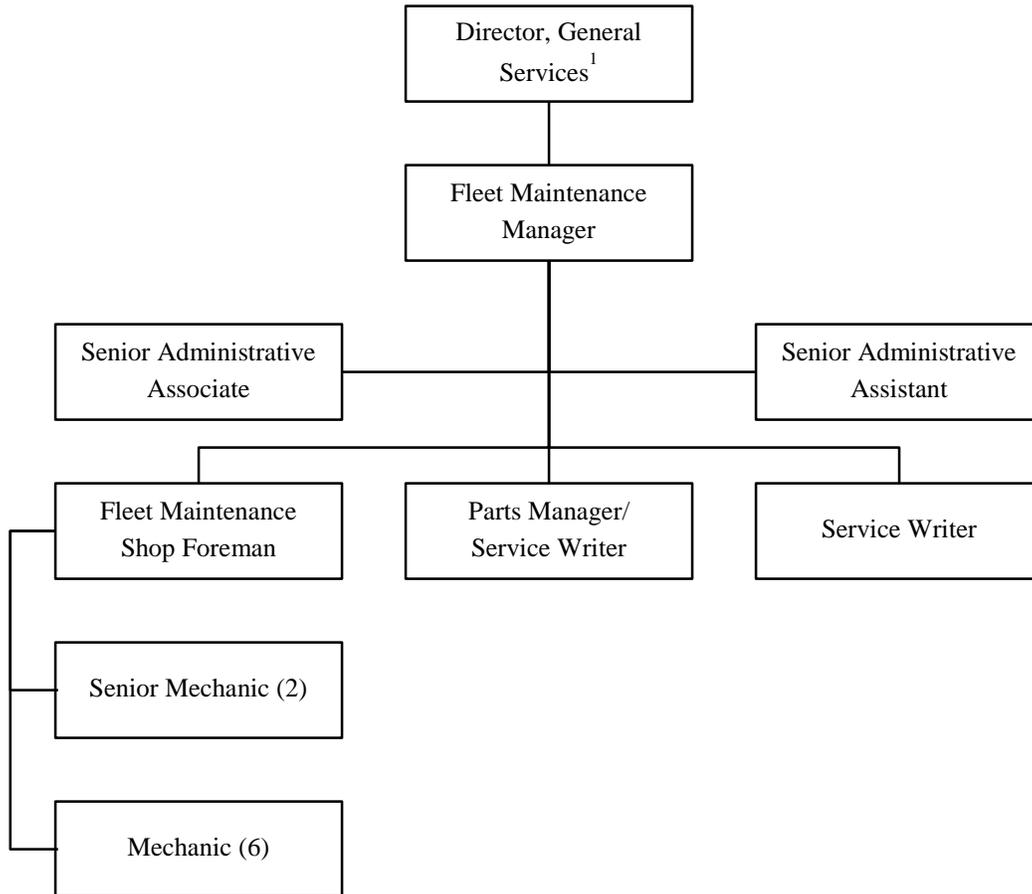
FY 2016 Debt Service Fund Statement

<u>Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Revenue:			
Transfer from General Fund			\$ 12,540,017
VPSA Credit			89,192
QSCB Tax Credit			393,975
<u>Prior Years' Fund Balance</u>			<u>430,545</u>
Total Revenues:			<u>\$ 13,453,729</u>
 Expenditures:			
County Government			
Emergency Radio System	\$ 630,000	\$ 45,613	\$ 675,613
New Baltimore Sewer Project	190,000	57,713	247,713
Self-Contained Breathing Apparatus	319,000	9,516	328,516
Vint Hill Sewer Expansion	215,000	223,009	438,009
AED Lease Agreement	316,684	11,642	328,326
Central Sports Complex	-	99,426	99,426
<u>Ambulance Capital Lease Agreement</u>	<u>124,375</u>	<u>14,325</u>	<u>138,700</u>
Subtotal County Government:	\$ 1,795,059	\$ 461,244	\$ 2,256,303
 School Division			
1996A Pierce, Coleman, FHS VPSA	\$ 450,000	\$ 35,269	\$ 485,269
1997B Cedar Lee MS VPSA	175,000	22,838	197,838
1999A Brumfield ES VPSA	175,000	48,038	223,038
2000A Marshall MS VPSA	230,000	63,240	293,240
2001C Auburn MS VPSA	320,000	99,680	419,680
2003A Auburn/Thompson VPSA	580,000	251,430	831,430
2004A Liberty HS HVAC VPSA	185,000	83,389	268,389
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	300,725	875,725
2006 Kettle Run VPSA	2,000,000	150,000	2,150,000
2007A Kettle Run/Greenville VPSA	1,705,000	1,072,875	2,777,875
2011 Fauquier HS VPSA QSCB	300,000	425,000	725,000
2012 Kettle Run VPSA	105,000	462,100	567,100
2012 Fauquier HS VPSA	335,000	418,464	753,464
2013 Fauquier HS VPSA	110,000	134,373	244,373
2015 Kettle Run Bank Loan	70,000	226,650	296,650
School Bus Replcmnt Master Lease Agreement	71,281	8,774	80,055
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>8,300</u>
Subtotal School Division:	<u>7,386,281</u>	<u>3,802,845</u>	<u>11,197,426</u>
Total Expenditures:	<u>\$ 9,181,340</u>	<u>\$ 4,264,089</u>	<u>\$ 13,453,729</u>

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 2016:

- Develop standards and measures that will enable Fleet Maintenance to provide competent and predictable service delivery.
- Upgrade internal automation systems to measure delivery and quality of service outcomes.
- Develop a fleet replacement program for all County and School Division vehicles.
- Continue to implement improvements to inventory management and accountability as recommended by financial auditors.
- Identify and implement training needed to address and resolve service delivery deficiencies.
- Develop career ladder and associated training program for staff development through ASE certifications.
- Continue training and recertification for State Inspection Certification for Mechanics.
- Provide training for repair and maintenance of new vehicles and engine technology.
- Develop a risk recovery fund for repair of damaged/wrecked vehicles.
- Continue cardiopulmonary resuscitation (CPR)/automated external defibrillator training for all Fleet Maintenance employees.
- Monitor emissions requirements as they proceed through the legislative process.
- Educate County departments on the County's accident reporting and clean vehicle policy.
- Certify management through National Association of Fleet Administrators (NAFA) and Certified Automotive Fleet Manager (CAFM).
- Provide training to staff through Automotive Service Excellence (ASE) and vehicle manufacturer programs.

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$881,689	\$925,318	\$950,740	\$946,357
Operating	\$2,648,645	\$2,682,802	\$2,869,658	\$2,886,598
Capital	\$96,158	\$17,988	\$26,099	\$26,099
Total	\$3,626,492	\$3,626,108	\$3,846,497	\$3,859,054
Revenue	\$3,621,055	\$3,594,980	\$3,846,497	\$3,859,054
Net Retained Earnings	(\$5,437)	(\$31,128)	\$0	\$0
Full-time Equivalents	14.00	14.00	14.00	14.00

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Fleet Maintenance Fund includes increased operating expenditures based on historical costs of materials and supplies and increased recovery revenues related to the materials and supplies' costs.

Fleet Maintenance Fund

PROGRAM 1: *Fleet Maintenance Fund*

SERVICE VOLUME	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
County and School customers	40 ¹	42	40	40
External customers ¹	12	12	20	20
Vehicles/small engine repairs	5,471	6,000	6,500	6,500

¹Based on vehicle usage, an aggressive Vehicle Utilization Plan has been incorporated into Fleet's vehicle program, thus reducing the number of external customers, but at the same time saving money with the re-instatement of a down-sized motor pool. However, aggressive projections have been made for FY 2015 and FY 2016's external customers in anticipation of rescue vehicles from the various fire and rescue companies being added to Fleet's repair and maintenance inventory.

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 2013 Actual	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Meet goals of the Unified Services Agreement	95%	96%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	90%	93%	93%	93%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	20%	50%	50%	0%
Scheduled vehicle downtime for PM <1 day annually	77.61%	85%	80%	80%
Average age of non-public safety vehicles (years) ¹	N/A	7.75	8.5	8.5

¹New measure in FY 2014.

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 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$24,681,654	\$22,744,936	\$27,607,402	\$28,217,607
Operating	\$448,400	\$1,379,033	\$437,054	\$460,000
Capital	\$0	\$0	\$0	\$0
Total	\$25,130,054	\$24,123,969	\$28,044,456	\$28,677,607
Revenue	\$25,579,763	\$26,726,389	\$28,044,456	\$28,677,607
Net Change in Fund Balance	\$449,709	\$2,602,420	\$0	\$0

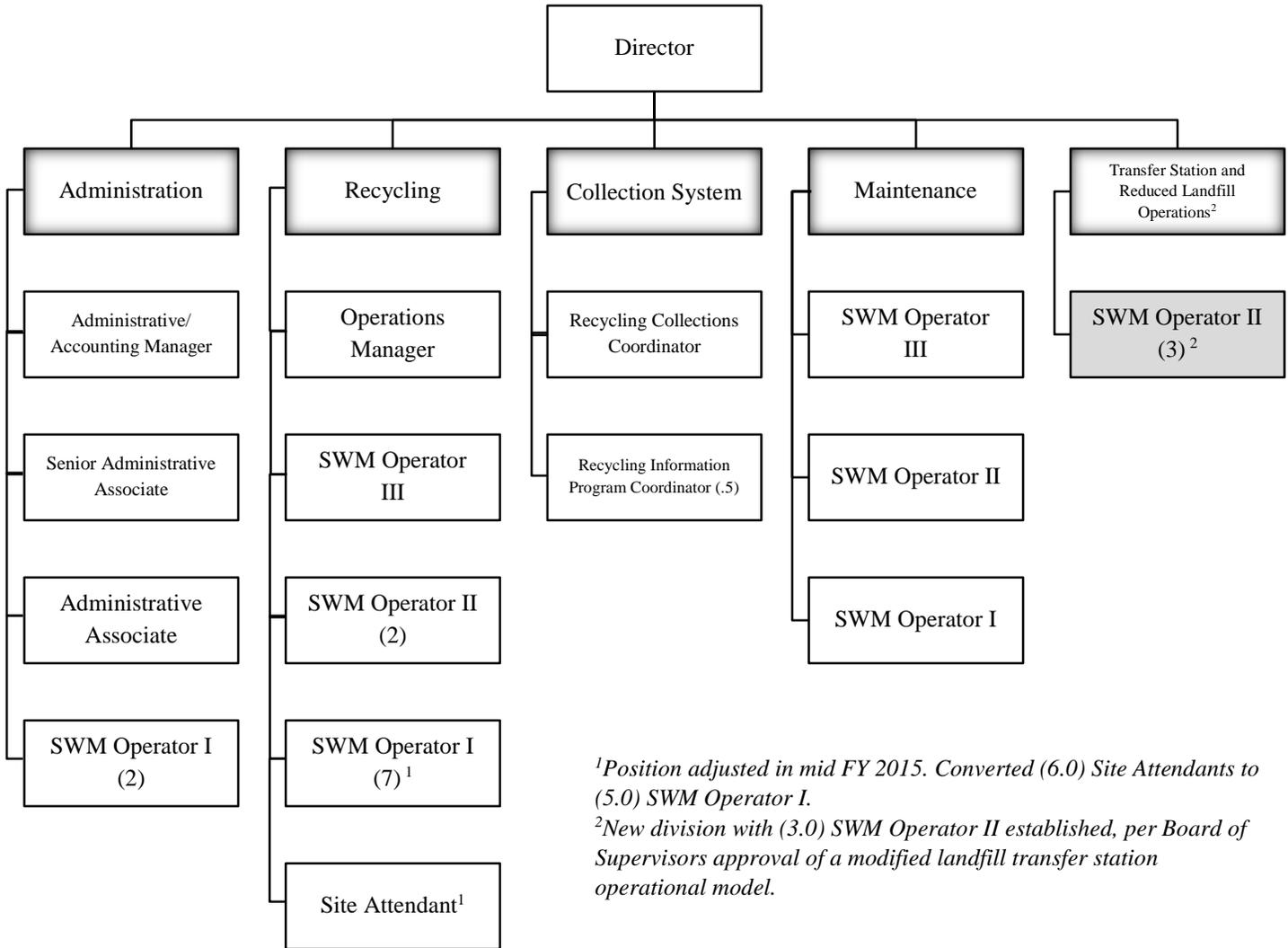
BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Health Insurance Fund includes projected increases to the medical and prescription drug health insurance component of two-percent and anticipated dental insurance increases of seven-percent based on market guidance of the County's health insurance advisor. In addition, the budget includes increases of approximately \$23,000 for the County's annual contribution for Other Post Retirement Benefits (OPEB) based on the actuarial contribution amount and anticipated earning projections.

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 Enterprise Fund provides a mechanism for the financial management of the County's landfill/transfer station.



¹Position adjusted in mid FY 2015. Converted (6.0) Site Attendants to (5.0) SWM Operator I.

²New division with (3.0) SWM Operator II established, per Board of Supervisors approval of a modified landfill transfer station operational model.

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 2016:

- Initiate Temporary Transfer Station and plan/build permanent Transfer Station.
- Plan and implement leachate system/beneficial reuse.
- Plan for landfill expansion.

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$1,444,406	\$1,521,698	\$1,492,150	\$1,665,496
Operating ¹	\$2,847,358	\$3,385,774	\$3,670,329	\$3,922,791
Capital ²	\$1,863,530	\$1,344,006	\$0	\$0
Total	\$6,155,294	\$6,251,478	\$5,162,479	\$5,588,287
Revenue	\$4,077,409	\$4,265,997	\$4,794,200	\$5,215,368
Net Local Revenue	\$24,451	\$1,325,597	\$368,279	\$373,019
Net Change in Fund Balance	(\$2,053,434)	(\$659,884)	\$0	\$0
Full-time Equivalents	17.50	17.50	23.50	25.50

¹Operating expenditures include debt service; FY13 \$227,000; FY14 \$619,122; FY15 \$618,481; and the FY16 amount is dependent upon final pricing of debt refunding and additional debt issuance to support construction of the permanent transfer station with the operational model changes.

²Previous year's actuals includes Depreciation and Closure/Post-Closure accruals.

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Landfill Enterprise Fund includes personnel expenditure adjustments related to a mid-FY 2015 conversion of six full-time Site Attendants to five full-time SWM Operator I positions, as well as personnel expenditure increases due to rising benefit costs. The budget also includes a change in current landfill disposal operations to a transfer station with reduced landfill operations, which includes the establishment of three SWM Operator II positions to operate the transfer station, and an increase in contractual services offset by long-term reduction in capital and debt service costs with the long-term reduction in landfill cell development.

PROGRAM 1: Transfer Station/Landfill Operations

The transfer station/landfill operating budget includes landfill development and operations, methane-to-electricity, leachate management, environmental monitoring, storm-water management, maintenance & repair, and numerous other services. Municipal Solid Waste (MSW) Landfill Permit #575 has approximately 4 years of permitted space remaining based on current waste deliveries and recycling.

Landfill Enterprise Fund

SERVICE VOLUME¹	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Projected
Transferred, Landfilled, and Recycled	77,219	77,828	78,210	78,600
MSW Transferred ²	N/A	N/A	N/A	42,790
Construction & Debris Landfilled (Residuals)	10,889	10,219	10,270	10,320
Recycled	24,470	25,240	25,360	25,490
Public Presentations (Youth & Adult)	50	60	80	80
Cubic Yards of Landfill Space Used	87,915	87,600	88,083	88,517

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

²Added new measure for new transfer station.

OBJECTIVE:

- Increase waste that is recycled and decrease the waste stream going into the landfill.

OUTCOME MEASURES	FY 2013 Actual	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Reduce MSW Landfill Tons to Total MSW	81.0%	84.4%	84.4%	84.4%
Increase MSW Recycled Tons to Total MSW	19.0%	15.6%	15.6%	15.6%

Volunteer Fire and Rescue Association 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 2016:

- 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.

BUDGET SUMMARY:

	FY 2013 Actual	FY 2014 Actual	FY 2015 Adopted	FY 2016 Adopted
Costs:				
Personnel	\$61,916	\$73,623	\$96,348	\$96,348
Operating	\$4,278,082	\$2,744,870	\$3,405,103	\$3,480,893
Capital	\$0	\$36,741	\$0	\$0
Transfers ¹	\$155,201	\$1,429,940	\$1,484,755	\$1,478,076
Total	\$4,495,199	\$4,285,174	\$4,986,206	\$5,055,317
Revenue	\$275,187	\$258,212	\$233,032	\$244,954
Net Local Revenue	\$4,625,635	\$4,699,524	\$4,753,174	\$4,810,363
Net Change in Fund Balance	\$405,623	\$672,562	\$0	\$0
Full-time Equivalents	0.00	0.00	0.00	0.00

¹Transfers consist of allocations for debt service expenses and transfers to the General Fund to offset support costs of training and safety activities funded in the Department of Fire, Rescue & Emergency Management.

Volunteer Fire and Rescue Association Fund

BUDGET ANALYSIS:

The FY 2016 Adopted Budget for the Volunteer Fire & Rescue Association Fund includes increased costs for insurance premiums. The special real estate tax levy is anticipated, with no change in rate, to generate \$4,810,363 in FY 2016.

PROGRAM 1: *Volunteer Fire & Rescue Association*

The Volunteer Fire & Rescue Association (VFRA) receives funding from a special real estate tax levy of 4.5¢. 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 2012, the volunteer fire/rescue companies responded to a total of 14,740 calls for service.

	Warrenton	Remington	Marshall	The Plains	Upperville	Cedar Run /Catlett	Goldvein	New Baltimore	Orlean	Lois
Co.	1	2&14	3&9	4	5	7&12	8	10	11	13
Fire	1,357	574	651	500	228	516	208	523	197	287
EMS	3,975	1,451	1,010	486	182	832	445	1,083	235	N/A
Total	5,332	2,025	1,661	986	410	1,348	653	1,606	432	287

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.
 - 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.

Volunteer Fire and Rescue Association Fund

- **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 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.

Volunteer Fire and Rescue Association Fund

SERVICE VOLUME	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 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	20	18	18
Technician Training students (average)	20	20	20	20
Detection / monitoring equipment maintained	30	30	30	30
Firefighter I & II training (students / hours)	37/14,451	70 / 11,620	51/20,043	51/20,043
EMT Training (students / hours)	48/7,392	72/11,088	72/11,088	72/11,088
Fire Instructor Class students (average)	20	0	24	0
Emergency Vehicle Operator students	48	62	62	62
Pump Operator students	37	34	34	34
Smokehouse education events	1	1	1	1
Community events (fair, etc.)	1	1	1	1
SCBA equipment maintained	253	250	263	263
800 MHz Radio / 400 MHz pager equipment maintained	700	725	725	725

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.

