FAUQUIER COUNTY, VIRGINIA

ADOPTED BUDGET

Delaplane, Virginia

FISCAL YEAR 2020

FAUQUIER COUNTY BOARD OF SUPERVISORS

Christopher T. Butler, Chair
Lee District

Mary Leigh McDaniel
Vice Chair, Marshall District

Richard R. Gerhardt
Cedar Run District

Christopher N. Granger
Center District

R. Holder Trumbo, Jr.
Scott District

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Fauquier County

Virginia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Fauquier County, Virginia for its annual budget for the fiscal year beginning July 1, 2018.

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

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

COUNTY ADMINISTRATION

Paul S. McCulla
County Administrator

Catherine M. Heritage
Deputy County Administrator

OFFICE OF MANAGEMENT AND BUDGET

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Warrenton, Virginia 20186
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Matthew J. Robertson – Budget and Management Analyst I
Randy J. Benevento – Budget Technician III

Special thanks to the Departments and Constitutional Offices of Fauquier County Government, as well as the Superintendent and Assistant Superintendent for Business & Planning of the Fauquier County School Division.

User Guide

PURPOSE

The following guide was created to assist readers as they navigate the Fauquier County budget document. Below you can find sections of the Adopted Budget, followed by brief detail of each section and screenshots, where applicable.

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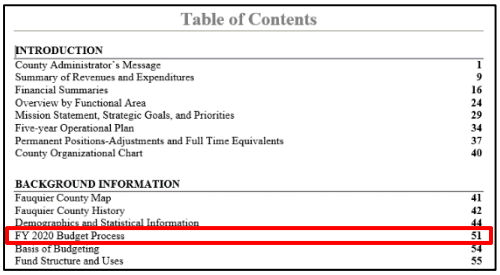
The Table of Contents guides users through organized sections of the Adopted Budget document. Within each section of the table, content is listed alphabetically and by page number.



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For example, if a reader is searching for information on the budget process, he/she could locate "FY 2020 Budget Process" under the "Background Information" section, and find related information on Page 51.

INTRODUCTION

COUNTY OF FAUQUIER
OFFICE OF THE COUNTY ADMINISTRATOR

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PAUL S. McCULLA
County Administrator

CATHERINE M. HERITAGE
Deputy County Administrator

June 30, 2019

Honorable Board of Supervisors and Citizens of Fauquier County:

The budget for Fiscal Year 2020 (FY 2020), adopted by the Board of Supervisors on March 21, 2019, has been prepared in accordance with the requirements contained in Title 15.2 and section 58.1-3321 of the Code of Virginia, as amended. This document represents the County's official fiscal plan of revenue and expenditures for the FY 2020 adopted budget, for the period of July 1, 2019 through June 30, 2020.

The FY 2020 adopted budget is the second year of the County's biennial budget management program, including budgets for both FY 2019 and FY 2020. As such, the Board of Supervisors drafted the FY 2020 budget and Tax Year 2019 tax rates with the FY 2029 adopted budget, with adjustments only as a result of significant changes in revenue projections, the imposition of newly mandated or regulated requirements, or other significant events constituting an emergency that require additional consideration. The adopted budget maintained the enhancements outlined in the FY 2020 draft budget, with a limited series of adjustments due to revenue projection increases and significant changes in State funding for specific programs and services.

The Introduction includes the County Administrator's transmittal letter for the budget document, providing a high-level, general overview of the Adopted Budget. In addition, summary information is provided, including revenue and expenditures by fund, financial summaries for major, non-major, and proprietary funds, the County's mission, priorities, and goals, as well as sources of local funding, and an overview of budget impacts by each functional area. The overview by each functional area provides a breakdown of spending with detail on financial changes and/or impacts. The Introduction also provides an outline of all changes to permanent position adjustments since the previous fiscal year, as well the County's full time equivalent (FTE) positions, by department.

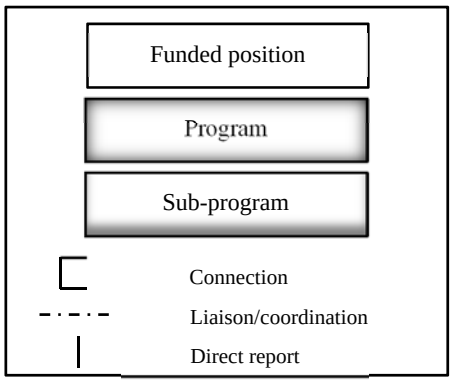
The screenshot to above is the introduction of the County's Administrator's transmittal letter.

Organizational Charts

Organizational charts provide readers with a visual representation of the roles in each department and/or agency. The charts detail funded programs and permanent positions, as well as their connections. The first organizational chart displayed in the budget document is the County-wide Organizational Chart. Readers will continue to view organizational charts throughout this budget document in each department and/or agency section.

User Guide

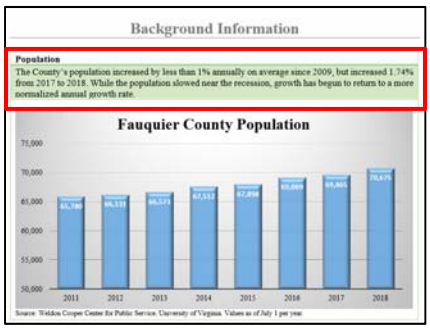
The key to the right provides an overview of relationships, which can be referenced for each organizational chart.



Readers should note a parenthesis after a position signifies that there are more or less than (1.0) FTE. For example, if a department and/or agency lists "Administrator (3.0)" in one of their organizational chart position boxes, there are three full time equivalent Administrators within that department and/or agency.

BACKGROUND INFORMATION

The Background Information section of the budget document provides readers with contextual information on Fauquier County, as well as the County's budgeting process and fund structure. Readers can view a map of Fauquier County's magisterial districts, as well as a number County-specific facts and/or statistical data from sources such as the U.S. Census, Virginia Employment Commission, and the University of Virginia's Weldon Cooper Center for Public Service. This section highlights the County's population, employment data, public school enrollment, unemployment, new housing starts, foreclosures, real property assessed values, and assessed values.



To the right is an example of how the data is displayed with descriptive analysis at the top of the chart.

This section also provides an overview of the budget process, including the budget calendar, basis of budgeting, and the structure of County funds and their uses.

GENERAL FUND REVENUE

The General Fund Revenue section provides an overview on various sources of revenue. The sources of revenue for the General Fund are categorized by general property taxes, other local taxes, other local revenues, State revenue, Federal revenue, use of the fund balance, and intergovernmental revenue.

Tax Year 2017-19 Property Tax Rates

Description	Tax Year 2017	Tax Year 2018	Tax Year 2019
Overall Real Estate Tax Rate:	**$1.039**	**$0.982**	**$0.994**
Real Estate – General	$0.973	$0.855	$0.855
Real Estate – Fire & Rescue	$0.058	$0.121	$0.133
Real Estate – Conservation Easement District	$0.006	$0.006	$0.006
Stormwater Management Fee[1]	$13.640	$13.640	$13.640
Marshall Electric Light and Business Improvement District Levy	$0.005	$0.005	$0.005
Personal Property – General	$4.650	$4.650	$4.650
Personal Property – Fire & Rescue	$0.250	$0.250	$0.250
Business Furniture, Fixtures, & Equipment	$2.300	$2.300	$2.300
Motor Homes & Campers	$1.500	$1.500	$1.500
Motor Vehicle Carriers (30+ Passengers)	$1.000	$1.000	$1.000
Mobile Homes	$1.039	$0.982	$0.994
Machinery & Tools	$2.300	$2.300	$2.300
Aircraft[2]	$0.001	$0.001	$0.001
Specially Equipped Handicap Vehicles	$0.050	$0.050	$0.050

[1]The Stormwater Management Fee is a countywide special assessment, on a per parcel basis with the exception of any parcels excluded by act of the Board of Supervisors.
[2]Aircraft stored at the Warrenton-Fauquier Airport are subject to a special maintenance fee assessment.

In addition to a breakdown in each of these revenue sources, the General Fund Revenue section provides an overview of local real and personal property tax rates including information on the County's quadrennial reassessment and the average home value.

For example, if a reader would like to view the Tax Year 2019 property tax rates, he/she could locate that amount under the "Property Tax Rates" table in the "General Fund Revenue" section (refer to screenshot to the left).

FUNCTIONAL AREA BUDGETS

Departments and/or agency budgets are classified by sections. These classifications are primarily set by Virginia Auditor of Public Accounts to provide a unified financial accounting and control system for funds. The County's Comprehensive Annual Financial Report (CAFR) also categorizes expenditures within a similar manner. Each functional area provides an overview of total expenditure budgets, expenditures by type, and percentage of expenditures by department and/or agency.

Where applicable, the following sub-sections are included in this budget document to provide detail on each department and/or agency.

Organizational Purpose

The Organizational Purpose details the unique contribution that each department and/or agency provides to the County government or citizens receiving services.

Library

ORGANIZATIONAL PURPOSE:

An informed citizenry and free access to information are fundamental to our democratic society. The Fauquier County Public Library, a basic government service, provides resources and programs that seek to inform, educate, enrich, and entertain every member of our community.

Organizational Chart

Organizational Charts, as referenced in the Introduction, are a visual representation of each department and/or agency. The charts detail funded programs and permanent positions, as well as their connections.

Goals

Social Services

GOALS:

- Increase availability of adequate nutrition, health care, and support required to meet the basic needs of families with children, elderly, and/or disabled adults by providing timely, accurate benefits to all who qualify.
- Prevent abuse, neglect, and exploitation of children, elderly, and/or disabled adults.
- Preserve families and assure a permanent, safe, and stable environment for children.
- Plan and provide services for at-risk youth and their families that are child-centered, family-focused, and community-based.
- Maintain elderly and/or adults with disabilities safely at home as long as they choose.
- Help Temporary Assistance to Needy Families (TANF) clients increase their earnings.
- Support families and children through the provision of quality child care for working parents.
- Reduce the impact of domestic violence through prevention, education, and advocacy.

Goals typically remain unchanged from year to year, unless departments and/or agencies have been reorganized (i.e., the addition or removal of a program), or if County policies change.

For example, a reader can view the "Department of Social Services" in the "Health and Welfare" functional area section, and learn that one of the department's goals is to "preserve families and assure a permanent, safe, and stable environment for children." Readers will be able to correlate this goal to the department's projects, programs, objectives, and performance measures.

Key Projects

Key projects represent major tasks that will be completed during FY 2020. Key projects are not meant to encompass routine departmental tasks.

User Guide

Budget Summary

The Budget Summary table details the related costs and any offsetting revenues for the upcoming fiscal year, as well as three years of historical data. Anticipated costs are further broken down by personnel, operating, and capital. The table also includes a Net Local Revenue line item, which notates the amount of local revenue allocated to the department and/or agency function. Lastly, the Budget Summary includes the total full-time and part-time employee count for the department and/or agency.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$3,063,968	$3,158,133	$3,368,311	$3,451,844
Operating	2,665,814	192,248	344,435	344,963
Capital	0	0	0	0
Total	**$5,729,782**	**$3,350,381**	**$3,712,746**	**$3,796,807**
Revenue	$1,514,535	$1,363,886	$1,386,600	$1,330,660
Net Local Revenue	**$4,215,247**	**$1,986,495**	**$2,326,146**	**$2,466,147**
Full-time Equivalents	**40.53**	**40.53**	**40.53**	**40.53**

For example, if a reader would like to know how many FTEs are funded in FY 2020 for Community Development, they can search for the FTE count by viewing the "Community Development" functional area, the "Community Development" department section, and the "Budget Summary" table.

Budget Analysis

The Budget Analysis is a clear and concise analysis of major change(s) in the department and/or agency budget, as compared to the prior fiscal year.

Programs

Programs are a group of consolidated personnel within a department and/or agency that together work towards one or more goals. Programs are highlighted with shading in organizational charts (refer to organizational chart key). Programs have objectives that support department and/or agency area goals but are often focused on a specific area of work.

In addition to objectives, each program can be measured by performance with the following two tables of information.

Service Volumes

Service Volumes quantify demands that represent the activities that each department and/or agency manages. The left column lists the service input and the right columns represent output numbers. Newly identified service volumes are noted in footnotes, as well as any other background information that a reader may need to reference.

For example, a reader can see that the Office of Management and Budget (OMB), found in the "General Government" functional area section is tracking the number of budget adjustments that are facilitated during the fiscal year.

PROGRAM 1: ***Budget Development and Implementation***

Coordinate and provide analysis for the annual budget process to prepare the County Administrator's proposed budget and capital improvement program. Implement and monitor the annual adopted budget, capital improvement plan, County asset replacement plan, and tax rates as adopted by the Board of Supervisors.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Supplemental appropriations or contingency reserve items	163	146	150	150
Budget adjustments	247	230	250	250
OMB/Finance trainings facilitated	3	3	2	3

User Guide

Outcome Measures

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Grants awarded to Fauquier County	51	64	45	45
Grant awards actively monitored by OMB	4	11	10	10
Benchmarking studies completed	10	13	12	12

Outcome Measures describe the impact, result, or outcome of department and/or agency services. In the case of "Program 2: Management Analysis and Grant Development" in the "Office of Management and Budget," the Outcomes Measures depict the clear impact or end result made in support of the department's goals. Readers can view that the department is tracking the number of grants both awarded and actively monitored by OMB.

CAPITAL IMPROVEMENT PROGRAM

Fauquier County's Capital Improvement Program (CIP) is intended to ensure that capital improvements are coordinated, timed to maximize the County's financial resources, and promote a meaningful approach to long-range capital asset planning.

Broadband Development
CIP Budget: $20.7 million. Potential for cash, financing, or grant funding. This does not include grant funding received by the County for tower incentives to provides in some of the underserved areas of the County, funded by the Path Foundation.
Adopted CIP Year: Prior Years ($8.7 million) and FY 2020-2022 ($4 million annually). This will include project management personnel; and any necessary engineering, permitting, and improvements.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: Each additional year/bond issuances will increase the funding by $380,000/year.
Strategic Plan: Priority 1.1

This project seeks to address the areas of the County that are unserved and underserved by broadband service. This project is a result of the study and funding completed by the Broadband Advisory Committee that was completed its work in fall 2016. The County currently has large areas in the north and south where limited DSL service is the only internet option and are identified as the most unserved or underserved areas of the County. The County is currently looking into potential solutions for addressing service in these areas and alternate funding options. As part of the FY 2018-2022 CIP process, the Board of Supervisors ranked this is as the number one priority for capital projects. The County is currently undergoing various procurement initiatives to partner with providers to expand service including requests for proposals and incentivizing providers that are willing to expand into those areas with limited accessibility.

The CIP section of the Adopted Budget includes a breakdown of projected debt service expenses for approved projects, projected operating costs, a description of CIP projects, and the five-year Adopted CIP table. While the CIP charts the County's five-year capital project needs, funds are only appropriated one year at time.

If a reader would like to view information on the approved CIP project titled "Broadband Development", they can view these details in the "Capital Improvement Program" section of the budget document.

SCHOOL DIVISION

The School Division section of the Adopted Budget includes an overview of the FY 2020 Adopted Budget of the five school Fauquier County Public School (FCPS) funds. For more information on each of these funds and detailed budget information, please refer to the School Division's adopted budget document on the FCPS website: http://www.fcps1.org/.

GLOSSARY

The Glossary section provides an alphabetical list of words found in the budget document and their explanations, as well as a breakdown of acronyms used throughout the document.

APPENDICES

The appendices section provides the FY 2020 Adopted Budget Resolution, with approved tax rates, the County's financial policies, as well as links to the County's Strategic Plan and Salary Scales.

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COUNTY OF FAUQUIER
OFFICE OF THE COUNTY ADMINISTRATOR

PAUL S. McCULLA
County Administrator

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Warrenton, Virginia 20186
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CATHERINE M. HERITAGE
Deputy County Administrator

June 30, 2019

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The FY 2020 adopted budget is the second year of the County's biennial budget management program, including budgets for both FY 2019 and FY 2020. As such, the Board of Supervisors drafted the FY 2020 budget and Tax Year 2019 tax rates with the FY 2019 adopted budget, with adjustments only as a result of significant changes in revenue projections, the imposition of newly mandated or regulated requirements, or other significant events constituting an emergency that require additional consideration. The adopted budget maintained the enhancements outlined in the FY 2020 draft budget, with a limited series of adjustments due to revenue projection increases and significant changes in State funding for specific programs and services.

The FY 2020 adopted budget totals $330.8 million, with an overall real estate tax rate of $0.994 per $100 of assessed value. The adopted $0.994 overall real estate tax rate, as planned by the Board of Supervisors in the draft FY 2020 budget plan, increased by $0.012 (one and two-tenths cents) from $0.982. The adopted overall real estate tax rate increase is derived from the fire and rescue tax levy to support enhanced career service provision. Under the adopted rate in the FY 2020 budget, the average homeowner's real estate tax bill would increase approximately $45 per year based on an average residential assessment of $378,000. The adopted budget maintains all other current tax rates for Tax Year 2019.

The following chart sets forth the Tax Year 2019 adopted overall real estate tax rate:

	Tax Year 2018	Tax Year 2019	Change
Overall Real Estate Tax Rate:	**$0.982**	**$0.994**	**$0.012**
Real Estate – General	$0.855	$0.855	$0.00
Real Estate – Fire & Rescue	$0.121	$0.133	$0.012
Real Estate – Conservation Easement District	$0.006	$0.006	$0.00

FY 2020 Adopted Budget Overview

The FY 2020 adopted budget totals $330.8 million, with General Fund expenditures totaling $189.3 million. The budget overall decreases by $0.16 million, primarily due to adjustments in appropriated capital projects from FY 2019 to FY 2020 decreasing by $11.8 million as capital projects are appropriated as the projects are slated and vary in total budget. The General Fund budget increased by $5.3 million, including $3.8 million increase to the School Division Operating local transfer. In addition, the Fire and Rescue Levy increases by $1.6 million to support additional career staffing and offset the local match funding for the SAFER grant awarded to the County in FY 2018. In comparison to the FY 2020 projected budget, this is an overall increase of $5.5 million due to $1.6 million increase to the General Fund, a $5.3 million increase in School Division Funds due to a combination of additional State revenue and an increase of $1.7 million in local transfer above the original increase of $2.2 million increase, as well as an increase of $1.15 million in the Capital Improvement Fund.

Overall local tax funding increases by $6.25 million or 3.4%, primarily driven by increase revenue projections, as well the tax increase in the fire and rescue levy tax fund. The FY 2020 adopted General Fund budget includes an increase of $5.26 million or 2.86% over the FY 2019 adopted budget. The increase in the General Fund is primarily providing additional funding to the School Division of $3.8 million, of which $400,000 is an adjustment from the FY 2019 budget to allocate funding for school security officers from the Sheriff's Office to the School Division, with the balance to address salary compression for instructional positions including raising teacher compensation to within 92% of the School Division's benchmarked market and as match to funding from the State to provide 2% compensation increases to Standards of Quality positions. While this additional local funding allocation assisted the School Division in meeting the first phase of their compression and compensation funding plan, this is only the first year of such funding as this is a multi-year process for which the School Division will complete their plan for compression adjustments in the upcoming budget cycle. The balance of local tax funding projected in FY 2020 supports fire and rescue services and the first year of compression adjustments for the County workforce to align with the Strategic Plan.

As planned in the FY 2020 projected budget, the FY 2020 adopted budget focuses on addressing compensation needs of current County staff and departments, and a limited number of staffing needs primarily in the area of fire and rescue services. The level of non-personnel related cost increases is limited to those costs related to contractual or mandated cost increases, with a minimal amount of expenditure increased outside of these parameters. The majority of budget enhancements requested in the adopted budget are directly in line with the priorities and goals established by the Board of Supervisors in the FY 2018 – 2022 Strategic Plan.

How the Budget Relates to the Strategic Plan

The FY 2020 budget focuses on key areas of enhancement as identified in the County's Strategic Plan priorities or Five-Year Plan. The Board of Supervisor's approved their Five-Year Plan with the FY 2018 adopted budget and reaffirmed the Five-Year Plan with adoption of the FY 2018-2022 Strategic Plan in January 2018. Both plans are closely aligned with the recurring themes voiced by the Board of Supervisors that have been a continued focus of budget decisions in recent years. These themes will continue to be a primary focus in the upcoming years as the County seeks to balance capital needs and priorities including opportunities to enhance economic development, needs within the public safety arena, and with the overall delivery of County programs and services.

The following presentation outlines the key budget enhancements in the adopted budget and how they align with the County's Strategic Plan.

- Assist with the growth of a balanced economic base for Fauquier County and enhanced quality of life for citizens (Strategic Plan priority #1).
  - Capital improvement funding for the Airport to serve as local match in the infrastructure development of the terminal and related project costs to attract and promote economic development activities in the Midland area or other related economic development activities in the County (FY 2020).

- Ensure the ongoing safety and welfare of the community, through an adequate and effective delivery of public safety services (Strategic Plan priority #2).
  - The FY 2020 adopted budget includes key enhancements for fire and rescue services which equates to the incorporation of an additional 6.0 FTE Fire and Rescue Technicians and 3.0 FTE Captains. These positions would allow the remaining 12/5 stations to receive 12 hour support 7 days a week and provide a second command officer for large or concurrent/second incidents while providing EMS function training and oversight. In addition, the FY 2020 budget includes the reclassification of 3 additional positions to meet command staff needs. These positions were anticipated within the five-year staffing plan, prepared by the Department of Fire, Rescue, and Emergency Management (DFREM) in cooperation with the Volunteer Fire and Rescue Association, as incorporated in the Board's Strategic and Five-Year plans. The overall impact to the budget is approximately $1.2 million increase in funding.
  - The FY 2020 adopted budget also includes increased costs for a new, comprehensive maintenance contract that provides for all of the repair, cleaning, and overall maintaining of the personal protective gear worn by both career and volunteer fire and rescue personnel. This budget enhancement also provides for a second set of gear for this personnel, so that when fire services are rendered personnel can mitigate containments being spread into apparatus, etc. which may pose health concerns and allow personnel to switch out gear at the site of a fire.
  - The FY 2020 adopted budget also includes 1.0 FTE for the Sheriff's Office to establish an additional Crime Analyst position. This position works in tandem with the investigative staff to enhance the Sheriff Office's ability to utilize data in criminal investigations and mitigate future crime based on statistics and trends.
  - The FY 2020 adopted budget shifts approximately $400k of the funding set-aside as part of the FY 2019 adopted budget to support school security effort for a total of 12.0 FTE school security officers employed by the School Division. These positions work in collaboration with the Sheriff's Office and School Division, along with the Sheriff's Office School Resource Officers.

- Address the identified capital needs and priorities of the County (Strategic Plan priority #3).
  - The adopted Capital Improvement Program (CIP) totals $64.5 million from FY 2020 through FY 2024, with an additional $195.6 million designated for future fiscal years. Over the five-year planning period (FY 2020-FY 2024), $5.1 million would be allocated for public safety and fire and rescue projects, $2.95 million for parks and recreational projects, $0.97 million for environmental services projects,

$14.5 million for utility and infrastructure projects including $12.0 million for broadband development, $0.13 million for Airport projects, and $40.8 million for school division projects.

- The adopted CIP primarily maintains the projects listed and slated in the previously adopted CIP, with adjustments only as they align to the priorities and goals outlined in the Strategic Plan or decisions of the Board of Supervisors in consultation with the representative Boards of the School Division, Volunteer Fire and Rescue Association, and related entities. Some of the projects, specifically those related to the development of infrastructure or economic development activities are related to other priorities (priority #1) of the Strategic Plan while also addressing the primary goal of priority #3.
    - The projects related to infrastructure outlined in the CIP plan years include:
        - Broadband infrastructure development
        - Marshall water improvements
- A series of transportation granted fund projects, landfill regulatory projects, and parks and recreation projects are the primary focus of this priority of the Strategic Plan.
    - The adopted CIP continues to focus on completion of the projects within this priority, while maintaining other projects in future years for acknowledgement of the importance of these projects but providing a realistic view of the availability of resources.

- Provide support for a quality education (Strategic Plan priority #4).
    - Provide a $3.84 million increase to the School Division in FY 2020 to contribute to the funding of compensation increase and health insurance increases, including an additional $0.4 million adjustment from the Sheriff's Office for school security. The School Division local tax funding was increased by $1.7 million above the FY 2020 projected budget increase of $2.18 million based on the School Division's request and additional State funding support to address compression across their system, including moving instructional compensation to 92% of the School Division's benchmarked personnel market.

      The School Division will address additional areas of their personnel structure found to need adjustments from their compression and compensation study, in the upcoming budget cycle.

- Ensure the County hires and retains staff to provide quality services and programs (Strategic Plan priority #6).
    - As part of the Strategic Planning process, the Board of Supervisors placed an emphasis on adequate compensation for our employees including compensation increases to meet the cost of living, compression adjustments, and being competitive with the market to ensure we can recruit and retain staff to provide the utmost quality in our programs and services. The adopted budget continues to address those initiatives begun in the FY 2019 budget by:
        - Provide for compensation increases for County employees of 2.0% in FY 2020, a combination of 1.4% cost of living adjustment (COLA) based on the consumer price index for urban wage earners (CPI-U) of the Washington, DC Metropolitan Service Area in 2017 and 0.6% merit, the second merit increase

for staff since 2007. This increase is also offset by passing a portion of the increase of the projected 5% increase in health insurance to County employees.

- Implement the first year of a three year plan to address compression in salaries in FY 2020. This plan will address ongoing compression issues that have limited the County's ability to recruit and retain staff at marketable wages.

- Maintain continuity of service delivery for County programs and services (Strategic Plan priority #7).
  - Many of the departments in the County government that provide support services or programs have been limited in the level of enhancement implemented since the recession. This is due to limited resources and the need to provide key services enhancements in public safety and augment declining State funding for the school division funding. The FY 2020 budget includes a limited number of positions to mitigate potential service delivery failures in key areas of the County government, including 3.0 FTE in FY 2020, including one additional position above the FY 2020 projected budget offset by the elimination of one of the approved positions for the Clerk's Office. These positions prioritized by the Board of Supervisors during the adopted FY 2019 budget and the projected FY 2020 budget deliberation, as the most significant need and potential for service failure. These positions support departments that have maintained current staff levels for several years.
    - FY 2020 position enhancements:
      - Establishment of 1.0 FTE Information Security Analyst IV to support the County's cybersecurity efforts which includes additional monitoring of the County's information systems for intrusions and other related system compromises.
      - Establishment of 1.0 FTE Adult Family Services Worker (this position also relates to Priority #9). The establishment of this position and the position in the prior year will allow the Adult Services program staff to meet State staffing standards and creates the first service enhancements to the division since 2003.

Local Tax Funding

The following graphic displays how a tax dollar is allocated to County services based on the FY 2020 adopted budget.

FY 2020 Adopted Budget – General Fund Expenditures

General Fund	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY 2019-20 Change (%)
General Government	$ 14,973,432	$ 15,537,000	$ 563,568	3.76%
Judicial Administration	4,063,355	4,236,081	172,726	4.25%
Public Safety	21,212,118	21,436,144	224,026	1.06%
Public Works	8,058,729	8,290,834	232,105	2.88%
Health & Welfare	12,308,234	12,914,870	606,636	4.93%
Culture	6,635,529	6,889,848	254,319	3.83%
Community Development	6,128,297	6,357,779	229,482	3.74%
Non-Departmental	3,117,031	3,346,203	229,172	7.35%
Local Transfers				
Airport Fund	16,000	16,000	-	0.00%
Capital Improvement Fund	3,423,198	2,122,725	(1,300,473)	-37.99%
County Asset Replacement Fund	1,587,532	1,637,532	50,000	3.15%
Debt Service Fund	12,139,521	12,190,559	51,038	0.42%
Landfill Fund	1,074,039	1,181,419	107,380	10.00%
School Division Operating	89,255,351	93,091,478	3,836,127	4.30%
Utility Fund	100,000	100,000	-	0.00%
Total Local Transfers	107,595,641	110,339,713	2,744,072	2.55%
General Fund Total	**$ 184,092,366**	**$ 189,348,472**	**$ 5,256,106**	**2.86%**

School Division

The FY 2020 Adopted Budget for the School Division's Operating Fund totals $148,285,310, funded through a $3.84 million increase in the local transfer from the County's General Fund and $2.5 million in additional State funding primarily allocated for school compensation needs. The adopted budget includes an additional $1.7 million over the FY 2020 projected budget local transfer based on the School Division's efforts to address compression primarily for instructional positions, which allows for the School Division to move teaching positions to 92% of their benchmarked personnel market for compensation and compression. In addition, the School Division intends to address the remainder of their compression and compensation needs, identified in the compensation study conducted by the School Division in fall 2018, in the upcoming budget cycle. The local support of the FY 2020 School Division's operating budget is projected to fund 65.39% of total expenditures including consolidated services within the General Fund, and debt service costs funded in the Debt Service Fund.

Capital Improvement Program

As stated in the above section relative to the budget in relation to the Strategic Plan, the adopted Capital Improvement Plan totals $64.5 million from FY 2020 through FY 2024, with an additional $195.6 million designated for future fiscal years. Over the five-year planning period (FY 2020-FY 2024), $5.1 million would be allocated for public safety and fire and rescue projects, $2.95 million for parks and recreational projects, $0.97 million for environmental services projects, $14.5 million for utility and infrastructure projects including $12.0 million for broadband development, $0.13 million for Airport projects, and $40.8 million for school division projects.

The adopted CIP contains a significant cash funding commitment totaling $13.05 million, with $7.65 million anticipated from General Fund contribution and $5.4 million from non-General Fund sources, including donations and agency specific funds. The $13.05 million in cash funding equates to approximately 20.2% of total appropriations over the course of the five-year planning period, with 58.6% from General Fund sources and 41.4% sourced from non-General Fund sources. The General Fund cash component is anticipated to be fully funded in the FY 2020 adopted budget transfer to the CIP Fund. The remaining $51.4 million would be financed by debt issuances, through a variety of financing methods including approved Virginia bonding authority pools or bank financing, as well as available grant or private donation support.

Annual debt service expenditures are projected to increase by about $3.7 million from FY 2020 to FY 2024, which would require funding as additional revenue growth or increases in tax revenues as anticipated in the five-year plan. The projected increase in annual debt service expenditures will place the adopted CIP below the Board's 10% policy limit for debt service, in comparison with overall revenue over the course of the five-year planning period, at a high of 7.8% in FY 2024.

Summary

The annual budget process continues to be a complex process given growing and changing needs in the community including capital projects and public safety, balanced against fixed and mandated cost increases for the County and School Division. However, the continued use of the biennial budget process enhances the County's ability to react to fiscal challenges and develop strategic, fiscal planning models that outline the needs of the County and the resources required to meet those operating and capital initiatives. I continue to look forward to working with the Board of Supervisors to develop a budget that focuses on managing financial resources, while ensuring the provision of key programs and services of the County.

Future Trends and Financial Planning

Current trends continue to show positive indications of the County's economic stability with modest annual growth in property and excise tax revenue. While development and permitting activity annual increases have leveled out from a double digit increase in recent years, the continued growth has provided for positive impacts to fee revenues and higher assessments for new construction and improvements. In addition, the County has experienced positive business development growth, which has provide for increased tax revenues with continued additions anticipated in out years.

To augment the County's moderate revenue growth, efforts continue to enhance our economic development initiatives and opportunities by attracting new businesses that will help to enhance the County's revenue base, while continuing to support the growth and development of our existing business base. In addition, the Board of Supervisors has provided focus within the County's capital improvement plan to initiate projects that will enhance economic development activities, including varied infrastructure and utility projects. However, the County continues to monitor activities of the state and federal government and potential impacts from policies at those level that could place additional pressure on County resources and economy.

Acknowledgements

The FY 2020 adopted budget was successful due to the overwhelming dedication of our County's staff and officials. The commitment of staff is essential to our continued long-term planning initiatives and how we support our citizens. I am especially appreciative of the efforts of the Office of Management and Budget, the Commissioner of the Revenue, the Treasurer, and the Finance Department, as well as the budgetary staff and management of the Fauquier County School Division. While not all requested enhancements could be implemented as part of the adopted budget, significant progress was made for our valued staff with the approval of comprehensive compensation adjustments.

Sincerely,

Paul S. McCulla
County Administrator

Summary of Revenues and Expenditures

FY 2020 Adopted Revenue by Fund

General Fund	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change ($)	FY 2019-20 Change (%)
General Property Taxes	$ 132,239,472	$ 135,794,188	$ 3,554,716	2.7%
Other Local Taxes	16,330,508	17,095,328	764,820	4.68%
Permits, Fees & Licenses	1,816,900	1,420,560	(396,340)	-21.81%
Fines and Forfeitures	432,500	503,000	70,500	16.30%
Use of Money & Property	379,937	786,936	406,999	107.12%
Charges for Services	932,633	921,383	(11,250)	-1.21%
Miscellaneous/Recovered Costs	606,041	570,845	(35,196)	-5.81%
State Revenue	27,308,269	27,901,570	593,301	2.17%
Federal Revenue	2,580,272	2,889,443	309,171	11.98%
Intergovernmental Revenue	478,137	477,522	(615)	-0.13%
Use of Fund Balance	987,697	987,697	-	0.00%
General Fund Total	**$ 184,092,366**	**$ 189,348,472**	**$ 5,256,106**	**2.86%**
School Division Funds				
School Division Operating Fund	$ 140,771,345	$ 148,285,310	$ 7,513,965	5.3%
School Nutrition Fund	5,645,825	5,786,346	140,521	2.49%
School Textbook Fund	1,115,796	1,102,757	(13,039)	-1.2%
School Asset Replacement Fund	4,450,286	3,709,535	(740,751)	-16.6%
Regional Governor's School Fund	1,561,050	1,695,849	134,799	8.64%
School Division Funds Total	**$ 153,544,302**	**$ 160,579,797**	**$ 7,035,495**	**4.58%**
Other Funds				
Airport Fund	$ 732,851	$ 732,851	$ -	0.0%
Ambulance Revenue Recovery Fund	1,456,617	1,482,055	25,438	1.7%
Capital Improvement Fund	19,878,158	8,122,725	(11,755,433)	-59.1%
Conservation Easement Service District Fund	845,325	871,758	26,433	3.1%
County Asset Replacement Fund	3,366,858	1,875,092	(1,491,766)	-44.3%
Debt Service Fund	12,728,609	13,116,310	387,701	3.0%
Fire and Rescue Levy Fund	17,991,518	19,547,247	1,555,729	8.6%
Fleet Maintenance Fund	3,506,492	3,517,988	11,496	0.3%
Health Insurance Fund	34,173,313	35,545,564	1,372,251	4.0%
Landfill Fund	6,093,239	6,250,625	157,386	2.6%
Other Funds Total	**$ 100,772,980**	**$ 91,062,215**	**$ (9,710,765)**	**-9.64%**
Total All Funds	**$ 438,409,648**	**$ 440,990,484**	**$ 2,580,836**	**0.59%**
Less Transfers	(107,495,641)	(110,239,713)	(2,744,072)	2.55%
Total Appropriations	**$ 330,914,007**	**$ 330,750,771**	**$ (163,236)**	**-0.05%**

Summary of Revenues and Expenditures

FY 2020 Adopted Expenditures by Fund

General Fund	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY 2019-20 Change (%)
General Government	$ 14,973,432	$ 15,537,000	$ 563,568	3.76%
Judicial Administration	4,063,355	4,236,081	172,726	4.25%
Public Safety	21,212,118	21,436,144	224,026	1.06%
Public Works	8,058,729	8,290,834	232,105	2.88%
Health & Welfare	12,308,234	12,914,870	606,636	4.93%
Culture	6,635,529	6,889,848	254,319	3.83%
Community Development	6,128,297	6,357,779	229,482	3.74%
Non-Departmental	3,117,031	3,346,203	229,172	7.35%
Local Transfers				
Airport Fund	16,000	16,000	-	0.00%
Capital Improvement Fund	3,423,198	2,122,725	(1,300,473)	-37.99%
County Asset Replacement Fund	1,587,532	1,637,532	50,000	3.15%
Debt Service Fund	12,139,521	12,190,559	51,038	0.42%
Landfill Fund	1,074,039	1,181,419	107,380	10.00%
School Division Operating	89,255,351	93,091,478	3,836,127	4.30%
Utility Fund	100,000	100,000	-	0.00%
Total Local Transfers	107,595,641	110,339,713	2,744,072	2.55%
General Fund Total	**$ 184,092,366**	**$ 189,348,472**	**$ 5,256,106**	**2.86%**
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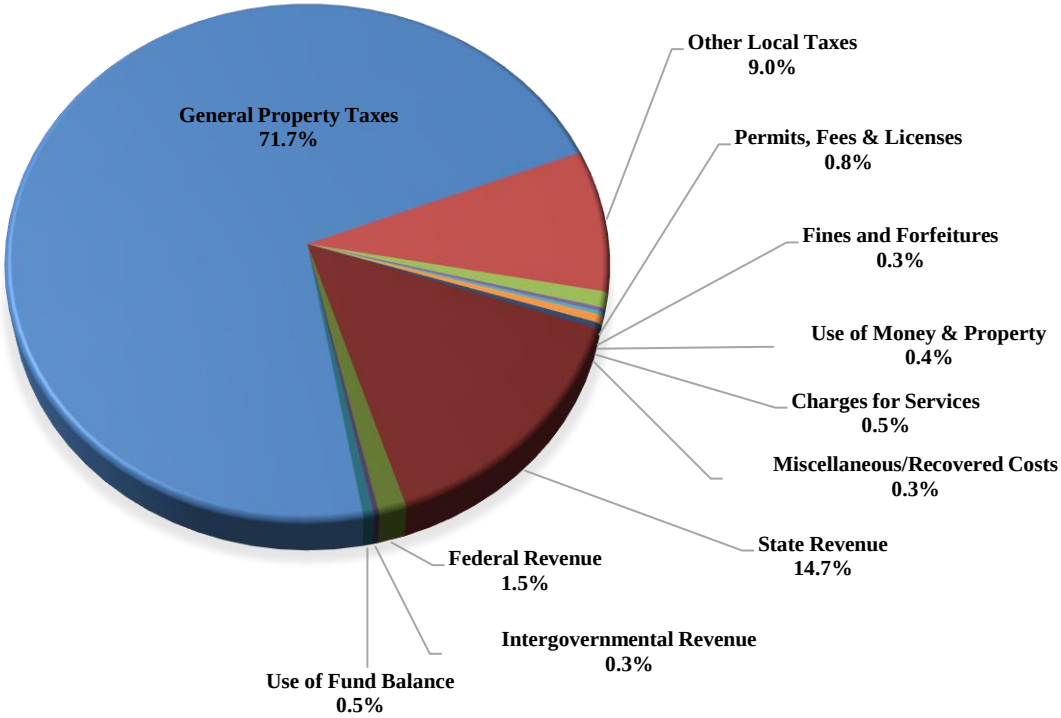
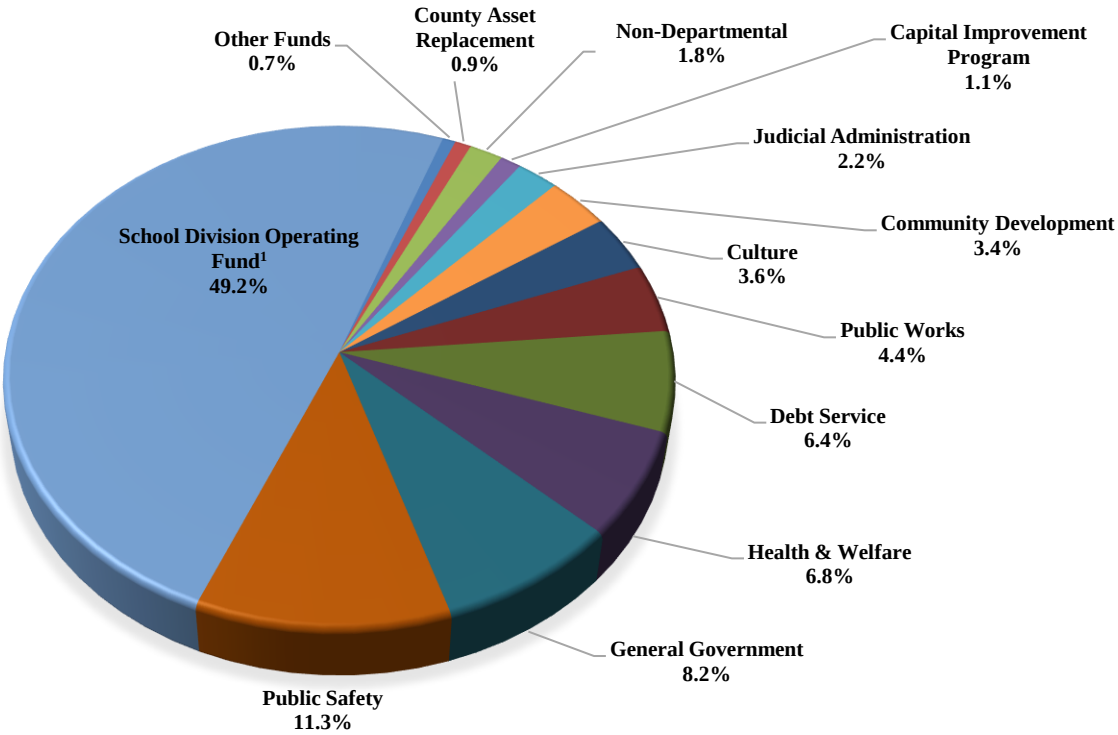
Less Transfers	$ (107,495,641)	$ (110,239,713)	$ (2,744,072)	2.55%
Total Appropriations	**$ 330,914,007**	**$ 330,750,771**	**$ (163,236)**	**-0.05%**

Summary of Revenues and Expenditures

FY 2020 ADOPTED GENERAL FUND REVENUE



FY 2020 ADOPTED GENERAL FUND EXPENDITURES



[1] *Does not include $10.4 million in Consolidated/Unified Services shared support.*

Summary of Revenues and Expenditures

FY 2020 Adopted Budget General Fund Expenditure Summary

Department	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change ($)	FY 2019-20 Change (%)
General Government				
Board of Supervisors	$ 292,097	$ 293,621	$ 1,524	0.5%
Commissioner of the Revenue	1,622,557	1,666,013	43,456	2.7%
County Administration	966,619	986,538	19,919	2.1%
County Attorney	754,625	817,183	62,558	8.3%
Finance	1,499,971	1,540,694	40,723	2.7%
Geographic Info Systems	356,560	366,019	9,459	2.7%
Human Resources	2,938,092	3,014,078	75,986	2.6%
Independent Auditor	186,105	210,895	24,790	13.3%
Information Technology	3,962,744	4,178,679	215,935	5.4%
Management & Budget	573,937	593,307	19,370	3.4%
Registrar	467,087	483,047	15,960	3.4%
Treasurer	1,353,038	1,386,926	33,888	2.5%
Subtotal, Gen Government	**$ 14,973,432**	**$ 15,537,000**	**$ 563,568**	**3.8%**
Judicial Administration				
Adult Court Services	$ 979,707	$ 1,027,856	$ 48,149	4.9%
Circuit Court	138,644	140,382	1,738	1.3%
Clerk of the Circuit Court	1,270,046	1,302,257	32,211	2.5%
Commissioner of Accounts	15,600	15,600	-	0.0%
Commonwealth's Attorney	1,521,159	1,611,787	90,628	6.0%
General District Court	32,700	32,700	-	0.0%
Juv & Dom Relations Court	17,726	17,726	-	0.0%
Magistrates	87,773	87,773	-	0.0%
Subtotal, Judicial Admin	**$ 4,063,355**	**$ 4,236,081**	**$ 172,726**	**4.3%**
Public Safety				
Fire, Rescue & Emergency Mgmt.	$ -	$ -	$ -	0.0%
Juvenile Detention & Probation	$ 309,532	$ 309,532	$ -	0.0%
Sheriff's Office	20,902,586	21,126,612	224,026	1.1%
Subtotal, Public Safety	**$ 21,212,118**	**$ 21,436,144**	**$ 224,026**	**1.1%**
Public Works				
Env Services (Conv Sites)	$ 2,698,081	$ 2,780,204	$ 82,123	3.0%
General Services	5,360,648	5,510,630	149,982	2.8%
Subtotal, Public Works	**$ 8,058,729**	**$ 8,290,834**	**$ 232,105**	**2.9%**

Summary of Revenues and Expenditures

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Health & Welfare				
Community Services Board	$ 475,225	$ 489,482	$ 14,257	3.0%
Public Health	607,877	616,995	9,118	1.5%
Social Services	11,225,132	11,808,393	583,261	5.2%
Subtotal, Health & Welfare	**$ 12,308,234**	**$ 12,914,870**	**$ 606,636**	**4.9%**
Culture				
Library	$ 2,508,152	$ 2,555,601	$ 47,449	1.9%
Lord Fairfax Comm College	70,425	75,197	4,772	6.8%
Parks & Recreation	4,056,952	4,259,050	202,098	5.0%
Subtotal, Culture	**$ 6,635,529**	**$ 6,889,848**	**$ 254,319**	**3.8%**
Community Development				
Agriculture Development	$ 68,119	$ 71,647	$ 3,528	5.2%
Community Development	3,712,746	3,796,807	84,061	2.3%
Contributions	1,068,439	1,095,202	26,763	2.5%
Cooperative Extension	156,211	162,418	6,207	4.0%
Economic Development	811,965	917,728	105,763	13.0%
John Marshall SWCD	159,186	162,346	3,160	2.0%
Planning Commission/BZA	151,631	151,631	-	0.0%
Subtotal, Comm Develop	**$ 6,128,297**	**$ 6,357,779**	**$ 229,482**	**3.7%**
Non-Departmental	$ 3,117,031	$ 3,346,203	$ 229,172	7.4%
Subtotal, Non-Departmental	**$ 3,117,031**	**$ 3,346,203**	**$ 229,172**	**7.4%**
Transfers				
Airport Fund	16,000	16,000	-	0.0%
Capital Improvement Fund	3,423,198	2,122,725	(1,300,473)	-38.0%
County Asset Replacement Fund	1,587,532	1,637,532	50,000	3.1%
Debt Service Fund	12,139,521	12,190,559	51,038	0.4%
Landfill Fund	1,074,039	1,181,419	107,380	10.0%
School Division Operating	89,255,351	93,091,478	3,836,127	4.3%
Utility Fund	100,000	100,000	-	0.0%
Subtotal, Transfers	**$ 107,595,641**	**$ 110,339,713**	**$ 2,744,072**	**2.6%**
Total, General Fund	**$ 184,092,366**	**$ 189,348,472**	**$ 5,256,106**	**2.86%**

Summary of Revenues and Expenditures

FY 2020 Adopted Local Tax Funding Summary

Functional Area	FY 2020 Expenditures	FY 2020 Revenue	FY 2020 Net Local Funding	% of Total Local Funding
General Fund Supported Programs				
County Operational Funding				
General Government	$ 16,077,863	$ 1,020,555	$ 15,057,307	8.87%
Community/Ag/Econ Devo	5,262,577	1,379,459	3,883,118	2.29%
Contributory Agencies	1,922,876	12,354	1,910,522	1.13%
Env Services - Conv.Sites	2,780,204	-	2,780,204	1.64%
General Services	1,653,189	77,066	1,576,123	0.93%
Judicial Administration	4,236,081	3,583,008	653,073	0.38%
Library	2,555,601	247,658	2,307,943	1.36%
Parks and Recreation	4,259,050	502,641	3,756,409	2.21%
Sheriff's Office	21,439,878	5,185,368	16,254,510	9.57%
Social Services	8,514,153	5,434,711	3,079,442	1.81%
Airport Fund	732,851	716,851	16,000	0.01%
Env Services - Landfill Fund	6,250,625	5,069,206	1,181,419	0.70%
Subtotal, Government Operations	**$ 75,684,948**	**$ 23,228,878**	**$ 52,456,070**	**30.90%**
Asset Replacement Fund				
Environmental Services	40,000	-	40,000	0.02%
Fire and Rescue Services	130,000	130,000	-	0.00%
Government Wide Services	903,000	-	903,000	0.53%
Judicial Administration	30,000	30,000	-	0.00%
Parks and Recreation	150,000	-	150,000	0.09%
Sheriff's Office	622,092	77,560	544,532	0.32%
Subtotal, County Asset Replacement	**$ 1,875,092**	**$ 237,560**	**$ 1,637,532**	**0.96%**
Capital Improvement Fund				
Airport Fund	40,000	-	40,000	0.02%
Landfill/Transfer Station & Conv.Sites	828,000	-	828,000	0.49%
Parks and Recreation	400,000	-	400,000	0.24%
Utilities/Infrastructure	5,854,725	5,000,000	854,725	0.50%
Subtotal, County Capital Improvement	**$ 7,122,725**	**$ 5,000,000**	**$ 2,122,725**	**1.25%**
Debt Service Fund				
Parks and Recreation	635,616	-	635,616	0.37%
Environmental Services	-	-	-	0.00%
Fire and Rescue Services	451,433	332,863	118,570	0.07%
Judicial Administration	-	-	-	0.00%
Sheriff's Office	756,965	-	756,965	0.45%
Utilities/Infrastructure	1,033,566	-	1,033,566	0.61%
Subtotal, County Debt Service	**$ 2,877,580**	**$ 332,863**	**$ 2,544,717**	**1.50%**
Subtotal, General Fund Support-County	**$ 87,560,345**	**$ 28,799,301**	**$ 58,761,044**	**34.61%**

Summary of Revenues and Expenditures

Functional Area	FY 2020 Expenditures	FY 2020 Revenue	FY 2020 Net Local Funding	% of Total Local Funding
School Division				
School Division Operating Fund	$ 148,285,310	$ 55,193,832	$ 93,091,478	54.8%
School Division Share Consolidated Services	10,407,287	2,143,454	8,263,833	4.87%
School Nutrition Fund	5,786,346	5,786,346	-	0.00%
School Textbook Fund	1,102,757	1,102,757	-	0.00%
Regional Governor's School Fund	1,695,849	1,695,849	-	0.00%
School Asset Replacement Fund	3,709,535	3,709,535	-	0.00%
Capital Improvements	1,000,000	1,000,000	-	0.00%
Debt Service	10,238,730	592,888	9,645,842	5.68%
Subtotal, General Fund Support-Schools	**$ 182,225,814**	**$ 71,224,661**	**$ 111,001,153**	**65.39%**
Total, General Fund Support	**$ 269,786,159**	**$ 100,023,962**	**$ 169,762,197**	**90.47%**
Internal Service Funds				
Fleet Maintenance Fund	$ 3,517,988	$ 3,517,988	$ -	0.00%
Health Insurance Fund	35,545,564	35,545,564	-	0.00%
Subtotal, Internal Service Funds	**$ 39,063,552**	**$ 39,063,552**	**$ -**	0.00%
Special Revenue Funds				
Fire and Rescue Levy Fund	$ 19,547,247	$ 2,420,903	$ 17,126,344	9.13%
Conservation Easement	871,758	115,000	756,758	0.40%
Ambulance Revenue Recovery Fund	1,482,055	1,482,055	-	0.00%
Subtotal, Special Revenue Funds	**$ 21,901,060**	**$ 4,017,958**	**$ 17,883,102**	**9.53%**
Total Appropriations	**$ 330,750,771**	**$ 143,105,472**	**$ 187,645,299**	**100.00%**

Financial Summaries

All Funds

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$136,332,494	$142,087,015	$148,430,106	$151,364,454	$153,477,290
Other Local Taxes	16,431,541	16,506,576	16,330,508	16,696,750	17,095,328
Permits, Licenses & Fees	1,580,132	1,493,770	1,836,900	1,841,806	1,440,560
Fines & Forfeitures	408,416	660,274	432,500	437,295	503,000
Use of Money & Property	589,605	1,067,648	774,820	1,966,368	1,368,419
Charges for Services	40,619,049	43,352,770	46,622,688	46,433,473	45,507,902
Miscellaneous Revenue	3,507,764	4,109,573	4,005,849	7,233,892	4,048,565
Recovered Costs	4,897,408	1,585,304	1,288,963	1,616,280	102,500
Intergovernmental Revenue	90,001,315	91,308,820	84,874,762	95,471,870	93,278,556
Other Financing Sources	117,867,230	122,702,675	131,394,789	141,553,525	122,627,775
Total Revenue	$412,234,954	$424,874,425	$435,991,885	$464,615,713	$439,449,895
Expenditures					
Personnel	$203,317,120	$210,737,381	$222,118,442	$221,772,518	$235,902,515
Operating	33,703,496	33,825,053	37,950,975	40,826,195	45,062,949
Capital	14,755,505	16,320,651	16,112,311	33,056,071	7,727,627
Other Charges	22,726,295	22,555,757	24,190,619	24,905,893	18,632,524
Other Use of Funds	128,571,842	130,976,536	137,968,331	148,583,614	133,664,869
Total Expenditures	$403,074,258	$414,415,378	$438,340,678	$469,144,291	$440,990,484
Net Change in Fund Balance	9,160,696	10,459,047	(2,348,793)	(4,528,578)	(1,540,589)
Fund Balance, July 1	$58,276,150	$69,664,111	$80,123,158	$80,123,158	$75,594,580
Fund Balance, June 30	$67,436,846	$80,123,158	$77,774,365	$75,594,580	$74,053,991

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects.

Financial Summaries

General Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$129,394,291	$134,355,014	$132,239,472	$134,627,425	$135,794,188
Other Local Taxes	16,431,541	16,506,576	16,330,508	16,696,750	17,095,328
Permits, Licenses & Fees	1,561,027	1,475,745	1,816,900	1,821,806	1,420,560
Fines & Forfeitures	401,796	656,961	432,500	437,295	503,000
Use of Money & Property	457,917	736,583	379,937	1,048,304	786,936
Charges for Services	984,662	989,606	932,633	1,022,917	921,383
Miscellaneous Revenue	565,021	626,961	446,041	742,508	468,345
Recovered Costs	215,352	402,413	160,000	186,016	102,500
Intergovernmental Revenue	32,583,852	30,709,245	29,888,541	30,266,208	30,791,013
Other Financing Sources	2,084,762	2,575,040	478,137	614,206	477,522
Total Revenue	$184,680,221	$189,034,144	$183,104,669	$187,463,435	$188,360,775
Expenditures					
Personnel	$50,106,070	$54,171,082	$47,401,402	$48,327,482	$49,128,906
Operating	13,824,649	11,778,626	12,043,163	12,636,170	12,334,122
Capital	540,775	413,316	172,562	225,300	113,612
Other Charges	13,476,631	13,907,311	14,609,696	14,869,047	14,725,829
Other Use of Funds	102,727,443	108,168,925	109,865,543	116,823,642	113,046,003
Total Expenditures	$180,675,568	$188,439,260	$184,092,366	$192,881,641	$189,348,472
Net Change in Fund Balance	4,004,653	594,884	(987,697)	(5,418,206)	(987,697)
Fund Balance, July 1	$26,393,753	$30,300,034	$30,894,918	$30,894,918	$25,476,712
Fund Balance, June 30	$30,398,406	$30,894,918	$29,907,221	$25,476,712	$24,489,015

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects.

School Operating Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	-	-	-	-	-
Charges for Services	-	612,558	-	-	-
Miscellaneous Revenue	1,472,645	1,159,652	1,824,500	1,824,500	2,575,412
Recovered Costs	-	3,783	-	17,502	-
Intergovernmental Revenue	47,660,816	50,297,031	49,691,494	48,347,133	52,618,420
Other Financing Sources	83,962,797	85,274,161	89,255,351	91,290,826	93,091,478
Total Revenue	$133,096,258	$137,347,185	$140,771,345	$141,479,961	$148,285,310
Expenditures					
Personnel	$116,962,143	$120,328,035	$123,253,897	$121,462,761	$131,758,066
Operating	7,067,685	8,408,784	7,430,079	8,010,614	13,054,380
Capital	465,852	209,173	94,728	94,728	67,280
Other Charges	5,020,054	5,126,870	5,660,547	5,281,127	-
Other Use of Funds	3,251,010	3,221,244	4,332,094	6,696,802	3,405,584
Total Expenditures	$132,766,744	$137,294,106	$140,771,345	$141,546,032	$148,285,310
Net Change in Fund Balance	329,514	53,079	-	(66,071)	-
Fund Balance, July 1	$106,168	$435,682	$488,761	$488,761	$422,690
Fund Balance, June 30	$435,682	$488,761	$488,761	$422,690	$422,690

Fire and Rescue Levy Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$6,286,524	$7,035,310	$15,450,309	$15,988,549	$16,926,344
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-		-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	43,789	93,358	80,000	277,998	200,000
Charges for Services	-	-	-	-	-
Miscellaneous Revenue	34,566	24,173	5,000	37,834	5,000
Recovered Costs	27,262	27,765	-	259,917	-
Intergovernmental Revenue	253,641	264,185	1,250,782	1,252,553	877,946
Other Financing Sources	-	4,911,259	961,601	961,601	985,065
Total Revenue	$6,645,782	$12,356,050	$17,747,692	$18,778,452	$18,994,355
Expenditures					
Personnel	$100,210	$88,547	$10,887,869	$10,975,881	$12,213,976
Operating	334,880	653,906	1,360,878	1,573,810	2,230,627
Capital	10,291	1,958,872	-	3,891,968	-
Other Charges	3,197,462	3,060,536	3,431,510	4,094,427	3,540,322
Other Use of Funds	2,632,804	2,409,581	2,311,261	2,466,115	1,562,322
Total Expenditures	$6,275,647	$8,171,442	$17,991,518	$23,002,201	$19,547,247
Net Change in Fund Balance	370,135	4,184,608	(243,826)	(4,223,749)	(552,892)
Fund Balance, July 1	$5,549,950	$5,920,085	$10,104,693	$10,104,693	$5,880,944
Fund Balance, June 30	$5,920,085	$10,104,693	$9,860,867	$5,880,944	$5,328,052

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects.

Capital Improvement Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	361	663	-	824	-
Charges for Services	-	-	-	-	-
Miscellaneous Revenue	243,535	402,530	-	3,298,999	-
Recovered Costs	-	11,780	25,000	50,000	-
Intergovernmental Revenue	2,777,989	2,334,488	-	201,253	-
Other Financing Sources	7,252,287	9,124,509	19,853,158	10,403,840	8,122,725
Total Revenue	$10,274,172	$11,873,970	$19,878,158	$13,954,916	$8,122,725
Expenditures					
Personnel	$ 42,251	$ 44,997	$ -	$ 2,383,821	$154,725
Operating	409,919	353,491	4,075,000	677,490	4,000,000
Capital	7,131,154	6,790,591	8,895,355	5,221,611	2,900,000
Other Charges	550,213	103,055	-	91,000	-
Other Use of Funds	1,647,465	2,502,305	6,907,803	203,005	1,068,000
Total Expenditures	$9,781,002	$9,794,439	$19,878,158	$8,576,927	$8,122,725
Net Change in Fund Balance	493,170	2,079,531	-	5,377,989	-
Fund Balance, July 1	$10,189,034	$13,366,986	$15,446,517	$15,446,517	$20,824,506
Fund Balance, June 30	$10,682,204	$15,446,517	$15,446,517	$20,824,506	$20,824,506

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects. Capital project funds can sometimes fluctuate fund balance significantly at year end due to timing differences between when funding proceeds are received and when expenditures for capital projects are paid.

Debt Service Fund

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	9	-	-	-	-
Charges for Services	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Recovered Costs	-	-	-	-	-
Intergovernmental Revenue	520,788	522,063	589,088	617,172	592,888
Other Financing Sources	16,567,311	12,744,330	12,139,521	20,055,998	12,523,422
Total Revenue	$17,088,108	$13,266,393	$12,728,609	$20,673,170	$13,116,310
Expenditures					
Personnel	$ -	$ -	$ -	$ -	$ -
Operating	-	-	-	186,938	-
Capital	-	-	-	-	-
Other Charges	-	-	-	-	-
Other Use of Funds	17,286,324	13,392,464	12,728,609	19,935,295	13,116,310
Total Expenditures	$17,286,324	$13,392,464	$12,728,609	$20,122,233	$13,116,310
Net Change in Fund Balance	(198,216)	(126,071)	-	550,937	-
Fund Balance, July 1	$407,118	$208,902	$82,831	$82,831	$633,768
Fund Balance, June 30	$208,902	$82,831	$82,831	$633,768	$633,768

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects.

Non-major Governmental Funds

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$651,679	$696,691	$740,325	$748,480	$756,758
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	-	-	-	-	-
Fines & Forfeitures	-	-	-	-	-
Use of Money & Property	2,456	3,896	2,400	45,162	-
Charges for Services	4,334,822	4,179,078	4,349,724	4,200,587	1,512,055
Miscellaneous Revenue	393,070	504,050	730,500	327,897	-
Recovered Costs	1,148,738	1,129,905	1,103,963	1,097,519	-
Intergovernmental Revenue	4,004,187	3,801,826	3,431,003	3,746,299	8,374,435
Other Financing Sources	6,788,014	4,650,244	7,616,982	12,246,869	5,880,144
Total Revenue	$17,322,966	$14,965,690	$17,974,897	$22,412,813	$16,523,392
Expenditures					
Personnel	$4,306,567	$4,418,238	$4,664,034	$4,784,147	$4,953,070
Operating	4,859,814	4,858,662	5,615,656	7,302,951	5,893,136
Capital	5,088,195	4,529,184	6,877,166	9,719,282	4,574,235
Other Charges	277,293	182,691	267,085	275,294	117,886
Other Use of Funds	934,779	1,152,672	965,846	1,481,631	985,065
Total Expenditures	$15,466,648	$15,141,447	$18,389,787	$23,563,305	$16,523,392
Net Change in Fund Balance	1,856,318	(175,757)	(414,890)	(1,150,492)	-
Fund Balance, July 1	$6,277,558	$8,133,876	$7,958,119	$7,958,119	$6,807,627
Fund Balance, June 30	$8,133,876	$7,958,119	$7,543,229	$6,807,627	$6,807,627

Note: Changes in fund balance relate to adopted budget appropriations for use of fund balance or supplemental appropriations for one-time funding items or carryover of on-going/multiyear projects.

Proprietary Funds

	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Projected	FY 2020 Budget
Revenue					
General Property Taxes	$ -	$ -	$ -	$ -	$ -
Other Local Taxes	-	-	-	-	-
Permits, Licenses & Fees	19,105	18,025	20,000	20,000	20,000
Fines & Forfeitures	6,620	3,313	-	-	-
Use of Money & Property	85,073	233,148	312,483	594,080	381,483
Charges for Services	35,299,565	37,571,528	41,340,331	41,209,969	43,074,464
Miscellaneous Revenue	798,927	1,392,207	999,808	1,002,154	999,808
Recovered Costs	3,506,056	9,658	-	5,326	-
Intergovernmental Revenue	2,200,042	3,379,982	23,854	11,041,252	23,854
Other Financing Sources	1,212,059	3,423,132	1,090,039	5,980,185	1,547,419
Total Revenue	$43,127,447	$46,030,993	$43,786,515	$59,852,966	$46,047,028
Expenditures					
Personnel	$31,799,879	$31,686,482	$35,911,240	$33,838,426	$37,693,772
Operating	7,206,549	7,771,584	7,426,199	10,438,222	7,550,684
Capital	1,519,238	2,419,515	72,500	13,903,182	72,500
Other Charges	204,642	175,294	221,781	294,998	248,487
Other Use of Funds	92,017	129,345	857,175	977,124	481,585
Total Expenditures	$40,822,325	$42,182,220	$44,488,895	$59,451,952	$46,047,028
Net Change in Fund Balance	2,305,122	3,848,773	(702,380)	401,013	-
Fund Balance, July 1	$9,352,569	$11,298,546	$15,147,319	$15,147,319	$15,548,332
Fund Balance, June 30	$11,657,691	$15,147,319	$14,444,939	$15,548,332	$15,548,332

Note: Changes in fund balance in excess of 10% relate to use of bond proceeds for construction of the most recent landfill cell and other related capital costs.

General Government

General Government includes twelve departments with budgets for FY 2020 totaling $15,537,000, approximately 8.2% of General Fund expenditures. FY 2020 adopted budget expenditures increase by $563,568, or 3.8%, from FY 2019. These increases are primarily in the area of personnel due to changes in benefit costs, an FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff, and the establishment of (1.0) Information Security Analyst IV position in FY 2020 and related expenditure increases.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
General Government				
Board of Supervisors	$ 292,097	$ 293,621	$ 1,524	0.5%
Commissioner of the Revenue	1,622,557	1,666,013	43,456	2.7%
County Administration	966,619	986,538	19,919	2.1%
County Attorney	754,625	817,183	62,558	8.3%
Finance	1,499,971	1,540,694	40,723	2.7%
Geographic Info Systems	356,560	366,019	9,459	2.7%
Human Resources	2,938,092	3,014,078	75,986	2.6%
Independent Auditor	186,105	210,895	24,790	13.3%
Information Technology	3,962,744	4,178,679	215,935	5.4%
Management & Budget	573,937	593,307	19,370	3.4%
Registrar	467,087	483,047	15,960	3.4%
Treasurer	1,353,038	1,386,926	33,888	2.5%
Subtotal, Gen Government	**$ 14,973,432**	**$ 15,537,000**	**$ 563,568**	**3.8%**

Judicial Administration

This category includes eight divisions with budgets for FY 2020 totaling $4,236,081, 2.2% of the General Fund expenditures. FY 2020 adopted budget expenditures increase by $172,726, or 4.3% over the FY 2019 adopted budget. FY 2020 adopted budget increases primarily include adjustments due to changes in benefit costs, as well as the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Judicial Administration				
Adult Court Services	$ 979,707	$ 1,027,856	$ 48,149	4.9%
Circuit Court	138,644	140,382	1,738	1.3%
Clerk of the Circuit Court	1,270,046	1,302,257	32,211	2.5%
Commissioner of Accounts	15,600	15,600	-	0.0%
Commonwealth's Attorney	1,521,159	1,611,787	90,628	6.0%
General District Court	32,700	32,700	-	0.0%
Juv & Dom Relations Court	17,726	17,726	-	0.0%
Magistrates	87,773	87,773	-	0.0%
Subtotal, Judicial Admin	**$ 4,063,355**	**$ 4,236,081**	**$ 172,726**	**4.3%**

Public Safety

This category includes two departments with budgets for FY 2020 totaling $21,436,144, 11.3% of the General Fund expenditures. The FY 2020 adopted budget expenditures increase by $224,026, or 1.1% over the FY 2019 adopted budget. The FY 2020 adopted budget for the Sheriff's Office includes the establishment of (1.0) Crime Analyst position, changes in benefit costs, and the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Public Safety				
Juvenile Detention & Probation	$ 309,532	$ 309,532	$ -	0.0%
Sheriff's Office	20,902,586	21,126,612	224,026	1.1%
Subtotal, Public Safety	**$ 21,212,118**	**$ 21,436,144**	**$ 224,026**	**1.1%**

Public Works

This category includes funding for the Environmental Services' convenience sites function and the Department of General Services' facilities maintenance, management and administrative functions. The FY 2020 adopted budget for these departments totals $8,290,834, 4.4% of the General Fund expenditures, and increase by $232,105, or 2.9% over the FY 2019 adopted budget primarily due to changes in benefit costs as well as the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Public Works				
Env Services (Conv Sites)	$ 2,698,081	$ 2,780,204	$ 82,123	3.0%
General Services	5,360,648	5,510,630	149,982	2.8%
Subtotal, Public Works	**$ 8,058,729**	**$ 8,290,834**	**$ 232,105**	**2.9%**

Health and Welfare

This category includes three agencies with the FY 2020 adopted budget totaling $12,884,870, 6.8% of the General Fund expenditures. FY 2020 expenditures increase by $576,636, or 4.7% primarily due to changes in benefit costs, as well as the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff. Community Services Board (CSB) and Public Health (State Health Department) funding includes additional funding to support costs for program administered by these entities to County residents, based on jurisdictional funding formulas. In addition, the FY 2020 adopted budget includes (1.0) Adult/Family Services Worker I position for the Department of Social Services, as well as (3.0) Benefits Program Specialist II positions and (1.0) Social Services Associate position based on the previously approved Medicaid Expansion implementation, as approved by the Board of Supervisors on August 9, 2018.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Health & Welfare				
Community Services Board	$ 475,225	$ 489,482	$ 14,257	3.0%
Public Health	607,877	616,995	9,118	1.5%
Social Services	11,225,132	11,808,393	583,261	5.2%
Subtotal, Health & Welfare	**$ 12,308,234**	**$ 12,914,870**	**$ 606,636**	**4.9%**

Culture

This category includes three divisions within the FY 2020 adopted budget totaling $6,889,848, 3.6% of the General Fund expenditures. FY 2020 expenditures increase by $254,319, or 3.8% primarily due to changes in benefit costs changes in benefit costs, as well as the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff. In addition, FY 2020 includes an increase to operating expenditures for the Rappahannock Reservoir property donated mid-FY 2019 and funds to assist the Elk Run Church Museum. The Lord Fairfax Community College increases are based on the jurisdictional funding formula agreement.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Culture				
Library	$ 2,508,152	$ 2,555,601	$ 47,449	1.9%
Lord Fairfax Comm College	70,425	75,197	4,772	6.8%
Parks & Recreation	4,056,952	4,259,050	202,098	5.0%
Subtotal, Culture	**$ 6,635,529**	**$ 6,889,848**	**$ 254,319**	**3.8%**

Community Development

This category includes seven departments with the FY 2020 adopted budget totaling $6,357,779, or about 3.4% of the General Fund expenditures. FY 2020 expenditure increases of $229,482, or 3.7%, primarily due to changes in benefit costs, as well as the FY 2019 2.4% compensation increase and salary scale adjustment for permanent staff. In addition, FY 2020 includes an increase in contribution to the Virginia Regional Transit to serve as a grant match for 5-day on-demand services as approved by the Board of Supervisors after the adoption of the FY 2019 budget.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Community Development				
Agriculture Development	$ 68,119	$ 71,647	$ 3,528	5.2%
Community Development	3,712,746	3,796,807	84,061	2.3%
Contributions	1,068,439	1,095,202	26,763	2.5%
Cooperative Extension	156,211	162,418	6,207	4.0%
Economic Development	811,965	917,728	105,763	13.0%
John Marshall SWCD	159,186	162,346	3,160	2.0%
Planning Commission/BZA	151,631	151,631	-	0.0%
Subtotal, Comm Develop	**$ 6,128,297**	**$ 6,357,779**	**$ 229,482**	**3.7%**

Non-Departmental

This category includes utility expenses and various operational contingencies and reserve accounts. The FY 2020 adopted budget totals $3,376,203, or about 1.8% of the General Fund expenditures. FY 2020 expenditure increases of $259,172, or 8.3% includes funding to provide for a compensation increase for permanent staff based on a 1.4% cost-of-living-adjustment in comparison to the Washington-DC Metro Area CPI-U and a 0.6% merit increase. The adopted budget also includes the first year of a three-year plan to address compression.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Non-Departmental	$ 3,117,031	$ 3,346,203	$ 229,172	7.4%
Subtotal, Non-Departmental	**$ 3,117,031**	**$ 3,346,203**	**$ 229,172**	**7.4%**

Transfers

This category consists of local support provided from the General Fund to other component funds. The General Fund provides local support for the School Division, Landfill Enterprise Fund, and Utility Fund, as well as cash funding to the Capital Improvement Program, County's Asset Replacement plan, and debt service expenditures for the County and School Division. FY 2020 expenditures increase totals $2,744,072, which includes a $3.84 million increase in the local transfer to the School Division. The increase in transfers to the School Division help to support their compression and compensation plan, as well as benefit cost increases.

The FY 2019 budget includes no change in the transfer to the Airport Fund. Debt Service Fund transfer adjustments are based on current debt amortization and projected debt issuances as included in the adopted CIP.

Department	FY 2019 Adopted	FY 2020 Adopted	FY2019-20 Change ($)	FY2019-20 Change (%)
Transfers				
Airport Fund	16,000	16,000	-	0.0%
Capital Improvement Fund	3,423,198	2,122,725	(1,300,473)	-38.0%
County Asset Replacement Fund	1,587,532	1,637,532	50,000	3.1%
Debt Service Fund	12,139,521	12,190,559	51,038	0.4%
Landfill Fund	1,074,039	1,181,419	107,380	10.0%
School Division Operating	89,255,351	93,091,478	3,836,127	4.3%
Utility Fund	100,000	100,000	-	0.0%
Subtotal, Transfers	**$ 107,595,641**	**$ 110,339,713**	**$ 2,744,072**	**2.6%**

Mission Statement, Strategic Goals, and Priorities

The County's Mission Statement and the Board of Supervisors' Strategic Goals and Priorities provide a guiding framework for the County government to align activities and resources. These objectives have served as the focal point for the management of operations and the allocation of resources to the County's functional areas.

Mission Statement

Working within the theme of "Progress with Reverence for Heritage" and with a strong commitment to the accomplishment of meaningful improvements to the efficient, effective, and open conduct of the County government, and to the public health, safety, and welfare and educational opportunities, the Fauquier County Board of Supervisors seeks, within the bounds of fiscal integrity, to preserve the physical beauty, historical heritage and environmental quality of the county while ensuring that population growth and development is a positive force on the general welfare of the community.

Vision Statement

Fauquier County is a thriving community that honors its natural and cultural resources, agricultural heritage and rural landscape while building a sustainable economy and promoting outstanding services and growth within defined service districts.

Strategic Goals and Priorities

From County's Adopted FY 2018-2022 Strategic Plan
http://www.fauquiercounty.gov/home/showdocument?id=18773

- **Priority 1 - Assist with the growth of a balanced economic base for Fauquier County and enhanced quality of life for citizens.**
  Continue to provide for the availability of funding for economic and agricultural development business outreach initiatives to both enhance our existing business base and garner new business prospects. Enhanced initiatives are aimed at boosting the County's commercial and agricultural tax base to alleviate pressures on the residential tax base and sustain the County's quality of life.

- **Priority 2 - Ensure the ongoing safety and welfare of the community, through an adequate and effective delivery of public safety services.**
  The County continues to work with the volunteer fire and rescue system to ensure a balanced and adequate staffing structure for service delivery. Like many localities across the nation, the County continues to face balancing a joint fire and rescue system with committed volunteer companies that also require career support for adequate staffing.

  Over the last several budget cycles, evaluation of the Sheriff's Office staffing needs has been a key area of focus. Staffing additions are to ensure the ongoing safety and welfare of the community with respect to County citizens, public areas, roads, and Schools. The Sheriff's Office also sought funding, as approved in the budget, to address an epidemic compression pay issue for lower ranked law enforcement positions, as seen throughout the Commonwealth of Virginia. The Sheriff's Offices across the Commonwealth also sought similar funding from the State Compensation Board, the State funding entity for all Constitutional Offices at the local government level.

- **Priority 3 - Address the identified capital needs and priorities of the County.**
  In the FY 2019 budget process, the Board of Supervisors placed an emphasis during their budget deliberations of reviewing and prioritizing the projects within the capital improvement plan. The Board vetted all projects to weigh the impact of each capital project and its importance with education, public health and welfare, and potential impact on economic development. Through this process, the Board reprioritized projects while adding new projects such as the Broadband project that would address the underserved areas of the County. The process also focused on the impact of each project on the County's five year plan for both capital and operating impacts.

  The current capital improvement plan focuses on addressing key capital needs within the County that are critical to the development of service districts to boost economic development opportunities as well as address service needs of the County citizenry.

- **Priority 4 - Provide support for a quality education.**
  Funding of the public school system and the ability to receive a quality education in the County's School Division continues to be a priority of the Board of Supervisors. The Fauquier County School Division maintains their own strategic plan, Aspirations 2.0. The School Divisions provides annual updates of the plan and status of the implementation of the plan's priorities.

- **Priority 5 - Preserve the County's natural resources and agricultural rural character.**
  Maintaining the County's natural resources and agricultural character is of the utmost importance to the County. The Board seeks to foster expansion within services areas to provide a thoughtful approach to supporting community needs and preservation of the County's rural character.

- **Priority 6 - Ensure County hires and retains staff to provide quality services and programs.**
  During the FY 2019 budget process, a theme expressed often by the Board of Supervisors was their continual commitment to the current and future staff of Fauquier County. A focus of this commitment is hiring and retaining staff that provide the highest quality in the delivery of the County's program and services and implementing programs to ensure that staff have the resources necessary to accomplish this priority.

- **Priority 7 - Maintain continuity of service delivery for County programs and services.**
  Since the recession, fixed and mandated cost increases have outpaced base revenue growth in the County and limited the County's ability to provide departmental enhancements that were not focused on public safety or mandated services. The last several budget cycles have had a continual theme of including a series of department enhancements that focus on continuity of services and increased service delivery efficiencies for non-public safety divisions, outside of mandated programs. The County will continue to focus available resources in key departmental enhancements that will have the greatest impact on services overall and delivery of programs and services to citizens.

- **Priority 8 - Enhance financial and strategic planning.**
  Since the recession, a primary focus has been on addressing the needs of the County with limited resources. To enhance the County's financial planning process and budget development, the Board of Supervisors implemented a two-year budget with the FY 2015 budget cycle. The second year serves as a commitment of funding by the Board of Supervisors with adjustments limited to state or federal mandates, revenue adjustments, or operational emergencies.

  The Board also directed the development of a five-year operating plan, as completed with the adoption of the FY 2018 budget. The final step in the improvement of the County's long-term planning was the development of the Board's Strategic plan to align the Board's priorities with available resources financial and operational.

- **Priority 9 - Partner with community organizations.**
  The nonprofit community that supports Fauquier County citizenry is vast and complements the programs and services provided by the County government to its citizens. The support provided by our community partners enhances the availability of programs and services for citizens, so that County resources can be more efficiently distributed for needs that cannot be provided by our community partners.

Legislative Priorities

In addition to setting the goals and priorities that frame County operations and allocation of resources, the Board of Supervisors annually adopts a set of legislative priorities that are of interest to the County for the Virginia General Assembly's annual session. These items have a direct impact on County operations and resources.

Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities.
- Fauquier County urges the General Assembly to return to paying $14 per day for all state responsible inmates incarcerated in local jails, for whom they are now paying $12 per day.
- Fauquier County supports an initiative in the 2019 session for local day placement programs under the Children's Services Act. The largest expenditure for Fauquier County is special education day placement, for which the Commonwealth only provides funding for two-thirds of expenditures. Local day placement programs would allow children to remain in their communities, allow local school personnel to track the progress of the child, allow community services to be provided to families and children beyond the day placement, and achieve savings for taxpayers through a shorter length of stay.

Education:

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. Any changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities is unacceptable.
- Fauquier County urges the General Assembly to take a thorough and broad look at reforming public education funding and the structure of state and local taxation. Any such reformation must recognize the unintended consequences of revenue sources not aligning with service delivery. For example, the current Commonwealth policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ Land Use Value Taxation to incentivize land conservation consistent with Virginia's land preservation goals and policies.

Land Use and Zoning Authority:

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.
- Fauquier County encourages the General Assembly to provide adequate authority for the Virginia Department of Health or localities to respond to, and find solutions for, failing Alternative On-Site Septic Systems—particularly in the case where the homeowners are low-income Virginians.
- Fauquier County supports legislation to prohibit public utilities from establishing transmission corridors over developed growth areas.
- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.

Purchase of Development Rights and Conservation:

- Fauquier County supports increased State funding for the purchase of conservation easements and other land conservation needs.

Libraries:

- Fauquier County seeks an increase to the state aid formula for public libraries. Funding available for public libraries currently falls short of the amount needed to fully fund the formula as defined by the Code of Virginia. Funds are needed, as more and more Virginians turn to their public libraries to help bridge the gap between those with access to electronic resources and those without.

Transportation Priorities:

- Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.
- Fauquier County requests the General Assembly to encourage the Virginia Department of Transportation to realign Independence Avenue in Bealeton to be adjacent to Lafayette Lane with an all-way traffic signal in order to increase traffic safety, provide savings in school bus fuel and enhance transportation efficiency.
- Fauquier County strongly opposes the devolution of the responsibility for any state roads onto localities.

Broadband/Wireless Telecommunications

- Fauquier County supports efforts to expand broadband capabilities in underserved and rural areas including protecting and enhancing local authority to deploy or partner with others, public or private.
- Fauquier County strongly opposes legislation attempting to bypass, limit, or otherwise further restrict the local zoning, permitting and review process for telecommunications infrastructure.

Virginia Worker's Compensation Act:

- Fauquier County supports a proposed amendment to Virginia Code 65.2-402 providing for the inclusion under the Virginia Worker's Compensation Act of post-traumatic stress disorder on behalf of public safety officers in Virginia. Fauquier County supports a detailed financial review by the General Assembly of the cost impacts of this amendment upon localities. Fauquier County encourages the General Assembly to support a cost-sharing of the resulting costs between localities and the Commonwealth for the benefit of our first responders.

Health, Safety and Welfare:

- Fauquier County supports an amendment to the Virginia Code that would allow service of process by mail to vehicle owners who are cited by school bus arm cameras for passing a school bus loading or unloading passengers. The amendment would also allow the County's ordinance to apply within any town located within the County.
- Fauquier County strongly supports legislation increasing statewide penalties and restrictions on a driver's use of technology, or other distraction, while operating a motor vehicle. The numbers of accidents and deaths nationwide that are caused by distracted driving are increasing at alarming rates. In an effort to protect the health and safety of our citizens and public that travel by roads within our jurisdiction, the County further supports legislation that would provide clear authority for the County to adopt and enforce a local ordinance requiring drivers to pay full attention while driving.
- Fauquier County seeks legislation to empower the Virginia Department of Health to approve harvested rainwater as potable for human consumption.

Five-Year Operational Plan

As the County has navigated the recession and post-recession economic environment, the Board of Supervisors has acknowledged the need to enhance the County's financial management and planning processes. As part of this plan, initially a two-year budgeting process was introduced, with the inclusion of the five-year operating plan to be developed after the final adoption of the second year of the biennial budget. The focus of the second year of the biennial budget process is updating of the five-year operating plan. The following is an overview of the final FY 2018-2022 five-year operating plan approved summer 2017.

The five-year plan update will begin in summer 2019, to allow the Board of Supervisors to incorporate changes based on the FY 2020 Adopted Budget, 2018 Real Property reassessment, as well as key strategic plan updates that significantly impact the County's Capital Improvement Plan. These recent decisions were key to updating the plan in terms of the current and future five-year planning period and the County's financial planning programs. Currently the County's revenue are trending above the previous projections, while expenditures are trending below projection mainly due to discussion relative to the CIP and the Middle School expansion projects. This has also allowed the County to slow the level of projected real estate tax increases from the five-year plan, and utilize natural growth in revenues in lieu of additional tax increases.

The five-year plan primarily focuses on the General Fund budget, as the primary source of local tax funding for component funds. The plan does exclude School Division funds, as the County only oversees the allocation of the local transfer funding. All School funds, and how funds are allocated, are at the authority of the School Board. The plan focuses on reducing the use of fund balance, assessing ongoing changes with benefit provisions and changes instituted at the State level to the State maintained retirement program, compensation for County employees, and expansion of programs and services in key service areas; while acknowledging funding requirements and the level of revenue growth necessary to meet these demands.

The plan will build on the Board's organizational goals, while enhancing the County's financial management practice. The County is committed to instituting this additional financial planning tool to make a more resilient government that can adjust well in the downturns, as well as the upturns for long-term financial sustainability. The finalized plan will outline the requirements for future revenue growth or increased taxation that will be necessitated to fund future obligations and priorities of the community, to meet the County's balanced budget code requirements.

The Plan overall projects an increase in General Fund expenditures of $24.6 million. The increase in expenditures would be funded with natural growth as well as a general real estate tax rate increase of approximately $0.119 or eleven and nine-tenth cents over the planning period from FY 2018 - 2022. The plan includes additional County staffing totaling 61.0 positions, including 46 positions for public safety.

Expenditure Projections and Assumptions: The primary drivers of the increase can be allocated to the following areas.

1. **Capital Projects have a total impact of approximately $6.6 million.**
   a. Debt Service - $5.4 million
      i. Assumes projected increases as anticipated in the Adopted CIP
   b. Cash Funding – $0.3 million.
      i. Assumes by FY 2021, the CIP cash is fully funded
   c. Asset Replacement – $0.4 million.
      i. Assumes increase as included in adopted FY 2018-2022 plan
   d. Operating Impacts – $0.4 million.
      i. Additional operational costs based on adopted CIP projects

2. **School Local Transfer totals approximately $5.0 million.**
   a. Assume annual increase of $1.25 million, similar to recent years.

3. **County Employees Raises totals approximately $1.8 million.**
   a. Assumes 2% in FY 2019 and FY 2021, or every two years compensation increase cycle.

4. **Public Safety Staffing has a total impact of approximately $5.7 million.**
   a. DFREM Career Fire and Rescue Staffing – $5.4 million increase, an additional 43.0 FTE.
   b. Sheriff's Office – $0.3 million increase, an additional 3.0 FTE.

5. **Staffing and Benefit Costs**
   a. Additional County Staffing totals 16.0 FTE and $1.5 million.
      i. FY 2019 – 12.0 additional FTE
      ii. FY 2020 – 6.0 additional FTE
      iii. FY 2021 – 1.0 additional FTE
   b. Benefit Costs increases total approximately $2.2 million.

Revenue Projections and Assumptions: An annual growth factor of 1.0-2.0% for real property (approx. $8 million natural growth FY19-22). Equalization of tax rate in reassessment year (Next reassessment effective January 2018) and assumes increase in base similar to 2014 reassessment. An annual growth rate of 3-4% in personal property, with a reset of revenue in FY 2019 based on recent incremental increase from commercial business. An annual growth rate of 3.5% for sales tax and assumes no realization of additional revenue from new businesses that received tax incentive packages during the five year plan. State revenues sources include incremental increases for Social Services and Compensation Board supported Constitutional Officers based on one compensation raise over the five year plan. Relatively flat Federal funding, with decreases directly related to ending of grant funding, and elimination of the use of fund balance.

Five-Year Operational Plan

FY 2018-2022 General Fund Expenditure

General Fund	FY 2018 Adopted	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
General Government	$ 14,463,745	$ 15,439,665	$ 15,798,889	$ 16,354,962	$ 16,503,924
Judicial Administration	3,998,909	4,156,918	4,202,501	4,324,917	4,378,084
Public Safety	28,167,104	30,758,404	33,145,270	35,988,779	36,264,930
Public Works	7,879,642	8,358,730	8,696,911	8,915,217	9,001,808
Health & Welfare	11,676,568	12,148,948	12,393,098	12,512,129	12,575,124
Culture	6,354,463	6,795,769	7,022,924	7,188,560	7,261,346
Community Development	5,649,673	5,978,765	6,061,907	6,225,960	6,327,046
Non-Departmental	1,727,662	1,932,851	2,160,351	2,160,351	2,160,351
Local Transfers					
Airport Enterprise Fund	16,000	16,000	16,000	16,000	16,000
Capital Improvement Fund	2,366,061	1,966,061	2,269,000	2,269,000	2,285,000
County Asset Replacement Fund	1,329,000	2,227,000	2,096,000	1,916,000	1,956,650
Debt Service Fund	12,572,750	15,040,730	17,636,060	17,668,016	16,997,325
Landfill Enterprise Fund	666,348	701,348	736,348	771,348	806,348
School Division Operating	86,086,173	87,336,173	88,586,173	89,836,173	91,086,173
Utility Fund	100,000	100,000	100,000	100,000	100,000
Total Transfers	$ 103,136,332	$ 107,387,312	$ 111,439,581	$ 112,576,537	$ 113,247,496
Total, General Fund	**$ 183,054,098**	**$ 192,957,362**	**$ 200,921,432**	**$ 206,247,412**	**$ 207,720,109**

FY 2018-2022 General Fund Revenue

General Fund	FY 2018 Adopted	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
General Property Taxes	$ 130,233,060	$ 139,874,521	$ 147,746,623	$ 152,529,489	$ 153,442,321
Other Local Taxes	15,280,000	15,918,800	16,334,952	16,715,550	17,106,172
Permits, Fees & Licenses	1,556,235	1,571,750	1,611,750	1,641,750	1,671,750
Fines and Forfeitures	432,500	432,500	432,500	432,500	432,500
Use of Money & Property	361,272	405,700	430,700	450,700	475,700
Charges for Services	953,133	948,642	948,642	948,642	948,642
Miscellaneous/Recovered Costs	581,783	569,931	569,931	569,931	569,931
State Revenue	27,325,608	27,455,150	27,536,676	27,619,314	27,703,081
Federal Revenue	2,259,756	2,267,725	2,267,725	2,267,725	2,267,725
Intergovernmental Revenue	2,977,524	3,012,642	3,041,934	3,071,811	3,102,286
Use of Fund Balance	1,093,227	500,000	-	-	-
Total, General Fund	**$ 183,054,098**	**$ 192,957,362**	**$ 200,921,432**	**$ 206,247,412**	**$ 207,720,109**

Permanent Positions – Adjustments

Total County Personnel Adjustments

The following provides an overview of all adjustments to County permanent positions as approved by the Board of Supervisors since the adoption of the FY 2019 budget, and for the FY 2020 Adopted Budget. Overall, the County's workforce has increased by 16.00 FTE between the FY 2019 and FY 2020 adopted budgets.

Department	Adjustment	FTE Change
Mid-FY 2019 Adjustments[1]		
Social Services	Benefits Program Specialist II	3.00
Social Services	Social Services Associate	1.00
Subtotal, Mid-FY 2019 Adjustments		**4.00**
FY 2020 Adopted Budget Adjustments		
Fire, Rescue and Emergency Management	Establish (6) Fire Rescue Technician II	6.00
Fire, Rescue and Emergency Management	Establish (3) Fire Rescue Captain	3.00
Fire, Rescue and Emergency Management	Reclass (1) Lieutenant to Captain	0.00
Fire, Rescue and Emergency Management	Reclass (2) Technician II to Lieutenant	0.00
Information Technology	Establish (1) Information Security Analyst IV	1.00
Sheriff's Office	Establish (1) Deputy Sheriff Crime Analyst	1.00
Social Services	Establish (1) Adult Family Service Worker I	1.00
Subtotal, FY 2020 Adopted Adjustments		**12.00**
Total Overall Personnel Adjustments, FY 2020 Adopted Budget		**16.00**

[1] The mid-FY 2019 additional 4.0 FTE positions established in the Department of Social Services were based on the FY 2019 implementation of Medicaid Expansion in Virginia. These positions were approved by the Board of Supervisors on August 9, 2018.

Permanent Positions – Full Time Equivalents

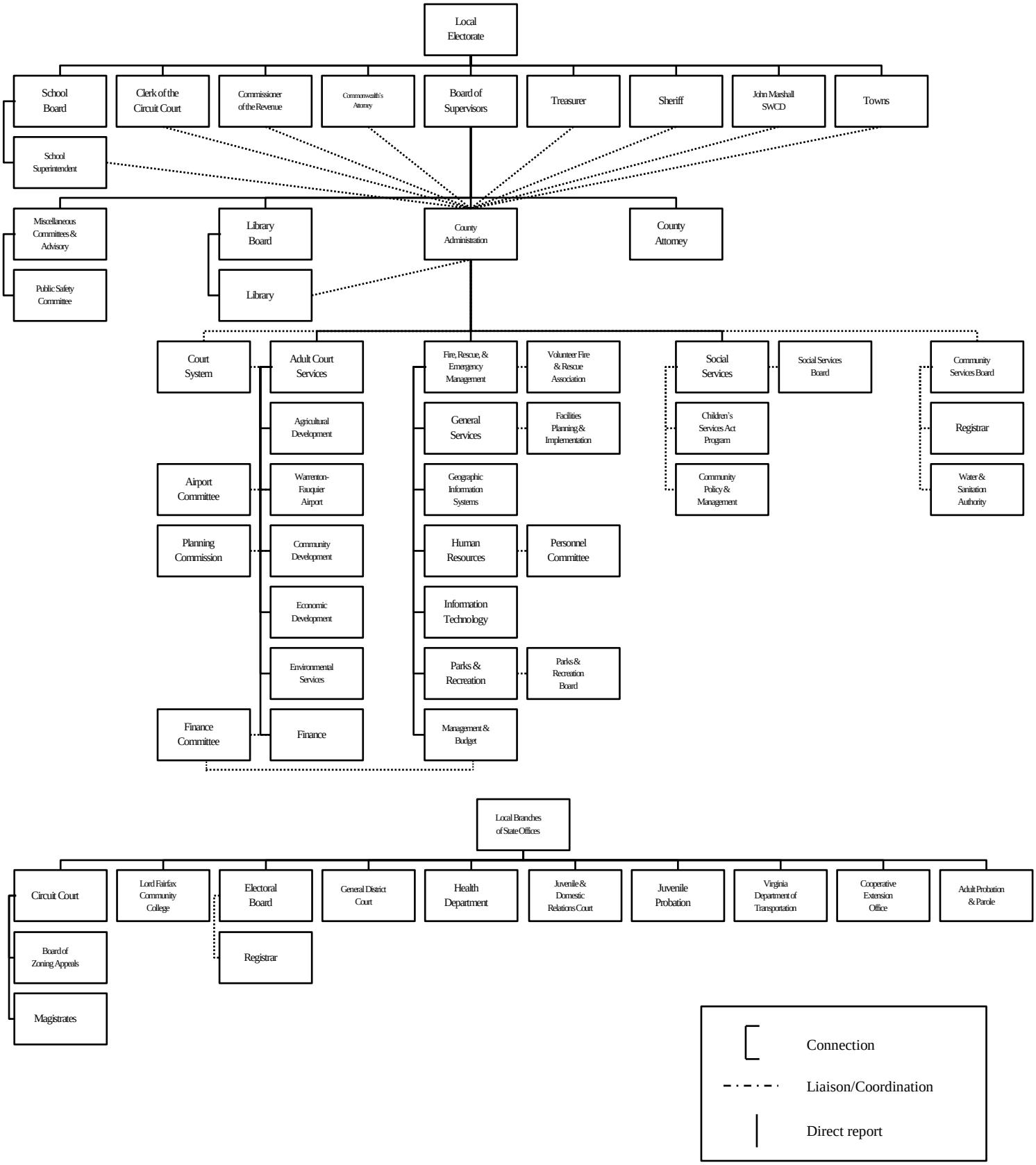
Department	FY 2017 Actual	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted
General Government				
Board of Supervisors	1.00	1.00	1.00	1.00
Commissioner of Revenue	20.00	22.00	22.00	22.00
County Administration	7.53	8.53	8.00	8.00
County Attorney	6.00	6.00	6.00	6.00
Finance	18.00	18.00	18.00	18.00
Geographic Information Systems	4.00	4.00	4.00	4.00
Human Resources	18.00	18.00	18.00	18.00
Independent Auditor	0.00	0.00	0.00	0.00
Information Technology	22.00	22.00	22.53	23.53
Management & Budget	4.00	4.00	5.00	5.00
Registrar	3.00	3.00	3.00	3.00
Treasurer	16.00	16.00	16.00	16.00
Subtotal, General Government	**119.53**	**122.53**	**123.53**	**124.53**
Judicial Administration				
Adult Court Services	12.00	12.00	12.00	12.00
Circuit Court	1.00	1.00	1.00	1.00
Clerk of Circuit Court	16.04	16.04	16.04	16.04
Commissioner of Accounts	0.00	0.00	0.00	0.00
Commonwealth's Attorney	16.07	16.07	16.07	16.07
General District Court	0.00	0.00	0.00	0.00
Juv. & Domestic Relations Court	0.00	0.00	0.00	0.00
Magistrates	0.00	0.00	0.00	0.00
Subtotal, Judicial Administration	**45.11**	**45.11**	**45.11**	**45.11**
Public Safety				
Juvenile Detention & Probation	0.00	0.00	0.00	0.00
Sheriff	176.50	181.50	184.50	185.50
Subtotal, Public Safety	**176.50**	**181.50**	**184.50**	**185.50**
Public Works				
Env. Services (Convenience Sites)[1]	11.50	11.50	11.50	11.50
General Services[1]	53.00	53.00	54.00	54.00
Subtotal, Public Works	**64.50**	**64.50**	**65.50**	**65.50**

Permanent Positions – Full Time Equivalents

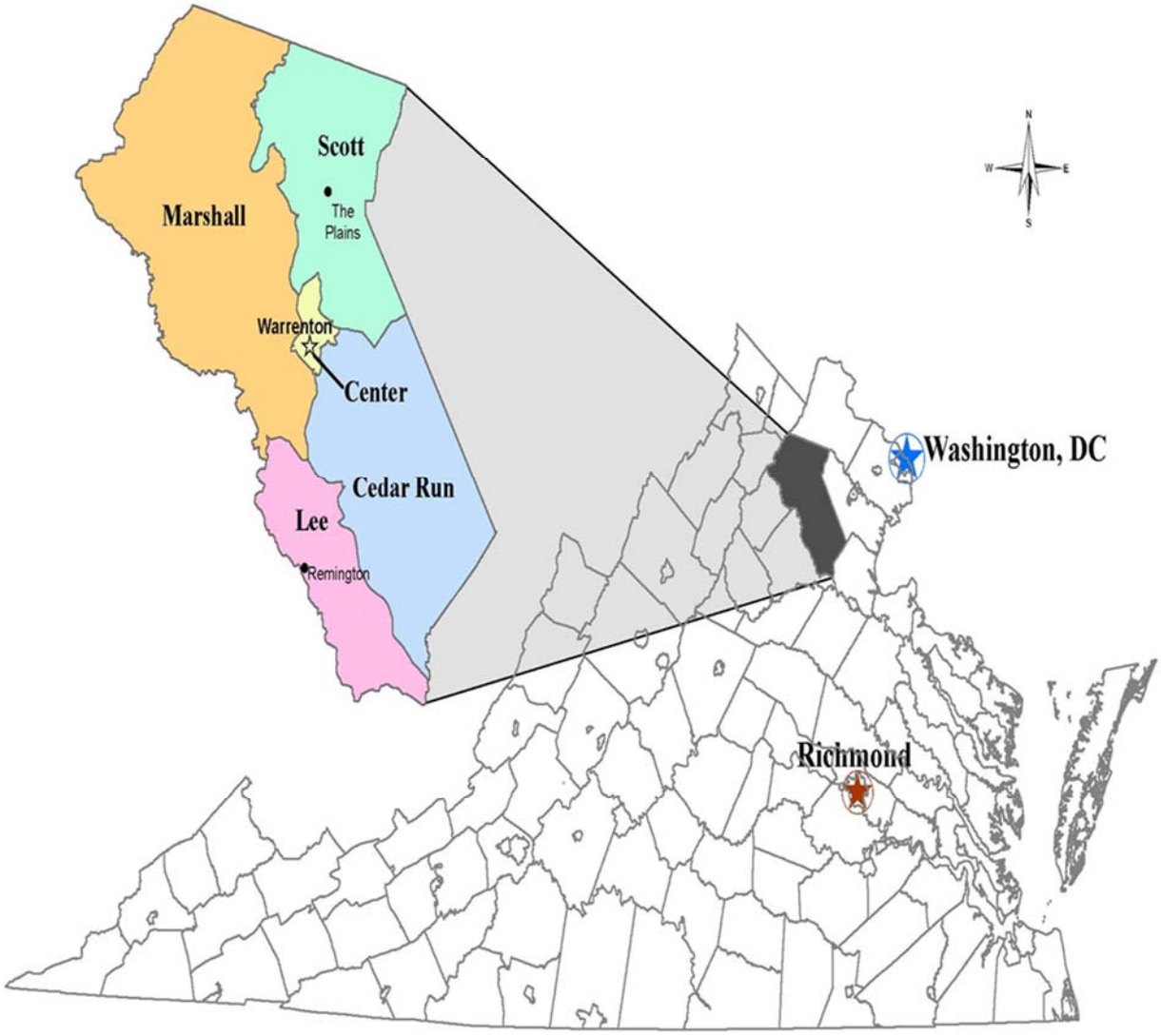
Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Health and Welfare				
Community Services Board	0.00	0.00	0.00	0.00
Public Health	0.00	0.00	0.00	0.00
Social Services	48.53	48.53	54.53	59.53
Subtotal, Health and Welfare	**48.53**	**48.53**	**54.53**	**59.53**
Culture				
Library	34.31	34.31	34.31	34.31
Lord Fairfax Community College	0.00	0.00	0.00	0.00
Parks & Recreation	29.86	30.85	30.85	30.85
Subtotal, Culture	**64.17**	**65.16**	**65.16**	**65.16**
Community Development				
Agricultural Development	1.00	1.00	1.00	1.00
Community Development	40.53	40.53	40.53	40.53
Contributions	0.00	0.00	0.00	0.00
Cooperative Extension	0.43	0.43	0.43	0.43
Economic Development	3.67	3.67	3.67	3.67
John Marshall Soil & Water Cons. District	0.00	0.00	0.00	0.00
Planning Commission/BZA	0.00	0.00	0.00	0.00
Subtotal, Community Development	**45.63**	**45.63**	**45.63**	**45.63**
Non-Departmental				
Non-Departmental	0.00	0.00	0.00	0.00
Subtotal, Non-Departmental	**0.00**	**0.00**	**0.00**	**0.00**
Other Funds				
Airport Fund	3.00	3.00	3.00	3.00
Ambulance Revenue Fund	1.00	1.00	1.00	1.00
Conservation Easement District Fund	2.00	2.00	2.00	2.00
Fire and Rescue Tax Levy Fund	83.00	84.00	114.00	123.00
Fleet Maintenance Fund	15.00	15.00	16.00	16.00
Landfill Enterprise Fund[1]	25.50	25.50	25.50	25.50
Subtotal, Other Funds	**129.50**	**130.50**	**161.50**	**170.50**
County Total	**693.47**	**703.46**	**745.46**	**761.46**
School Division	**1,819.08**	**1,831.00**	**1,899.88**	**1,900.88**
Total FTE	**2,512.55**	**2,534.46**	**2,645.34**	**2,662.34**

[1]*The Departments of General Services and Environmental Services have a combined department head, as approved by the Board of Supervisors subsequent to the adoption of FY 2020 budget. In future years, the position budget will be split between the General Services and Landfill Fund budgets equally.*

County Organizational Chart



County of Fauquier, Virginia



Background Information

The County of Fauquier is located in the north central Piedmont region of Virginia, approximately 40 miles southwest of the nation's capital and approximately 80 miles northwest of Richmond, the state's capital. The County encompasses a land area of approximately 650 square miles. Fauquier County is bordered by the counties of Prince William, Stafford, Culpeper, Warren, Clarke, Loudoun and Rappahannock. The Rappahannock River forms the County's Western border. Interstate 66 runs East-West through the northern portion of the County. In addition, five U.S. primary routes and two state primary routes traverse the County.

Once part of the Northern Neck Proprietary, a vast English land grant held by the 6th Lord Fairfax, Fauquier County was created in 1759 from Prince William County and named for Sir Francis Fauquier, the Colonial Lieutenant Governor at that time.

Originally populated by the Manohoacs, Sioux tribe, and later used as a hunting ground by the Iroquois, Fauquier's first immigrants were of German and English ancestry. Brent Town, the first settlement, was established in 1686 in Southern Fauquier. The first settlement in Northern Fauquier was near The Plains in 1726.

During the American Revolution, many County citizens served in the Continental Army, including Captain John Marshall who would later serve the country as Chief Justice of the U.S. Supreme Court.

During the Civil War, the County was frequently traversed by both Northern and Southern armies. The history of the war in Fauquier County is dominated by tales of the escapades of Colonel John S. Mosby, a Partisan Ranger whose unorthodox and highly effective maneuvers would now be called guerrilla warfare. Significant Civil War sites and activities within Fauquier County are included in the Virginia Civil War Trails.

Recovery from devastation to the agricultural economy following the war was helped by the arrival in the early 1900s of several prosperous Northern businessmen who came to fox hunt during the winter months. Their enthusiasm and investments, combined with Virginia's long history of fine horses, established the area as the Hunt Country capital of Virginia. Today, Fauquier County continues those traditions with the annual Upperville Colt and Horse Show, the oldest horse show in the United States, and Virginia Gold Cup races.

The Fauquier County government is organized under the traditional form of government as defined under the code of Virginia, for which Virginia is a Dillon Rule State. Localities are provided only those rights given to them under the State code or by vote of the General Assembly. The governing body of the County is the Board of Supervisors, which makes policies for the administration of the County. The Board of Supervisors consists of five members representing the five Magisterial Districts in the County: Center, Lee, Scott, Marshall, and Cedar Run. The Chairman of the Board of Supervisors is elected from within the Board of Supervisors and serves generally for a term of one year in addition to being a District Supervisor. The Board of Supervisors appoints a County Administrator to act as the administrative head of the County, who serves at the pleasure of the Board of Supervisors, carries out the policies established by the Board, and directs business and administrative procedures in the County government. An organizational chart of Fauquier County government may be found on page 40.

In Virginia, cities and counties are distinct units of government and do not overlap. Fauquier County includes the incorporated Towns of Warrenton, Remington, and The Plains. The towns provide additional services within their corporate limits as authorized by Virginia general statutes. Property in these towns is subject to County taxation.

Because of its proximity to Washington, D.C., Fauquier County has experienced consistent population growth over the past ten years. Despite this population growth, the County remains primarily rural in nature.

Background Information

Description	Indicator
General	
Area	647.5 miles^2
Population (2018 Estimated)	70,675
County Seat	Town of Warrenton
Median Age (2017)	41.6
Unemployment Rate (March 2019)	2.8%
County Civilian Labor Force (February 2019)	36,721
Per Capita Personal Income (2017)	$43,067
Median Household Income (2017)	$94,775
Registered Voters (May 2019)	50,529
Towns and Villages	
Number of Incorporated Towns	3 – Warrenton, Remington, The Plains
Number of Villages	43
Households (2017)	
Total Number of Households	23,658
Family Households	17,598
Non-Family Households	6,060
% of All Households with own children under 18 years	43.6%
Fauquier County Public School System	
Number of Elementary Schools	11
Number of Middle Schools	5
Number of High Schools	3
Number of Alternative Education Schools	1
Number of Regional Governor's School Affiliations	1
Fall Membership Enrollment (Fall 2018)	11,153
Average Per Pupil Cost (FY 2018 Estimated)	$12,891
Fauquier County Library System	
Number of Facilities	Public Libraries (3) & Meeting Facilities (2)
Number of Patrons Registered (April 2019)	37,798
Sheriff's Office	
Average Response Time (FY 2018 Actual)	14:47 minutes
Fire, Rescue, and Emergency Services	
Fire & Rescue Companies	10
Fire & Rescue Building Locations	12
Parks and Recreation	
Number of State Parks and Forests	2
Number of County Parks and Recreation Facilities	64
Number of Wildlife Management Areas	3
Total Acres Maintained (Land and Water - 2017 Actual)	1,059 acres

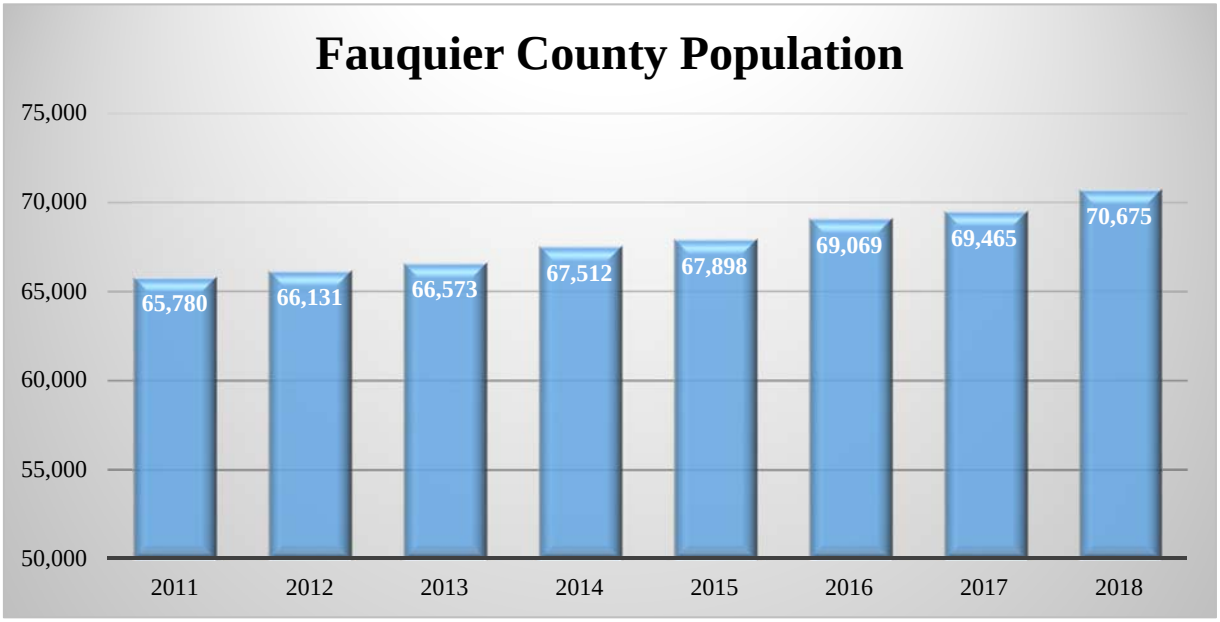
Fauquier County's Top 10 Employers	
1. Fauquier County School System	6. Town of Warrenton
2. Fauquier Health System	7. Food Lion
3. Fauquier County Government	8. Airlie Foundation
4. US Department of Transportation	9. Blue Ridge Orthopaedic Associates
5. Walmart	10. Smith Midland Corporation
Source: Virginia Employment Commission.	

Fauquier County's Top 10 Real Property Taxpayers	
1. Virginia Electric & Power Company	6. Verizon Virginia LLC
2. Old Dominion Electric Co-op	7. Fauquier Long-Term Care LLC
3. Fauquier Medical Center LLC	8. Rappahannock Electric Co-op
4. Northern Virginia Electric Co-op	9. Vint Hill Village, LLC
5. Warrenton Center LLC	10. Northrock Center LLC
Source: Fauquier County Commissioner of the Revenue.	

Fauquier County's Major Industries
1. Educational services, health care, and social assistance
2. Professional, scientific, management, administrative and waste management services
3. Construction
4. Retail Trade
5. Public Administration
6. Other services, except public administration
7. Arts, entertainment, and recreation, and accommodation and food services
8. Finance and insurance, and real estate and rental and leasing
9. Transportation and warehousing, and utilities
10. Manufacturing
11. Agriculture, forestry, fishing and hunting, and mining
12. Information
13. Wholesale trade
Source: United States Census 2017 American Community Survey. Based on civilian employed population 16 years and over.

Population

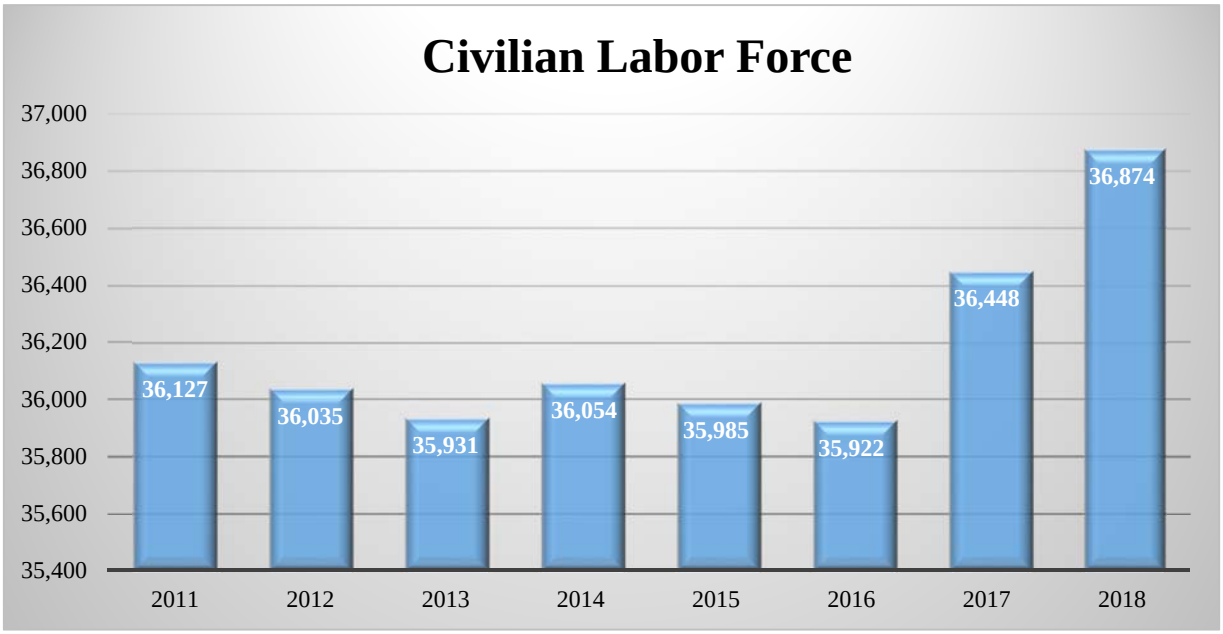
The County's population increased by less than 1% annually on average since 2009, but increased 1.74% from 2017 to 2018. While the population slowed near the recession, growth has begun to return to a more normalized annual growth rate.



Source: Weldon Cooper Center for Public Service. University of Virginia. Values as of July 1 per year.

Employment

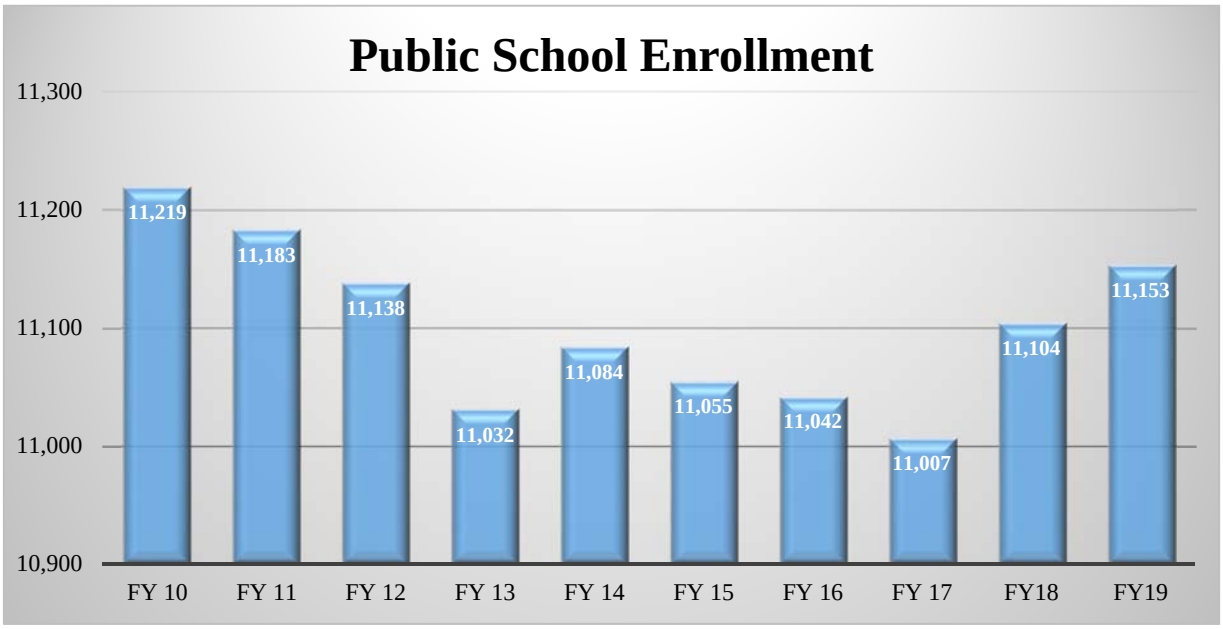
After falling in 2010, the civilian labor force grew more normalized in 2017 & 2018.



Source: Virginia Employment Commission.

Public School Enrollment

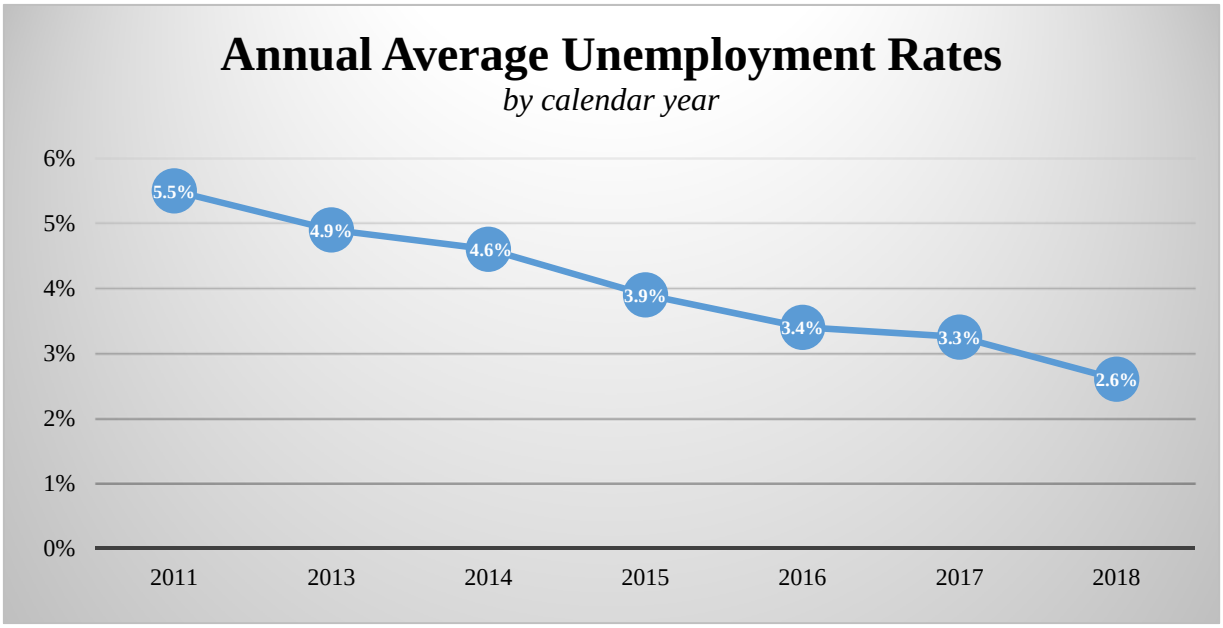
Public School Enrollment increased in 2019 after decreasing annually from 2014-2017. The School Division projects total enrollment growth of 5.1% to 11,722 students, over the next ten years through 2029.



Source: Fauquier County Public Schools Annual Report and Ten-Year Enrollment Projection Report. Figures based on annual fall membership.

Unemployment

Unemployment has continued to fall over the last four years and remains below the national and state averages.



Source: Virginia Employment Commission.

New Housing Starts

In the first half of FY 2019, new housing starts are down similar to the rest of the region, as well as the availability in the county for new housing development. However, existing housing inventory and sales remain at or above the regional trends with no lowering of sales values.

[1]*Fiscal Year 2019 data through March 2019.*
Source: Fauquier County Department of Community Development.

Foreclosures

Foreclosure filings remain stable. As a percentage of filings, foreclosures continued to decline from an average of 15.4% in 2010 to 2.1% in 2018, with the total number of parcel transfers increasing and foreclosures decreasing over that period in 2018.

Source: Clerk of the Circuit Court.

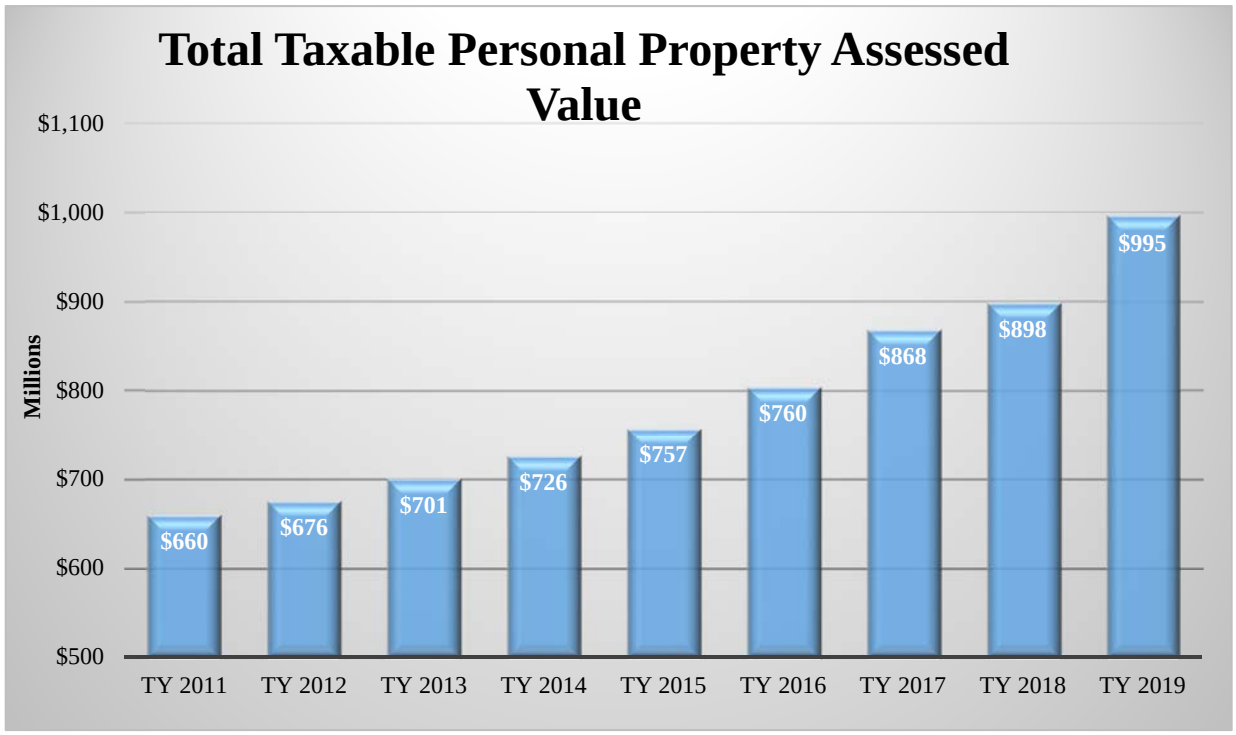
Real Property Assessed Values

Fauquier County reassesses real property on a quadrennial basis. The last reassessment, effective January 1, 2018, reflected the increase in property values over the four year period, similar to the region. The average residential home experienced an increase of 17.7% from $321,300 to $378,000. The only real property category that experienced only minimal change was large land parcels, in excess of one-hundred acres. Increases in the tax years between reassessments are reflective of adjustments due to growth in residential development and improvements, and other various adjustments.

[1]*Reassessment year.*
Source: Fauquier County Commissioner of the Revenue.

Personal Property Assessed Values

Fauquier County reassesses personal property on an annual basis. Personal property values continue to increase from commercial growth due to investments made by new and existing business development, and increased automobile value.



Source: Fauquier County Commissioner of the Revenue

FY 2020 Budget Process

Fauquier County's annual budget is prepared and fulfills the requirements of the Commonwealth of Virginia including those requirements outlined in Section 15.2-2500 of the Code of Virginia. The County's annual budget, by requirement of the Commonwealth of Virginia, must be balanced wherein available revenues and appropriated fund balance equal estimated expenditures for the fiscal year.

Fauquier County initiates its annual operating budget process through a formal meeting with constitutional officers, department heads and support staff in September of each year, with budget requests submitted to the Office of Management and Budget for review in the subsequent months. The County Administrator and the Office of Management and Budget meet with departments to review submissions and new requests in December and January. In addition, the County conducts the Capital Improvement Program planning in conjunction with the operating budget process.

The County Administrator's proposed Capital Improvement Program (CIP) is released with the proposed budget. New projects in the proposed CIP are submitted to the Planning Commission for review, in comparison to the Comprehensive Plan. The County Administrator's proposed operating budget is released by the end of February of each year to the Board of Supervisors.

The Board of Supervisors provide preliminary direction for the annual budget process through various standing committees. In addition, the Board of Supervisors implemented a two-year or biennial budget plan in FY 2015. The Board of Supervisors holds budget work sessions in March and April, as needed, to meet with departments and agencies to discuss new requests, changes in federal or state program mandates, and to understand various challenges faced by these entities. The Board also holds an annual joint work session with the School Board to discuss the School Division's operating and capital requests. The Board, by statutory requirement, holds at least one public hearing on the budget, capital improvement program, and advertised tax rates to gain citizen input at least seven days in advance of the adoption of the budget and tax rates.

In years of reassessment, every four years, the Board is statutorily required to hold a public hearing if the assessments will increase more than one percent and the tax rate is not lowered to a level equivalent to the prior year's assessment. After the annual public hearing the Board conducts a final work session to facilitate any recommended changes in the proposed budget for adoption. The adoption of the budget, tax rates, and capital improvement program is held at the last work session of the budget process.

While the Board of Supervisors has implemented a biennial budget process, the Code of Virginia requires an annual budget process, budget public hearing, and the adoption and appropriation of the annual budget and tax rates. Given this statutory requirement, the second year of the biennial budget is considered a draft fiscal plan or a commitment of the Board of Supervisors for that fiscal year with adjustments only relative to revenue revisions, federal or state mandated requirements, or emergencies. The Board of Supervisors formally adopts the second budget year through the same statutorily mandated process the following year by holding a public hearing, adopting and appropriating the annual budget, and setting tax rates.

FY 2020 Budget Process

The following calendar provides key dates and agenda items from the FY 2020 budget process:

Date	Agenda Item
September 4, 2018	FY 2020-2024 CIP & County Asset Replacement Instructions Distributed to Departments
September 17, 2018	FY 2020 Operating Budget and FY 2020-2024 Five Year Operational Plan Kickoff
September 17, 2018	Contributory Agency Applications Released
September 28, 2018	FY 2020-2024 CIP & Asset Replacement Project Requests Due to OMB
October 12, 2018	Contributory Agency Applications due to OMB
October 15, 2018	FY 2020 Operating Budget Submissions and FY 2020 -2024 Five Year Plan Submissions Due to OMB
December/January	Meetings with Departments for FY 2020 Operating Budgets and FY 2020-24 CIP/Asset Replacement Submissions
February 18, 2019	School Division releases Proposed FY 2020 Budget
February 27, 2019	County Administrator's Proposed FY 2020 Budget and FY 2020-24 Capital Improvement Plan to Board of Supervisors
February 27, 2019	TY 2018 Tax Rate Advertisement
March 5 – 7, 2019	Board of Supervisors' Budget Work Sessions
March 12, 2019	Board of Supervisors' Public Hearing on FY 2020 Proposed Budget, TY 2019 Tax Rates, & CIP
March 14, 2019	Joint Board of Supervisors and School Board Budget Work Session
March 19, 2019	Board of Supervisors Work Session – Mark Up/Mark Down
March 21, 2019	Board of Supervisors' Adoption and Appropriation of FY 2020 Budget, Tax Year 2019 Rates & FY 2020-24 CIP

FY 2020 Budget Process

Date	Agenda Item
April 9, 2019	School Board Adoption of the FY 2020 School Division Budget
July 1, 2019	Beginning of FY 2020 and Implementation of FY 2020 Adopted Budget

Basis of Budgeting

Budgets for all funds are adopted on a basis consistent with generally accepted accounting principles, as applied to governmental units. Annual appropriation resolutions and budgets are adopted for the governmental and proprietary funds discussed in the following section. Governmental accounting activities are directed toward ensuring effective expenditure control and budgetary compliance. All appropriations are legally controlled at the department level for the General Fund and County proprietary funds, while School Division funds are appropriated at the fund level and allocated by the School Board. All annual appropriations, aside from the Capital Improvement Fund, County and School Division Asset Replacement Funds, and the Utility Fund, lapse at the end of the fiscal year, unless otherwise specified in the annual appropriations resolution. The annual appropriations resolution specifies that grant appropriations and certain projects may be continued into the following year until the expiration of the grant or completion of the project. Consistent with State requirements and County policy, the Board of Supervisors adopts an annual budget that balances overall expenditures with projected revenue. The County employs the same financial principles for budgeting and accounting purposes.

Budget Appropriation and Adjustment Process

The Board of Supervisors adopts an annual fiscal plan and appropriations resolution that sets the funding levels for each fund. The appropriation of funding may be allocated on a time-based frequency, as allowed by the Code of Virginia, including monthly, quarterly, or an annual appropriation. The Board's fiscal policies authorize the County Administrator to accept and appropriate certain non-recurring revenue that is below specified threshold amounts, such as grants, insurance recoveries, and other miscellaneous revenues, and to approve transfers of appropriations and estimated revenues between departments and agencies. Approval by the Board of Supervisors is required for all other changes to aggregate appropriations or estimated revenues that fall outside the supplemental appropriation guidelines set forth in the Board's fiscal policies.

Changes to appropriations are accomplished through the budget adjustment process. Budget adjustments that do not require Board of Supervisors approval by policy are approved by the Director of Management and Budget and the County Administrator, subject to sufficient justification. Budget adjustments that change appropriations or estimated revenues at the fund level and require the Board of Supervisors' approval are submitted to the Board of Supervisors' Finance Committee for recommendation for full Board of Supervisors approval.

Fund Structure and Uses

Fauquier County's budget is organized on a fund basis, with each fund considered a separate accounting and reporting entity. Fund types consist of the Governmental Funds (General Fund, School Division Operating Fund, Capital Improvement Fund, Debt Service Fund, and Non-major Governmental Funds) and the Proprietary Funds (Fleet Maintenance, Landfill, Airport and Health Insurance).

Governmental Funds

Governmental funds are accounted for using modified accrual accounting and are budgeted on the same basis. Under modified accrual accounting, revenue is considered available when deemed collectible during the current period. Similarly, expenditures are recorded at the time liabilities are incurred. The modified accrual basis is consistent with generally accepted accounting principles (GAAP).

Most of the County's financial activities are financed through the governmental funds. The County's budget contains eleven distinct governmental funds. These funds embody appropriation decisions regarding the allocation of resources among programs and expenditure type (personnel, operating, capital, and debt service). Some of the funds are attached to specific revenue sources and designated for a specific purpose, while others are more wide-ranging. Each fund is specifically reviewed and appropriated by the Board of Supervisors during its annual budget process.

The following funds are categorized as governmental funds:

General Fund

The General Fund is the primary operating fund for all non-education governmental activities. The General Fund is supported by a combination of local tax revenue, fees, charges for service and outside grant funding. Most other governmental functions, such as education, are supported by a transfer from the General Fund.

School Division Operating Fund

The School Division Operating Fund is the primary fund for all education-related governmental activities. The majority of revenue to the School Division Operating Fund comes from a transfer from the County's General Fund. In addition, the School Division Operating Fund is supported by aid from the State and Federal governments, as well as various charges for service. The School Board has direct control over the allocation of resources within this fund, as well as the non-major educational funds. The Board of Supervisors provides a lump sum appropriation to the fund to finance the School Division's operations.

Capital Improvement Fund

The Capital Improvement Fund provides for the acquisition, construction or total replacement of physical facilities using a combination of cash funding and debt financing. The Capital Improvement Fund, along with the Utility Fund, provides the mechanism for implementing the Board of Supervisors' adopted Capital Improvement Program.

Debt Service Fund

The Debt Service Fund was established in FY 2011 to provide for the payment of debt service on municipal debt issued to construct facilities. The Debt Service Fund is appropriated by the Board of Supervisors as part of the annual budget process, representing the long-term financing costs resulting from the policy decisions made by the Board of Supervisors and the School Board as expressed by the Capital Improvement Program.

Fire and Rescue Levy Fund

This fund supports expenditures for the County's volunteer fire and rescue system. The Fire and Rescue Levy Fund is supported by a dedicated real estate tax levy. Revenue from the levy is transferred to volunteer companies to subsidize the cost of operations, fund debt service to facility improvements, and fund additional career fire and rescue services.

Non-major Governmental Funds

This category consists of funds that are dedicated for a specific purpose and generally minor in scale compared with the larger major governmental funds. The Non-major Governmental Funds category includes the following:

1. Ambulance Revenue Fund – This fund was established by the Board of Supervisors in FY 2008 to implement the County's ambulance revenue recovery program. Revenue generated from the County's ambulance fee supports career and volunteer emergency medical service expenses.
2. Asset Replacement Funds - The County maintains separate asset replacement funds for the General Government and the School Division. The Asset Replacement Funds provide for the financing of major maintenance and systems replacement, renovations and major asset replacements, principally through the accumulation of cash funding and various grants.
3. Conservation Easement Service District Fund – This fund was established by the Board of Supervisors to administer the County's purchase of development rights program. The PDR program is funded by a dedicated real estate tax levy.
4. Non-major School Division Funds – The School Nutrition Fund, Textbook Fund, and Regional Governor's School have been established as separate entities for accounting purposes, and are subsidized by a combination of outside grants, fees and a transfer from the School Operating Fund.

Proprietary Funds

The proprietary fund category includes four funds that either account for specific self-funded business enterprises or the provision of internal services to other governmental units. The proprietary funds employ a full accrual accounting method, where revenue is recognized on the date of occurrence and expenditures in the accounting period during which a liability is incurred. All proprietary funds are reviewed and appropriated by the Board of Supervisors during the annual budget process. The following funds are categorized as proprietary funds:

1. Internal Service Funds – Internal service funds are used to account for goods or services provided by one department or agency to another governmental unit on a cost reimbursement basis. The County maintains two internal service funds: Fleet Maintenance and Health Insurance.

2. Enterprise Funds – Enterprise funds house activities that are financed and operated as self-supporting activities.

County Fund Structure				
Funds by Fund Type				
Fund Name	**Major Governmental Funds**	**Non-major Governmental Funds**	**Internal Service Funds**	**Enterprise Funds**
General Fund	✓			
School Division Operating Fund	✓			
Capital Improvement Fund	✓			
Debt Service Fund	✓			
Fire and Rescue Levy Fund	✓			
Ambulance Revenue Fund		✓		
County Asset Replacement Fund		✓		
School Division Asset Replacement Fund		✓		
Conservation Easement Service District Fund		✓		
School Division Nutrition Fund		✓		
School Division Textbook Fund		✓		
Regional Governor's School Fund		✓		
Fleet Maintenance Fund			✓	
Health Insurance Fund			✓	
Landfill Fund				✓
Warrenton-Fauquier Airport Fund				✓

County Fund/Function/Department Structure	
Fund Name	**Function/Department(s)**
Governmental Funds	
General Fund	General Government ➢ *Board of Supervisors* ➢ *Commissioner of Revenue* ➢ *County Administration* ➢ *County Attorney* ➢ *Finance* ➢ *Geographic Info Systems* ➢ *Human Resources* ➢ *Independent Auditor* ➢ *Information Technology* ➢ *Management & Budget* ➢ *Registrar* ➢ *Treasurer* Judicial Administration ➢ *Adult Court Services* ➢ *Circuit Court* ➢ *Clerk of Circuit Court* ➢ *Commissioner of Accounts* ➢ *Commonwealth's Attorney* ➢ *General District Court* ➢ *Juvenile & Domestic Relations Court* ➢ *Magistrates* Public Safety ➢ *Juvenile Detention and Probation* ➢ *Sheriff's Office* ➢ *Department of Fire, Rescue, and Emergency Management* ➢ *Volunteer Fire & Rescue Association* Public Works ➢ *Environmental Services – Convenience Sites* ➢ *General Services* Health and Welfare ➢ *Community Services Board* ➢ *Public Health* ➢ *Social Services* Culture ➢ *Library* ➢ *Lord Fairfax Community College* ➢ *Parks and Recreation* Community Development ➢ *Agricultural Development* ➢ *Community Development* ➢ *Contributions* ➢ *Cooperative Extension* ➢ *Economic Development* ➢ *John Marshall Soil and Water Conservation District* ➢ *Planning Commission/Board of Zoning Appeals/Architectural Review Board* Non-Departmental

School Division Operating Fund	School Division
Fund Name	**Function/Department(s)**
Governmental Funds (cont'd)	
Capital Improvement Fund	Capital Improvement Program ➢ *County departments* ➢ *School Division* ➢ *Fire and Rescue Levy* ➢ *Fauquier County Water and Sanitation Authority* ➢ *Warrenton-Fauquier Airport*
Debt Service Fund	County Government and School Division
Ambulance Revenue Fund	Public Safety ➢ *Department of Fire, Rescue, and Emergency Management* ➢ *Volunteer Fire & Rescue Association* ➢ *Finance Department*
County Asset Replacement Fund	County Asset Replacement Plan ➢ *County Government*
School Division Asset Replacement Fund	School Division
Conservation Easement Service District Fund	Community Development ➢ *Agricultural Development*
Fire and Rescue Levy Fund	Public Safety ➢ *Department of Fire, Rescue, and Emergency Management* ➢ *Volunteer Fire & Rescue Association*
School Division Nutrition Fund	School Division
School Division Textbook Fund	School Division
Regional Governor's School Fund	School Division
Internal Service Funds	
Fleet Maintenance Fund	Public Works ➢ *General Services*
Health Insurance Fund	County Government and School Division
Enterprise Funds	
Landfill Fund	Public Works ➢ *Environmental Services*
Airport Fund	Warrenton-Fauquier Airport

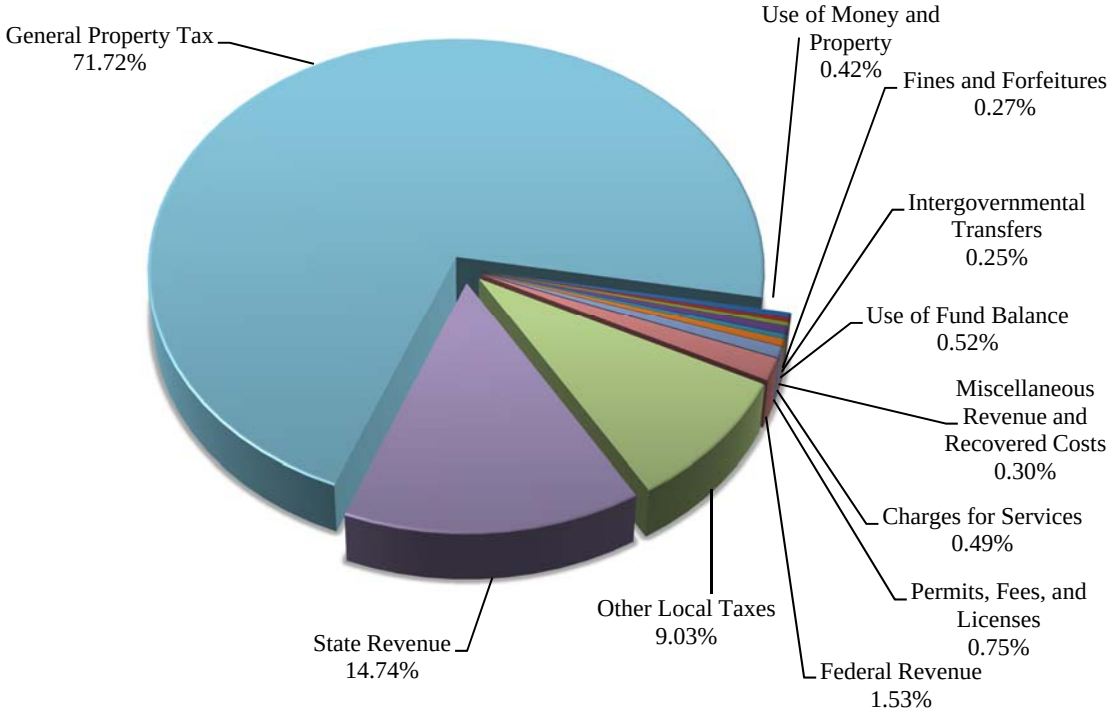
General Fund Revenue Summary

The FY 2020 Adopted General Fund Budget includes $189,348,472, an increase of $5,256,106 (2.86%) from the FY 2019 adopted budget, which includes no change in the general real estate tax rate. The FY 2020 Adopted Budget does include an increase in the overall real estate tax rate by $0.012 (one and two-tenths cents) to an overall real estate tax rate of $0.994 from $0.982 to the fire and rescue tax levy in order to support enhanced services and programs. An outline of those changes is included in the Fire and Rescue Levy Fund section. The primary source of increased funding in the General Fund includes projected growth in real, personal, and sales taxes.

As part of the FY 2019-2020 adopted budget approved in spring 2018, the Board of Supervisors included the above overall real estate increase for FY 2020. The FY 2020 adopted budget includes no increase from the approved Tax Year 2019 tax rates as outlined in the FY 2020 projected budget. The County continues to experience modest growth in the revenue base, primarily resulting from increases in real estate, personal property, and sales taxes. As the County reassesses on a quadrennial cycle, with the next reassessment effective 2022, real estate tax revenue continues to benefit from modest amounts of new construction and improvements. The most significant increase in General Fund revenue was due to additions in the base assessment value of personal property from new business investments, equating to an approximate 6.5% increase, with continued positive growth as a result of new automobile purchases and maintained valuations. Ove

The following section provides an overview of General Fund revenue by source category including local revenue, state revenue, federal revenue, and intergovernmental revenue.

General Fund Revenue Sources



General Fund Revenue Summary

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Local Revenue					
General Property Taxes	$ 129,394,290	$ 134,355,014	$ 132,239,472	$ 135,794,188	$ 3,554,716
Other Local Taxes	16,431,541	16,506,576	16,330,508	17,095,328	764,820
Permits, Fees & Licenses	1,561,027	1,475,745	1,816,900	1,420,560	(396,340)
Fines and Forfeitures	401,796	656,961	432,500	503,000	70,500
Use of Money & Property	457,918	736,583	379,937	786,936	406,999
Charges for Services	984,661	989,606	932,633	921,383	(11,250)
Misc/Recovered Costs	780,373	1,029,374	606,041	570,845	(35,196)
Subtotal, Local Revenue:	**$ 150,011,606**	**$ 155,749,859**	**$ 152,737,991**	**$ 157,092,240**	**$ 4,354,249**
State Revenue:	$ 26,896,372	$ 27,028,716	$ 27,308,269	$ 27,901,570	$ 593,301
Federal Revenue:	5,786,893	3,967,986	2,580,272	2,889,443	309,171
Subtotal, State & Federal:	**$ 32,683,265**	**$ 30,996,702**	**$ 29,888,541**	**$ 30,791,013**	**$ 902,472**
Intergovernmental Revenue:	1,484,762	2,575,040	478,137	477,522	(615)
Use of Fund Balance:	$ -	$ -	$ 987,697	$ 987,697	$ -
General Fund Total:	**$ 184,179,633**	**$ 189,321,601**	**$ 184,092,366**	**$ 189,348,472**	**$ 5,256,106**

Property Tax Revenue

Fauquier County's Tax Year runs concurrent with the Calendar Year. Property tax rates are adopted for the current year during the future year's budget process. Property tax rates are levied per $100 of assessed value. Real property is assessed on a quadrennial basis and personal property tax is assessed on an annual basis.

The last County-wide real property reassessment was implemented as part of the FY 2019 Adopted Budget, effective January 1, 2018, with an average residential assessment value of $378,000. The calculation for the average residential assessed value does not change based on additional units or improvements between reassessment cycles, as provided for by State calculation methodologies. The next reassessment is scheduled for spring 2021, with an effective date of January 1, 2022. The impact and any related adjustments for the reassessment will be made in the FY 2023 budget cycle.

The adopted FY 2020 budget includes an overall real estate tax rate of $0.994, with no change in the general real estate or conservation easement tax rates but does include an increase of $0.012 to the fire and rescue tax levy in order to support enhanced services and programs. The overall real estate tax rate of $0.994 increases the average residential tax bill from $3,726 to $3,771, or $45, a 1.2% change.

General Fund Revenue Summary

Tax Year 2017-19 Property Tax Rates			
Description	**Tax Year 2017**	**Tax Year 2018**	**Tax Year 2019**
Overall Real Estate Tax Rate:	**$1.039**	**$0.982**	**$0.994**
Real Estate – General	$0.975	$0.855	$0.855
Real Estate – Fire & Rescue	$0.058	$0.121	$0.133
Real Estate – Conservation Easement District	$0.006	$0.006	$0.006
Stormwater Management Fee[1]	$13.640	$13.640	$13.640
Marshall Electric Light and Business Improvement District Levy	$0.005	$0.005	$0.005
Personal Property – General	$4.650	$4.650	$4.650
Personal Property – Fire & Rescue	$0.250	$0.250	$0.250
Business Furniture, Fixtures, & Equipment	$2.300	$2.300	$2.300
Motor Homes & Campers	$1.500	$1.500	$1.500
Motor Vehicle Carriers (30+ Passengers)	$1.000	$1.000	$1.000
Mobile Homes	$1.039	$0.982	$0.994
Machinery & Tools	$2.300	$2.300	$2.300
Aircraft[2]	$0.001	$0.001	$0.001
Specially Equipped Handicap Vehicles	$0.050	$0.050	$0.050

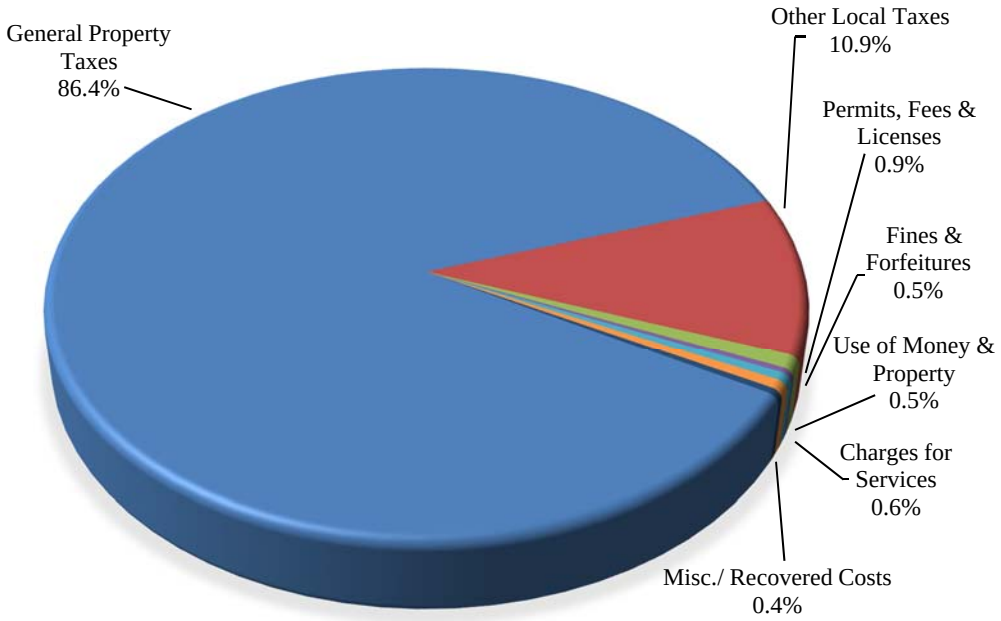
[1]*The Stormwater Management Fee is a countywide special assessment, on a per parcel basis with the exception of any parcels excluded by act of the Board of Supervisors.*
[2]*Aircraft stored at the Warrenton-Fauquier Airport are subject to a special maintenance fee assessment.*

General Fund Revenue Summary

Local Revenue

The FY 2020 Adopted Budget includes $157,092,240 in local revenue, or 83.0% of General Fund revenue, an increase of $4,354,249 from the FY 2019 Adopted Budget. Local revenue includes general property taxes; other local taxes; permits, fines, and licenses; fines and forfeitures; use of money and property; charges for services; and miscellaneous revenues and recovered costs.

Local Revenue Sources
$157,092,240



General Fund Revenue Summary

General Property Taxes

The FY 2020 Adopted Budget includes $135,794,188 in property tax revenue, an increase of $3,554,716 from the FY 2019 Adopted Budget. The general property tax increases are primarily a result of natural growth in real and personal property taxes. The natural growth in real and personal property is a result of new construction and improvements, as well as business investment for personal property tax mixed with maintained or new vehicle assessments. Other adjustments are based on historical or current collections.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Real Estate	$ 98,044,974	$ 102,147,815	$ 98,831,480	$ 100,452,188	$ 1,620,708
Public Service	6,430,054	5,850,675	6,100,000	6,300,000	200,000
Personal Property	22,301,933	23,784,643	24,980,000	26,622,000	1,642,000
Rollback Taxes	192,544	88,700	85,000	85,000	-
Bethel Academy	59,123	57,893	57,992	-	(57,992)
Delinquent Real Property	698,134	687,932	775,000	700,000	(75,000)
Delinquent Public Service	1	(7,280)	-	-	-
Delinquent Personal Property	399,367	434,090	245,000	400,000	155,000
Penalties	919,676	920,701	815,000	885,000	70,000
Interest	348,484	389,845	350,000	350,000	-
Total	**$ 129,394,290**	**$ 134,355,014**	**$ 132,239,472**	**$ 135,794,188**	**$ 3,554,716**

Other Local Taxes

The FY 2020 Adopted Budget includes $17,095,328 in the other local taxes category, an increase of $764,820 from the FY 2019 Adopted Budget. Increased sales tax revenue reflects observed and projected growth in collections. Increased revenue for license fees, bank stock tax, and recordation reflects observed and projected growth in activity.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Sales Tax (Local)	$ 9,241,227	$ 9,057,564	$ 9,335,508	$ 9,880,328	$ 544,820
Utility Tax	1,433,552	1,604,085	1,445,000	1,465,000	20,000
Utility Consumption Tax	175,398	209,387	190,000	190,000	-
BPOL Tax	1,632,643	1,564,338	1,405,000	1,455,000	50,000
License Fee	1,957,392	1,984,960	1,950,000	2,000,000	50,000
Bank Stock Tax	145,363	184,244	150,000	150,000	-
Recording Tax & Fees (Deeds)	1,699,060	1,763,713	1,700,000	1,800,000	100,000
Recording Tax & Fees (Wills)	32,065	26,200	50,000	40,000	(10,000)
Transient Occupancy Tax	114,841	112,085	105,000	115,000	10,000
Total	**$ 16,431,541**	**$ 16,506,576**	**$ 16,330,508**	**$ 17,095,328**	**$ 764,820**

Permits, Fees & Licenses

The FY 2020 Adopted Budget includes $1,420,560 in permits, licenses and fees, a decrease of $396,340 from the FY 2019 Adopted Budget, mainly due to the one-time revenue from the FY 2019 sexennial land use revalidation. Adjustments in permitting and Community Development fee revenues are based on collections and fee schedule updates.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Dog Tags	$ 47,244	$ 45,058	$ 38,000	$ 38,000	$ -
Land Use Fees	7,364	10,827	350,000	10,000	(340,000)
Transfer Fees	2,404	2,443	2,600	2,400	(200)
Concealed Weapon Permits	12,062	15,207	10,000	10,000	-
Police Background Checks	31,296	39,456	25,000	30,000	5,000
Primary Election Fees	353	-	5,200	-	(5,200)
Community Development Fees	1,460,304	1,362,754	1,386,100	1,330,160	(55,940)
Total	**$ 1,561,027**	**$ 1,475,745**	**$ 1,816,900**	**$ 1,420,560**	**$ (396,340)**

Fines and Forfeitures

The FY 2020 Adopted Budget includes $503,000 in fines and forfeitures, an increase of $70,500 from the FY 2019 Adopted Budget. The fines and forfeitures category consists mainly of fine revenue collected by the courts system. Adjustments are based on current and projected collections.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Local Fines	$ 387,479	$ 643,016	$ 425,000	$ 492,000	$ 67,000
Court Judgment Proceeds	2,648	1,065	-	-	-
Zoning Violation Fines	-	-	500	500	-
Clean-up Landowner Properties	1,251	1,200	-	-	-
Interest on Local Fines	10,418	11,680	7,000	10,500	3,500
Total	**$ 401,796**	**$ 656,961**	**$ 432,500**	**$ 503,000**	**$ 70,500**

Use of Money and Property

The FY 2020 Adopted Budget includes $786,936 in use of money and property, an increase of $406,999 from the FY 2019 Adopted Budget. Use of money and property consists mainly of interest income on the County's cash balances, which is adjusted based on current market conditions but with capacity for downward trends. Rental revenue for county property has increased mainly due to the transfer of the former Vint Hill Economic Development Authority remaining properties to the County, per the dissolution agreement.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Interest Income - General Fund	$ 231,604	$ 497,549	$ 150,000	$ 500,000	$ 350,000
Rental of County Property	67,420	85,377	85,905	142,904	56,999
Rental Health Department	25,700	25,700	25,700	25,700	-
Rental Hospital Hill Property	133,194	127,957	118,332	118,332	-
Total	**$ 457,918**	**$ 736,583**	**$ 379,937**	**$ 786,936**	**$ 406,999**

Charges for Services

The FY 2020 Adopted Budget includes $921,383 in charges for services, a decrease of $11,250 from the FY 2019 Adopted Budget. Charges for services include the County's share of fees for processing court filings, as well as usage and late fees for various County functions. The largest adjustment to charges for services is the reduction of County Attorney fees due to a change in the process for collections.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Excess Fees	$ 86,743	$ 74,171	$ 80,000	$ 80,000	$ -
Remote Access Clerk Fee	4,455	10,443	3,000	6,000	3,000
Sheriff Fees	3,742	3,742	3,742	3,742	-
Law Library Fees	9,496	10,040	9,500	9,600	100
Local Cost	25,109	10,067	30,000	30,000	-
Detention Fee	1,894	1,533	3,500	2,000	(1,500)
Inmate Processing Fee	9,058	9,691	11,000	10,000	(1,000)
Commonwealth's Atty. Fees	6,851	5,775	7,000	7,000	-
County Attorney Fees	26,986	8,413	15,000	-	(15,000)
Corr. & Detention Charges	40,369	36,748	30,000	30,000	-
Street Signs	2,747	2,956	2,000	2,000	-
Police Reports/Fingerprinting Fee	3,547	12,253	8,500	8,500	-
Inmate DNA	1,047	1,052	900	900	-
Courtroom Security	145,322	175,531	145,000	145,000	-
Parks & Recreation	526,813	549,099	500,491	502,641	2,150
Welfare & Social Services Fees	-	395	-	-	-
Library Fees	76,861	74,196	78,000	79,000	1,000
Sales of GIS Maps	7,056	3,501	5,000	5,000	-
Total	**$ 984,661**	**$ 989,606**	**$ 932,633**	**$ 921,383**	**$ (11,250)**

Miscellaneous Revenue & Recovered Costs

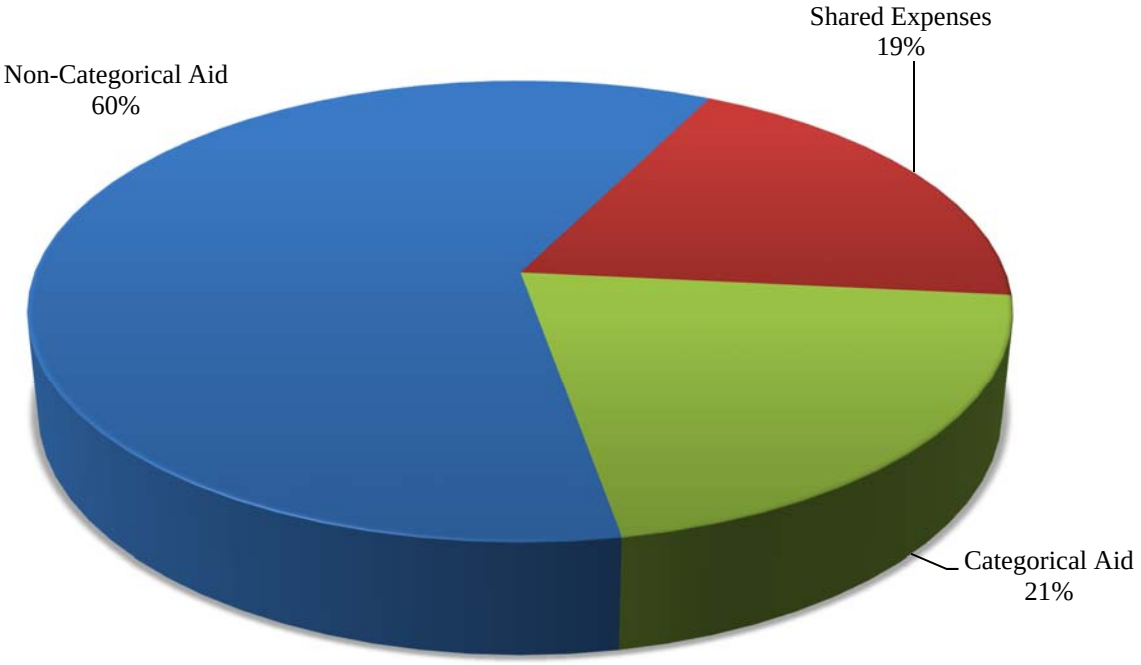
The FY 2020 Adopted Budget includes $570,845 in miscellaneous revenue and recovered costs, a decrease of $35,196 from the FY 2019 Adopted Budget. Miscellaneous revenue consists of revenue that does not correlate with other classifications. Recovered costs include reimbursements from outside organizations for services provided by the County. Revenues are anticipated to remain relatively flat overall, with the largest decrease from Home Incarceration Fees to reflect changes in the program eligibility and number of participants. Town election reimbursements are collected by the Registrar from the incorporated towns within the County based on election cycles. Other miscellaneous revenue and recovered costs are based on prior years' and projected collection levels.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Miscellaneous Donations	$ 96,367	$ 119,446	$ 1,000	$ 8,854	$ 7,854
Admin Fees - Debt Set-Off	56,236	56,678	60,000	60,000	-
Lien Fees - Treasurer	42,067	40,496	45,000	43,200	(1,800)
Lien Fees - County Attorney	3,405	1,802	-	-	-
Commonwealth's Atty Collection Fees	92,808	127,001	155,000	160,000	5,000
Circuit Court Collections	1,369	1,045	1,000	1,000	-
Gen. District Court Collections	3,781	3,438	3,500	3,500	-
J&DR Court Collections	304	399	250	250	-
HR Background Checks	20,414	18,203	25,000	25,000	-
Wellness Dollars	25,000	25,000	25,000	25,000	-
HR Miscellaneous Revenue	33,914	32,703	15,681	15,681	-
Town Election Reimbursement	8,585	9,647	8,900	3,300	(5,600)
Town Code Red Emerg System Reimb	5,000	5,000	-	-	-
Insurance Recoveries	23,937	25,824	-	-	-
Miscellaneous Revenue	151,834	160,279	105,710	109,060	3,350
Canteen Medical Reimb.	5,774	5,762	6,500	6,500	-
Process and Service Fees	1,518	1,010	-	-	-
Home Incarceration Fees	11,934	15,885	47,000	3,000	(44,000)
Other Government Charges	10,500	10,500	10,500	10,500	-
Work Release	67,728	76,449	65,000	65,000	-
CSA Refunds	13,506	22,895	10,000	10,000	-
Warrenton Comm Ctr Recovered Costs	20,676	20,857	19,000	19,000	-
Radio Reimb - Culpeper/Rappahannock	29,456	28,358	-	-	-
Miscellaneous Recoveries	54,260	220,697	2,000	2,000	-
Total	**$ 780,373**	**$ 1,029,374**	**$ 606,041**	**$ 570,845**	**$ (35,196)**

State Revenue

The County receives a variety of funding from the State, principally classified as non-categorical aid, shared expenses, and categorical aid. The FY 2020 Adopted Budget includes $27,901,570 in state revenue, or 14.7% of total General Fund revenue.

State Revenue Sources
$27,901,570



Non-Categorical Aid

The FY 2020 Adopted Budget includes $16,431,327 in non-categorical aid, which represents no change from the FY 2019 Adopted Budget. This category consists of taxes imposed by the State and shared with the County using a variety of distribution formulas.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Rolling Stock Tax	$ 97,058	$ 84,808	$ 88,500	$ 88,500	$ -
Mobile Home Titling Tax	26,071	27,924	25,000	25,000	-
Rental Car Tax	7,640	11,541	10,000	10,000	-
Personal Property Tax Relief	13,658,011	13,658,087	13,657,827	13,657,827	-
Communication Tax	2,732,399	2,646,979	2,650,000	2,650,000	-
Pari-mutuel Wagering Tax	290	492	-	-	-
Total	**$ 16,521,469**	**$ 16,429,831**	**$ 16,431,327**	**$ 16,431,327**	**$ -**

Shared Expenses

The FY 2020 Adopted Budget includes $5,601,935 in shared expenses, which represents an increase of $366,062 from the FY 2019 Adopted Budget. Shared expenses represent funding administered by the State Compensation Board for constitutional officers and the Registrar, supported by the State Department of Elections. Adjustments reflect funding approved by the Commonwealth in the FY 2020 Adopted Budget for across the board compensation increases and funding levels, that offset the County's funding for these offices.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Commonwealth Attorney	$ 492,596	$ 527,657	$ 507,289	$ 546,956	$ 39,667
Sheriff	3,549,737	3,690,765	3,643,103	3,918,603	275,500
Commissioner of the Revenue	180,828	186,662	188,400	204,974	16,574
Treasurer	149,642	163,772	153,205	184,519	31,314
Registrar	46,977	47,457	46,977	47,447	470
Clerk of the Court	485,892	498,058	496,899	512,309	15,410
Adult Confinement – Detention	159,964	182,191	200,000	187,127	(12,873)
Total	**$ 5,065,636**	**$ 5,296,562**	**$ 5,235,873**	**$ 5,601,935**	**$ 366,062**

Categorical Aid

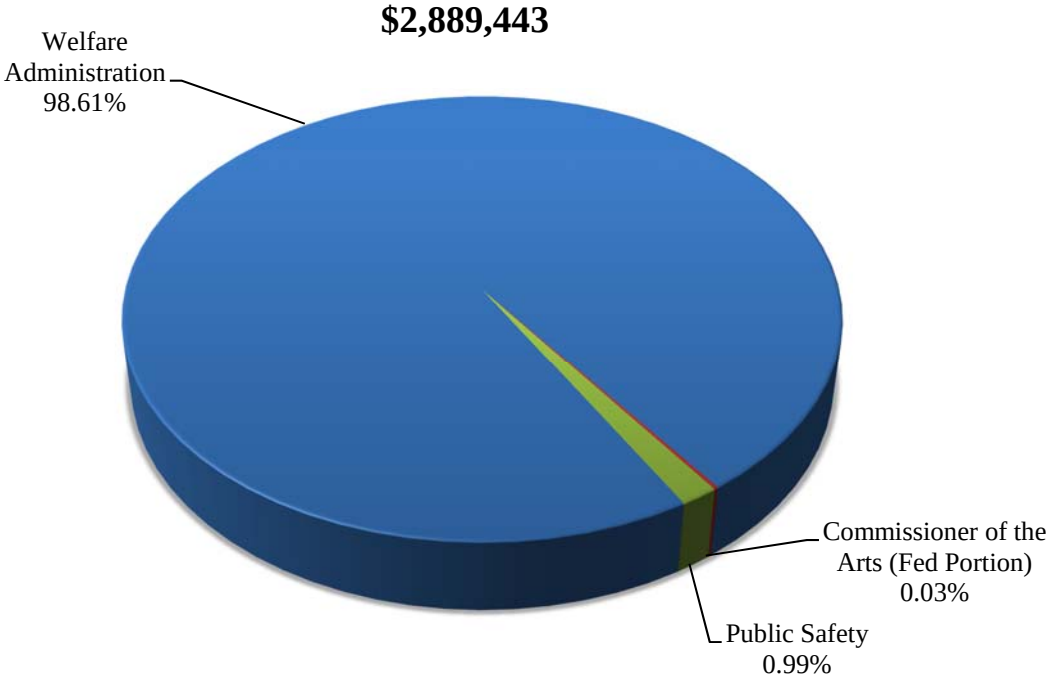
The FY 2020 Adopted Budget includes $5,868,308 in categorical aid, which represents an increase of $227,239 from the FY 2019 Adopted Budget. Categorical aid consists of funding from the State that has been designated for a specific purpose. This category includes funding for welfare, social services and the Children's Services Act for At-Risk Youth (CSA). Disbursements under these programs are calculated using a shared cost formula established by the Code of Virginia. Also included is funding for the County's library system, reimbursements for circuit court juries, and funding for criminal system diversion programs. The most significant increase in categorical aid is derived from Social Services revenues based on the implementation of the Commonwealth's Medicaid Expansion program requiring additional County personnel, approved by the Board of Supervisors in mid-FY 2019. The Sheriff's Office also received grant funding to partially offset personnel costs for (2.0) School Resource Officer positions. In addition, the Virginia Commissioner of the Arts grant revenue reflects the split between State and Federal revenue sources based on historical allocations. Lastly, adjustments are based on prior years' and current year revenue collections.

Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Social Services	$ 1,477,620	$ 1,578,575	$ 1,513,085	$ 1,665,078	$ 151,993
Comprehensive Services Act	2,121,562	2,184,872	2,717,730	2,726,008	8,278
VDSS DV Grant	35,604	35,604	33,193	33,193	-
DCJS VOCA Grant	48,351	57,369	52,934	66,433	13,499
Recordation Tax	435,408	449,814	435,000	435,000	-
Jury Duty Reimbursement	21,427	39,398	25,000	25,000	-
Adult Court Services – Pretrial	371,302	246,641	272,182	246,348	(25,834)
Community Corrections	395,737	270,920	245,379	271,745	26,366
Prisoner Transportation	14,733	18,665	15,000	15,000	-
Juv. Community Crime Control	36,836	33,367	36,836	36,836	-
E-911 Wireless Program	121,745	126,208	117,716	117,716	-
SRO Incentive Grant Program	-	-	-	46,632	46,632
Armory	19,768	22,894	17,751	17,751	-
Library Aid	158,072	157,263	157,263	159,058	1,795
Commissioner of the Arts	5,000	4,000	-	3,510	3,510
AFID Regional Food Port Study	-	9,291	-	-	-
Miscellaneous	45,499	67,442	2,000	3,000	1,000
Total	**$ 5,309,267**	**$ 5,302,323**	**$ 5,641,069**	**$ 5,868,308**	**$ 227,239**

Federal Revenue

The FY 2020 Adopted Budget includes $2,889,443 in Federal revenue, or 1.5% of total General Fund revenue. This category consists principally of Federal funding for community welfare programs. Additional revenue may be realized during the course of the fiscal years through various grant awards. The FY 2020 Adopted Budget includes Social Services revenues based on the implementation of the Commonwealth's Medicaid Expansion program requiring additional County personnel, approved by the Board of Supervisors in mid-FY 2019. In addition, the Virginia Commissioner of the Arts grant revenue reflects the split between State and Federal revenue sources based on historical allocations.

Federal Revenue Sources
$2,889,443

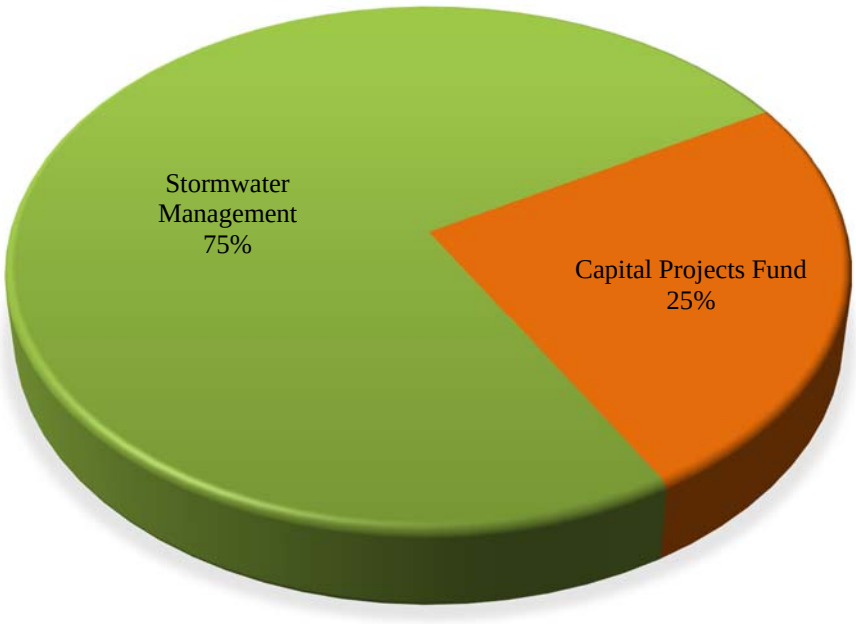


Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Welfare Administration	$ 3,116,274	$ 3,185,441	$ 2,278,144	$ 2,550,324	$ 272,180
VDSS DV Grant		80,922	99,579	99,579	-
DCJS VOCA Grant		206,535	158,801	199,302	40,501
Commissioner of the Arts	-	500	4,500	990	(3,510)
Public Safety	99,413	119,792	39,248	39,248	-
SAFER Grant	99,413	294,933	-	-	-
DCJS Restorative Pathways	27,267	20,450	-	-	-
Agricultural Development	25,323	10,871	-	-	-
Miscellaneous	116,482	45,764	-	-	-
Payments in Lieu of Taxes	2,721	2,778	-	-	-
Total	**$ 5,786,893**	**$ 3,967,986**	**$ 2,580,272**	**$ 2,889,443**	**$ 309,171**

Intra-Governmental Transfers

The FY 2020 Adopted Budget includes $477,522 in intra-governmental revenue, or 0.3% of total General Fund revenue to support government operations. The adopted budget includes a slight decrease in transfer from the Capital Projects Fund to reflect updated benefit costs for the County's Broadband Project Manager, funded by the Broadband capital project.

Intergovernmental Transfers
$477,522



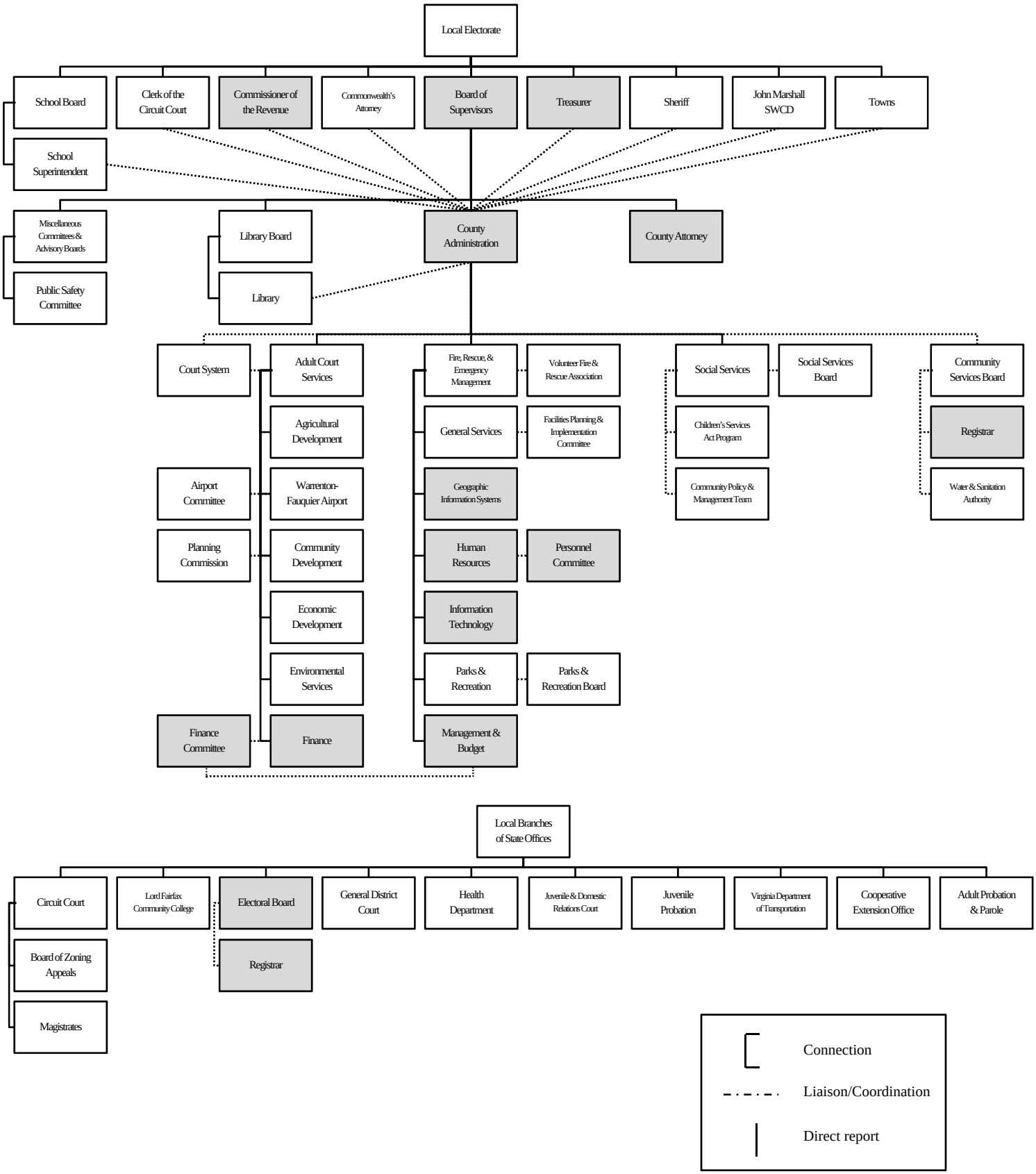
Revenue Source	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted	FY 2019-20 Change
Fire and Rescue Levy Fund	$ 811,012	$ 1,333,377	$ -	$ -	$ -
Ambulance Revenue Fund	934,779	902,692	-	-	-
Capital Projects Fund	-	-	119,480	118,865	(615)
Stormwater Management Fund	338,971	338,971	358,657	358,657	-
Total	**$ 2,084,762**	**$ 2,575,040**	**$ 478,137**	**$ 477,522**	**$ (615)**

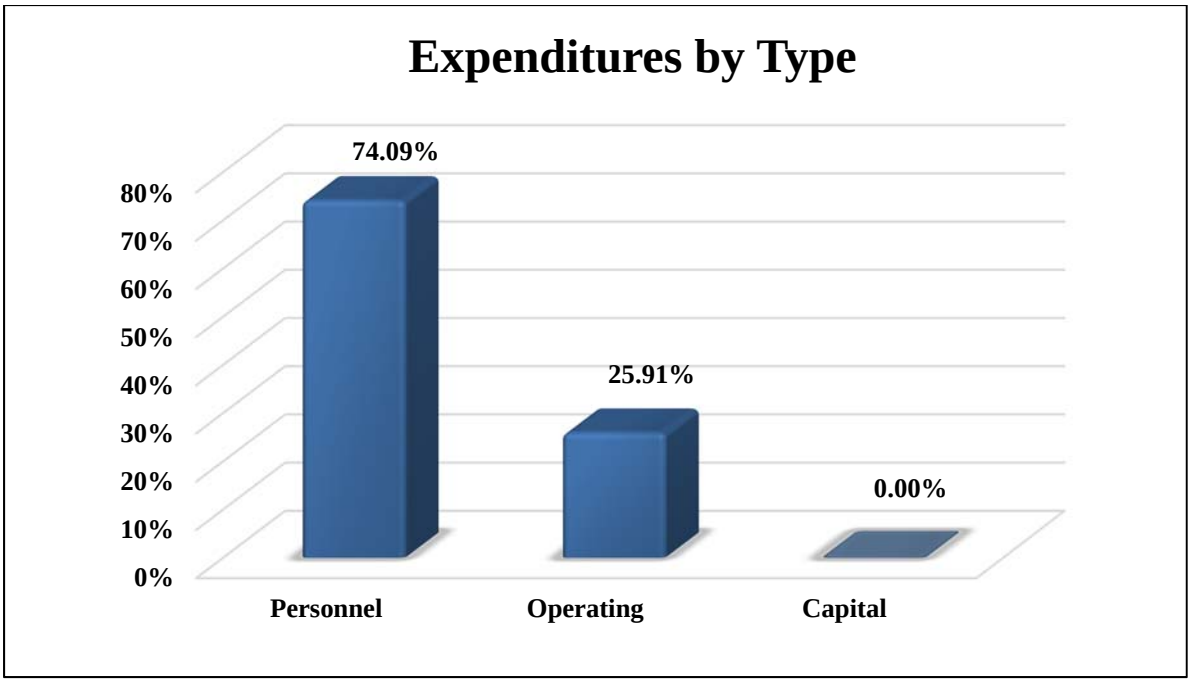
General Government

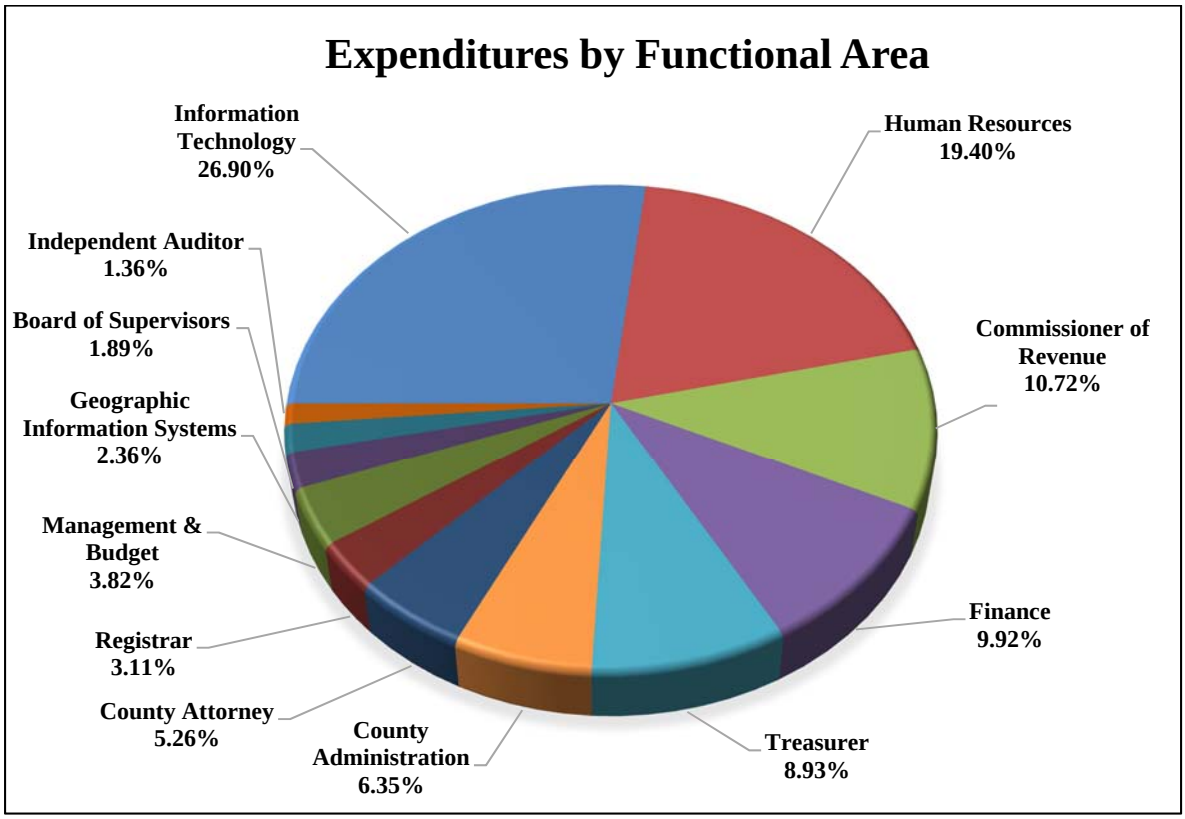
Warren Green Building
Warrenton, Virginia

Department/Agency		Amount
Board of Supervisors	$	293,621
Commissioner of Revenue		1,666,013
County Administration		986,538
County Attorney		817,183
Finance		1,540,694
Geographic Information Systems		366,019
Human Resources		3,014,078
Independent Auditor		210,895
Information Technology		4,178,679
Management & Budget		593,307
Registrar		483,047
Treasurer		1,386,926
Total	**$**	**15,537,000**

General Government

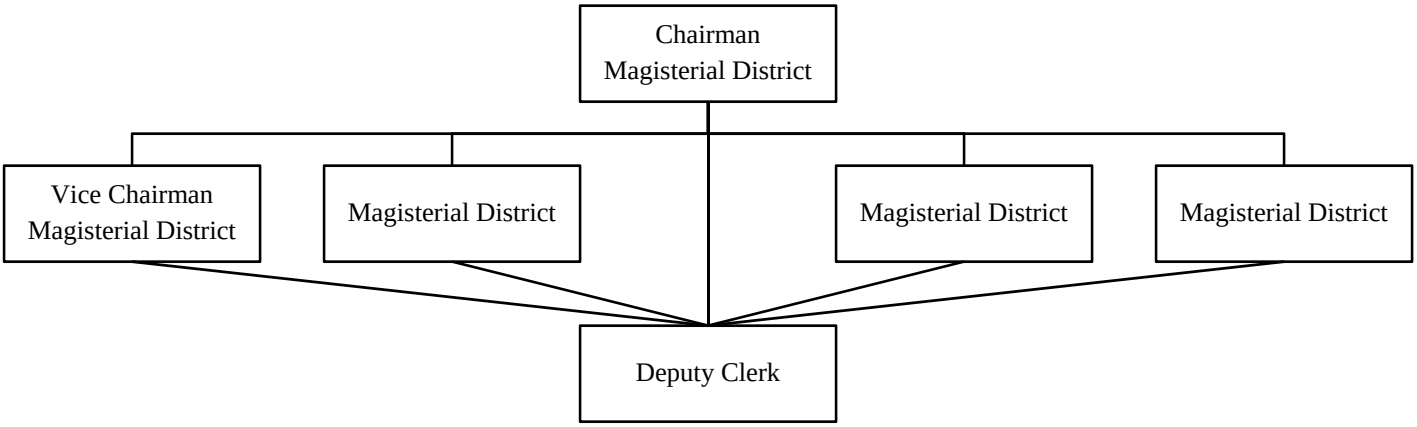



Expenditures by Type
74.09%
25.91%
0.00%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Information Technology 26.90%
Human Resources 19.40%
Independent Auditor 1.36%
Board of Supervisors 1.89%
Commissioner of Revenue 10.72%
Geographic Information Systems 2.36%
Management & Budget 3.82%
Finance 9.92%
Registrar 3.11%
County Attorney 5.26%
County Administration 6.35%
Treasurer 8.93%

Board of Supervisors

The Fauquier County Board of Supervisors (BOS), elected by the people, serves by law as the governing body of the County. The Board sets goals and objectives; establishes priorities for County programs and services; establishes County legislative and administrative policies through the adoption of ordinances and resolutions; appoints the County Administrator, County Attorney, and members of various boards and commissions; adopts the annual budget; appropriates funds; and, sets tax rates.



GOALS:

- Enable County government to transact business expeditiously and efficiently.
- Protect the rights of every citizen.
- Preserve the physical beauty, heritage, and environmental integrity of the County.
- Plan and implement programs to ensure population growth and development are positive contributions to the general welfare of the community.
- Protect and promote the health, safety, welfare, and quality of life of County residents.
- Promote the interests of Fauquier County at the regional, State, and Federal levels.

KEY PROJECTS FOR FY 2020:

Revenue Impacts for Local Governments:

- Fauquier County opposes the imposition of any additional unfunded state mandates upon localities.

- Fauquier County urges the General Assembly to return to paying $14 per day for all state responsible inmates incarcerated in local jails, for whom they are now paying $12 per day.

- Fauquier County supports an initiative in the 2019 session for local day placement programs under the Children's Services Act. The largest expenditure for Fauquier County is special education day placement, for which the Commonwealth only provides funding for two-thirds of expenditures. Local day placement programs would allow children to remain in their communities, allow local school personnel to track the progress of the child, allow community services to be provided to families and children beyond the day placement, and achieve savings for taxpayers through a shorter length of stay.

Education:

- Fauquier County urges the state to be a reliable funding partner in accordance with the Virginia Constitution and state statutes. The Standards of Quality should recognize the resources, including positions, required for a high-quality public education system. Any changes in methodology and changes in the division of financial responsibility that result in a shift of funding responsibility from the state to localities is unacceptable.

- Fauquier County urges the General Assembly to take a thorough and broad look at reforming public education funding and the structure of state and local taxation. Any such reformation must recognize the unintended consequences of revenue sources not aligning with service delivery. For example, the current Commonwealth policy of using full assessed value in the calculation of the Composite Index penalizes localities that employ Land Use Value Taxation to incentivize land conservation consistent with Virginia's land preservation goals and policies.

Land Use and Zoning Authority:

- Fauquier County opposes any measure that would eliminate or reduce any local government zoning, land use or revenue authority.

- Fauquier County encourages the General Assembly to provide adequate authority for the Virginia Department of Health or localities to respond to, and find solutions for, failing Alternative On-Site Septic Systems—particularly in the case where the homeowners are low-income Virginians.

- Fauquier County supports legislation to prohibit public utilities from establishing transmission corridors over developed growth areas.

- Fauquier County supports legislation that grants localities additional tools to adequately meet increasing needs for public services driven by new development without burdening current residents with the cost of new growth through increased real estate taxes. Such additional tools may include broad impact fee authority for all counties, and adequate public facilities provisions in subdivision ordinances.

Purchase of Development Rights and Conservation:

- Fauquier County supports increased State funding for the purchase of conservation easements and other land conservation needs.

Libraries:

- Fauquier County seeks an increase to the state aid formula for public libraries. Funding available for public libraries currently falls short of the amount needed to fully fund the formula as defined by the Code of Virginia. Funds are needed, as more and more Virginians turn to their public libraries to help bridge the gap between those with access to electronic resources and those without.

Transportation Priorities:

- Fauquier County seeks support from the Virginia General Assembly to encourage the Virginia Department of Transportation to construct a traffic light at the intersection of Route 29 North and Mill Run Industrial Park.

- Fauquier County requests the General Assembly to encourage the Virginia Department of Transportation to realign Independence Avenue in Bealeton to be adjacent to Lafayette Lane with an all-way traffic signal in order to increase traffic safety, provide savings in school bus fuel and enhance transportation efficiency.

- Fauquier County strongly opposes the devolution of the responsibility for any state roads onto localities.

Broadband/Wireless Telecommunications

- Fauquier County supports efforts to expand broadband capabilities in underserved and rural areas including protecting and enhancing local authority to deploy or partner with others, public or private.

- Fauquier County strongly opposes legislation attempting to bypass, limit, or otherwise further restrict the local zoning, permitting and review process for telecommunications infrastructure.

Virginia Worker's Compensation Act:

- Fauquier County supports a proposed amendment to Virginia Code 65.2-402 providing for the inclusion under the Virginia Worker's Compensation Act of post-traumatic stress disorder on behalf of public safety officers in Virginia. Fauquier County supports a detailed financial review by the General Assembly of the cost impacts of this amendment upon localities. Fauquier County encourages the General Assembly to support a cost-sharing of the resulting costs between localities and the Commonwealth for the benefit of our first responders.

Health, Safety and Welfare:

- Fauquier County supports an amendment to the Virginia Code that would allow service of process by mail to vehicle owners who are cited by school bus arm cameras for passing a school bus loading or unloading passengers. The amendment would also allow the County's ordinance to apply within any town located within the County.

- Fauquier County strongly supports legislation increasing statewide penalties and restrictions on a driver's use of technology, or other distraction, while operating a motor vehicle. The numbers of accidents and deaths nationwide that are caused by distracted driving are increasing at alarming rates. In an effort to protect the health and safety of our citizens and public that travel by roads within our jurisdiction, the County further supports legislation that would provide clear authority for the County to adopt and enforce a local ordinance requiring drivers to pay full attention while driving.

- Fauquier County seeks legislation to empower the Virginia Department of Health to approve harvested rainwater as potable for human consumption.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$175,255	$179,063	$180,817	$183,051
Operating	100,962	97,108	111,280	110,570
Capital	0	0	0	0
Total	**$276,217**	**$276,171**	**$292,097**	**$293,621**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$276,217**	**$276,171**	**$292,097**	**$293,621**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Board of Supervisors includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. In addition, operating expenditures have been adjusted to more accurately reflect current operations.

PROGRAM 1: ***Board of Supervisors***

As the local governing body, the Board of Supervisors serves to protect the public health, safety, and welfare of the citizens of Fauquier County. The following are examples of routinely scheduled meetings that occur in the normal course of public business. It should be noted that this schedule does not include individual Board members' meetings with a wide array of citizens, staff members, community leaders, and business leaders, attendance at public events, or involvement with civic organizations.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Regularly scheduled public meetings	12	12	12	12
Work Sessions conducted	52	37	49	49
Consent / Regular Agenda items considered	143	125	150	150
Public Hearings conducted	49	50	60	60
Proclamations & Awards presented	21	36	29	29
Citizen appointments made to Committees, Boards and Commissions	15	51	37	37
Legislative priorities submitted to the General Assembly	25	23	22	22
Committees, Commissions and Boards on which BOS members serve	19	20	20	20
Legislative events, annual budget & policy review, special and/or adjourned meetings	15	9	14	14

OBJECTIVES:

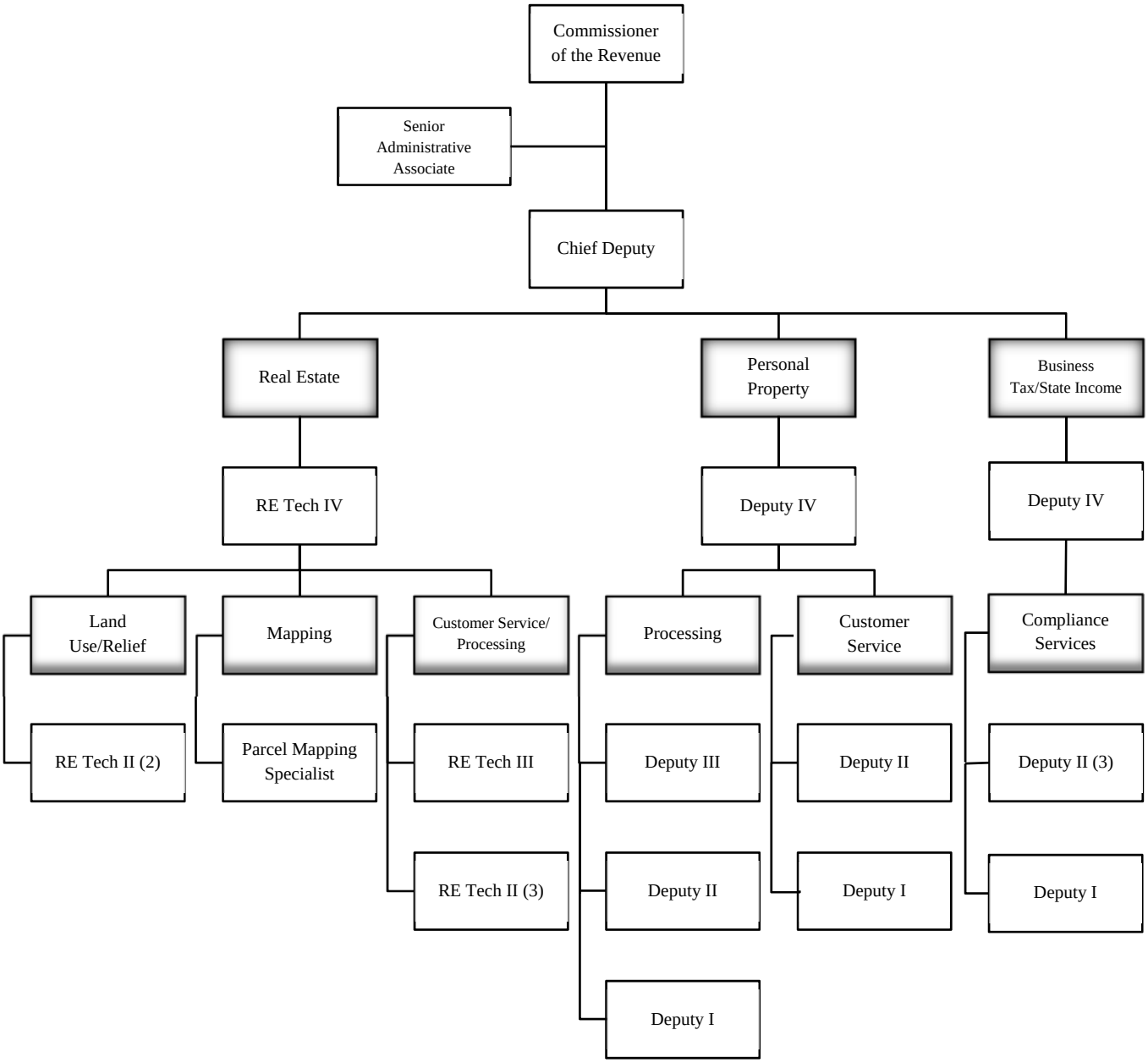
- Maintain compliance with the State and Federally mandated programs and responsibilities.
- Successfully complete projects adopted by resolution as part of its calendar year 2019 legislative package submitted to the General Assembly.
- Ensure Board of Supervisors' agenda and meeting materials are accessible to the Board members, staff, and the public in accordance with Board by-laws.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Compliance with State and Federally mandated programs and responsibilities	100%	100%	100%	100%
Legislative priorities submitted to the General Assembly prior to the start of the annual session	100%	100%	100%	100%
Agenda and meeting materials are accessible in accordance with Board by-laws	100%	100%	100%	100%

Commissioner of the Revenue

ORGANIZATIONAL PURPOSE:

The Commissioner of the Revenue provides efficient and effective taxpayer services through diligent and careful maintenance of taxpayer records in Real Estate, which includes Land Use and Relief for the Elderly & Disabled programs including Disabled Veterans, Personal Property, Business Taxation, and State Income taxes. The Commissioner's Office also serves the public by providing assistance in a competent manner when dealing with their tax matters. The Commissioner of the Revenue provides the citizens of Fauquier County with timely processing of tax returns and other records in order to deliver the annual assessments to the Treasurer as prescribed by law. Furthermore, the Commissioner's Office performs all duties prescribed by the laws of the Commonwealth relating to assessment of property and taxes.



Commissioner of the Revenue

GOALS:

- Expand the use of the SharePoint functionality to other areas in the office.
- Develop the business taxation filing program in order to ensure timely and accurate assessments.
- Continue to develop the use of Parcel Fabric in the Environmental Systems Research Institute (ESRI) mapping system to reduce time spent on mapping updates.

KEY PROJECTS FOR FY 2020:

- Install and implement a program to allow for the automatic indexing and Library of Virginia based records management system utilizing the Laserfiche Records Management Module.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,323,850	$1,453,902	$1,507,879	$1,551,335
Operating	101,327	95,823	114,678	114,678
Capital	0	0	0	0
Total	**$1,425,177**	**$1,549,725**	**$1,622,557**	**$1,666,013**
Revenue[1]	$188,192	$197,489	$538,400	$214,974
Net Local Revenue	**$1,236,985**	**$1,352,236**	**$1,084,157**	**$1,451,039**
Full-time Equivalents	**20.00**	**22.00**	**22.00**	**22.00**

[1]*FY 2019 Revenue includes sexennial land use reassessment.*

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Commissioner of the Revenue includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. The Adopted Budget also includes revenue adjustments for additional Compensation Board funding allocation based on the Commonwealth's FY 2020 Adopted Budget and the one-time FY 2019 revenue for the sexennial land use reassessment.

PROGRAM 1: *Real Estate*

This division maintains all real property records for the purpose of assessment and taxation between reassessments. Transfers of ownership of property are performed by obtaining records from the Clerk of the Circuit Court. Research, involving in-depth title searches, is conducted on problems, unknown properties, and escheated property. The office maintains maps of property within the County, adding new subdivisions, easements, and rights-of-way. This division of the Commissioner's office also prepares and confirms exonerations and supplements.

- All new construction is appraised and calculated, and a prorated assessment is made on substantially complete structures through October of each year.
- The Tax Exempt Land Book is compiled and kept for public display, as required by State Code.
- The cadastrals and land use layers of the geographic information system are maintained.
- Staff assists in the State Sales/Ratio Study annually, to support the State in its efforts to raise the quality of assessments.
- The office provides information to the reassessment contractors for the performance of their contracts.
- State Corporation Commission/Department of Taxation assessments of railroads, pipelines, and utility property are verified and included in the local tax roll.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Mapping changes	1,852	1,870	1,890	1,890
Record revisions on appraisal module[1]	3,599	6,100	3,650	3,700
Prepare assessments for new construction	1,465	1,450	1,500	1,500
Transfers	3,817	4,000	4,100	4,100

[1]*FY 2018 includes the quadrennial reassessment effective January 2018.*

OBJECTIVES:

- Complete land transfers in a timely manner, resulting in improved services to County citizens and other government agencies.[1]
- Improve revenue forecasting by completing entry of new construction data by January 31 of each year.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Transfers recorded within 48 hours (after April 1)	96%	98%	98%	98%
New construction data entered prior to January 31	90%	95%	95%	95%

[1]*Land transfers begin April 1 each year due to system requirements.*

PROGRAM 2: ***Land Use/Tax Relief for the Elderly, 100% Disabled Veterans, and Killed in Action Spouses***

The Commissioner of the Revenue is responsible for administering the Use Value Assessment Program. This program, authorized by the Commonwealth of Virginia, permits agricultural, horticultural, forestal, and open space land to be assessed at "use value" rather than its "market value." Revalidations must be filed annually. This assessment is revised when the use of the land changes or is rezoned, at which time a "roll back" assessment is made. The "roll back" period includes the five previous years plus the current year. As a result of Reassessment, Single Parcel Overlays are required to be completed on all parcels in Land Use.

A change in the law effective July 1, 1993, mandated that all properties that have an open space easement pursuant to the Open Space Land Act, such as with Virginia Outdoors Foundation, Purchase of Development Rights, or County initiated easements are to be assessed at "use value" rather than "market value" with no deferment and no filing. The Commissioner of the Revenue generates these assessments and maintains the assessment records.

The Real Estate Tax Relief Program allows a reduction or total exemption of real estate taxes based on income and net worth to qualifying senior citizens and permanently disabled persons. Effective January 1, 1998, an ordinance was adopted to permit a three-year cycle in which the complete application is filed the first year of the cycle and certification, attesting the limits for income and financial worth have not been exceeded, is filed for the next two years. This program has been very valuable to the community in assisting senior citizens and the disabled.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Parcels in land use	3,847	3,800	3,800	3,800
Roll backs calculated	72	100	100	100
New applications & revalidation receipts[1]	82	130	3,000	135
Land use inspection	8	25	25	25

[1]*Revalidation of Land Use applications in the fall of 2018 for TY 2019.*

OBJECTIVES:

- Process applications and revalidations within 60 days of receipt, except during the sexennial revalidation year during which the complexity of the revalidation process reduces certain efficiencies.
- Complete exonerations of qualified applicants within 30 days of receipt.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Applications and revalidations processed within 60 days of receipt	89%	90%	90%	90%
Exonerations of qualified applicants completed within 30 days of receipt	95%	95%	95%	95%

PROGRAM 3: ***Personal Property***

This division provides uniformity of assessments within all Personal Property tax classes, using values established by recognized pricing guides or a percentage of cost. This tax applies at varying rates to the assessed values of different categories of tangible personal property (Business Personal Property and machinery and tools are part of the "Business Taxation Program"). This office has sole authority to make an adjustment to an assessment.

Aggressive delinquent tax collections have placed additional workload on the office. It is necessary to research warrants for current addresses through State, Federal, and local real estate records and to respond to questions from the County Attorney, Treasurer's Office, and delinquent taxpayers regarding these accounts. Upon request of the County Attorney, it is necessary for staff to appear in court to explain office procedures, methods of assessment and events when taxpayer(s) contact the Commissioner's office regarding their delinquent accounts. The Commissioner's Office also handles exoneration of taxes determined to be erroneously assessed.

The Commissioner of the Revenue's Office maintains an accurate record of all personal property. The office is on-line with the Department of Motor Vehicles, which assists with the accuracy of individual personal property assessments. Tax relief on qualified vehicles under the Commonwealth's Personal Property Tax Relief Statutes, as defined and amended in the Personal Property Tax Relief Act (PPTRA), must be monitored constantly. A formal personal property tax relief audit is conducted periodically to ensure the proper apportionment of the relief.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Exonerations	12,413	12,661	12,914	13,172
Supplements	12,108	12,350	12,597	12,849
PPTRA qualifying vehicles	77,413	78,961	80,540	82,151
Qualifying leased vehicles	533	544	555	566
Audit letters	200	200	200	200
Personal Property returns	55,587	56,143	56,704	57,271
Vehicles disqualified	454	459	463	468
License fees assessed	77,513	78,288	79,071	79,862

OBJECTIVES:

- Improve revenue projections and tax relief distribution.
- Complete at least 90% of all Personal Property return processing by July 30th.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Personal Property returns processed by 7/30	90%	90%	90%	90%

PROGRAM 4: ***Business Taxation/State Income Tax***

Business License Tax and Business Personal Property
All businesses within the County are required to obtain a business, professional, and occupational license (BPOL). Most businesses require a gross receipts amount in excess of $200,000 before a tax is levied. This office ensures all local requirements are met before issuing business licenses, and provides constant monitoring to ensure uniform classification of revenue for rate-application purposes.
Additionally, all businesses within the County that own or lease equipment must register and file a tangible personal property return provided by the Commissioner of Revenue. Staff must screen all returns on property owned on January 1 of each year, and process the returns through manual and computer computation. Statutory assessments are also computed.

State Income Tax
Every Virginia resident earning income is subject to the State Individual Income Tax, due May 1 of each year. To comply with processing deadlines, staff in this division are wholly dedicated to this function from January through May of each year. Required reports are prepared on tax-due returns and are submitted to the Treasurer with payments.

The Commissioner of the Revenue's Office also provides a valuable service to County citizens by preparing State income tax returns and providing taxpayer assistance not otherwise provided by the Commonwealth of Virginia. This enables the office to reduce or eliminate errors on returns prior to forwarding to the State. This section also suffers from service issues when rendering assistance to the public during the tax seasons due to the loss of staffing.

Bank Franchise Tax
The Bank Franchise tax applies to the net capital of banks and trust companies, and payment is due on or before June 1 of each taxable year. A portion of this tax is retained by the County.

Consumer Utility Tax Returns
This office is responsible for organizing, standardizing, and reviewing for accuracy the returns submitted by utility companies that collect and remit the County's Consumer Utility Tax.

Transient Occupancy Tax
Transient Occupancy Tax returns are accepted by the office and processed for accuracy before remittance to the Treasurer's Office for deposit.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Business license applications mailed	3,085	3,204	3,000	3,000
Virginia Workers Compensation forms	1,422	1,456	1,450	1,450
Bank stock audit	11	11	11	11
Consumer Utility Tax returns	8	8	8	8
Business Personal Property returns	4,435	4,341	4,400	4,050
Machinery & Tools returns	46	47	47	47

Transient Occupancy Tax returns	11	12	12	12
States income correspondence	770	900	800	800
State income returns processed	4,159	3,989	3,800	3,700
State estimated returns processed	1,205	1,384	1,200	1,100

OBJECTIVES:

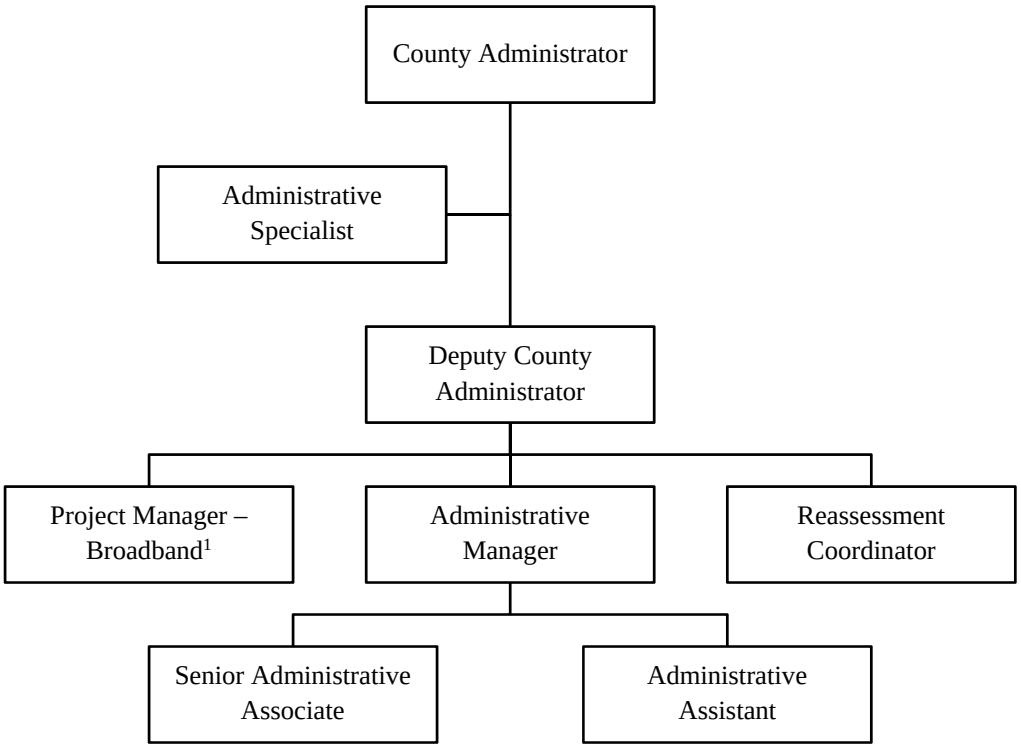
- Ensure the maximum assessment of revenue for BPOL by performing desk audits and other reviews of filings by May 30.
- Ensure the maximum assessment of revenue for Business Personal Property (BPP) taxes by July 30.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
BPOL desk compliance tests completed by May 30	15%	20%	30%	50%
BPP desk compliance tests completed by July 30	15%	20%	30%	50%

County Administration

ORGANIZATIONAL PURPOSE:

The Office of the County Administrator serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities. This includes the management of departmental activities and special projects in a manner which promotes the highest quality of services and the continuous operation of efficient and open government.



[1]Position funded by the Broadband Capital Project included in the Capital Improvement Fund.

GOALS:

- Provide leadership and direction to staff in conducting the business of the County.
- Provide administrative and managerial support and professional advice to the Board of Supervisors.
- Develop and implement programs, policies, and procedures to ensure the provision of effective and efficient government services.
- Maintain a highly competent, well-trained, and motivated public work force.
- Provide an organizational framework and culture that is progressive, results-oriented, and customer-focused in order to meet the current and future needs of Fauquier County and its citizens.

County Administration

KEY PROJECTS FOR FY 2020:

- Work with the Board of Supervisors to strategically carry out the Board's vision and priorities.
- Develop and deliver an annual legislative plan.
- Continue to research and identify additional sources of new revenue.
- Maintain the Continuity of Operations and Disaster Recovery Plan.
- Maintain or enhance the County government's fiscal stability and creditworthiness.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$790,106	$851,220	$915,777	$935,396
Operating	728,818	365,622	50,842	51,142
Capital	3,195	0	0	0
Total	**$1,522,119**	**$1,216,842**	**$966,619**	**$986,538**
Revenue[1]	$0	$0	$119,480	$118,865
Net Local Revenue	**$1,522,119**	**$1,216,842**	**$847,139**	**$867,673**
Full-time Equivalents	**7.53**	**8.00**	**8.00**	**8.00**

[1]*Includes transfer from Capital Improvement Fund for Broadband Project Manager-position funded in the broadband capital improvement project.*

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for County Administration includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: *County Administration*

The Office of the County Administrator effectively serves the citizens of Fauquier County by initiating strategies and programs to make significant progress toward achieving the Board of Supervisors' identified priorities, including management of departmental activities and special projects in a manner which promotes the highest quality of services and continuous operation of efficient and open government.

County Administration provides support for the Board of Supervisors' initiatives and policies through oversight of day-to-day County operations.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Board of Supervisors agenda items submitted	94	124	85	85
Legislative priorities developed and submitted for Board of Supervisors' consideration	18	23	24	24
Standing Board/Committee meetings[1]	72	88	75	75

[1]*Meetings are per calendar year.*

OBJECTIVES:

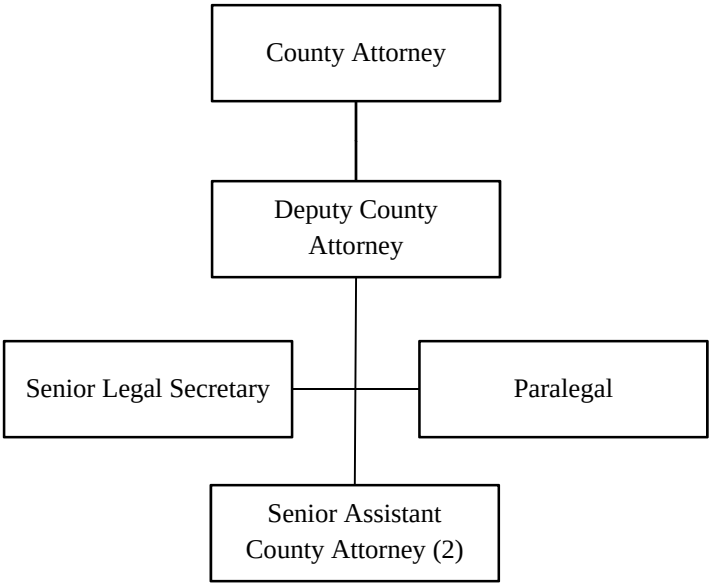
- Work with the Board of Supervisors to strategically execute the Board's vision and priorities.
- Research and identify additional sources of new revenue.
- Develop and deliver an annual legislative plan.
- Maintain a Continuity of Operations and Disaster Recovery Plan.
- Maintain the County's strong bond rating assigned by three independent rating agencies.
- Attract and retain a high quality workforce with a County-wide turnover rate at 12% or lower.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Execute the Board's vision and priorities	Ongoing	Ongoing	Ongoing	Ongoing
Reduce expenditures and identify additional sources of new revenue	Ongoing	Ongoing	Ongoing	Ongoing
Develop and deliver an annual legislative plan	Annual	Annual	Annual	Annual
Maintain a Continuity of Operations and Disaster Recovery Plan	Ongoing	Ongoing	Ongoing	Ongoing
Achieve/Maintain Aa1, AA+ and AAA bond ratings	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA	Aa1, AA+ and AAA

County Attorney

ORGANIZATIONAL PURPOSE:

The County Attorney provides timely and effective legal representation and advice to the Fauquier County Board of Supervisors, Planning Commission, Board of Zoning Appeals, and all other boards, commissions, departments, Constitutional Officers and employees regarding legal issues relative to conducting County business.



GOALS:

- Provide timely and effective legal advice and representation to the Board of Supervisors, Constitutional Officers and all other boards, commissions, departments, and employees of the County.
- Effectively handle civil litigation by and for the County, its Constitutional Officers, boards, commissions, departments, and employees.
- Competently and ethically fulfill all duties and responsibilities placed upon the office and its attorneys by the Code of Virginia, the Code of Fauquier County, and canons of ethics and disciplinary rules of the Virginia State Bar.

KEY PROJECTS FOR FY 2020:

- Continue implementation of paperless office practices with digitizing closed and stored County Attorney's Office files.

County Attorney

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$643,108	$688,184	$707,051	$769,609
Operating	43,151	56,872	47,574	47,574
Capital	0	0	0	0
Total	**$686,259**	**$745,056**	**$754,625**	**$817,183**
Revenue	$30,391	$10,215	$15,000	$0
Net Local Revenue	**$655,868**	**$734,841**	**$739,625**	**$817,183**
Full-time Equivalents	**6.00**	**6.00**	**6.00**	**6.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the County Attorney's Office includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue has been adjusted due to changes in collection procedures, resulting in less cost recovery for lien fees.

PROGRAM 1: *County Attorney's Office*

The County Attorney's Office provides legal services to all County boards, Constitutional Officers, commissions, agencies, and their employees. The provision of legal services involves the handling of litigation and administrative hearings before State and Federal courts as well as administrative tribunals. This includes legal support to collect all forms of delinquent taxes, including but not limited to real estate, personal property, and business license tax through litigation in State, Federal and Bankruptcy courts. County attorneys also support the collection activities for unpaid fees and fines, including landfill tipping fees, library assessments and delinquent Parks & Recreation accounts. In addition, staff members perform a variety of other activities including contract review, real estate closings, and rendering of legal advice and opinions on local government issues of concern to the boards, Constitutional Officers, commissions, and their employees.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Files opened	152	180	150	150
Document review and opinion requests	365	450	400	400
Real estate settlements	7	10	8	8
Active open litigation cases	390	346	140	140

OBJECTIVES:

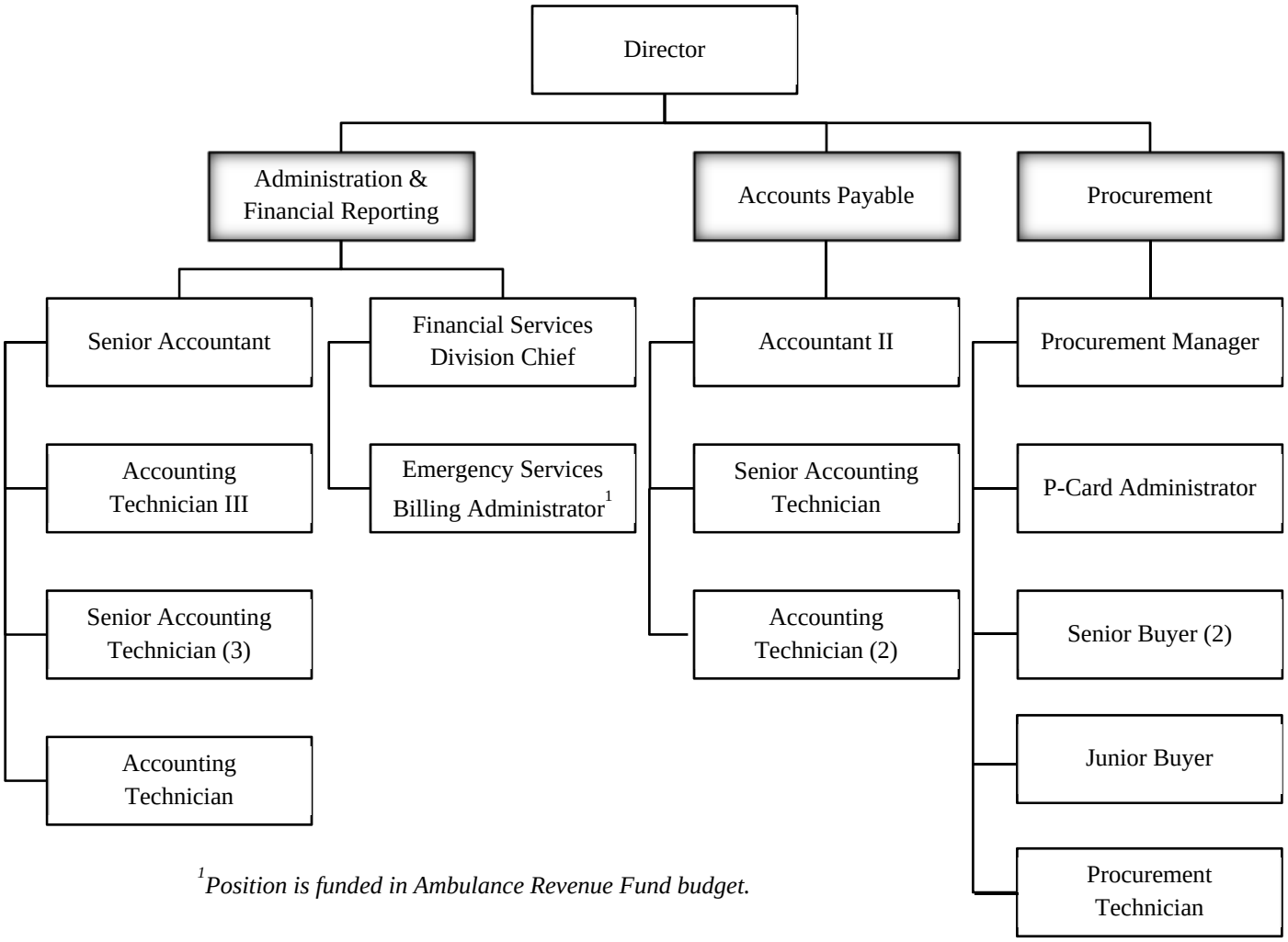
- Provide prompt response to client inquiries.
- Support collections activities for delinquent taxes, fees and fines.
- Conduct tax sales of delinquent real estate in order to recover delinquencies and return the properties to taxpaying status.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Respond to 75% of requests for opinions within 5 working days	75%	75%	75%	75%
Respond to 75% of requests for document reviews within 5 working days	75%	75%	75%	75%
Review and respond to 100% of FOIA and subpoena requests within required timeframe	100%	100%	100%	100%
Attend 100% of primary board or commission meetings	100%	100%	100%	100%
Attend 100% of the secondary board or committee meetings where attorney is requested	100%	100%	100%	100%
Initiate appropriate action in 100% of cases accepted for litigation within 5 working days	N/A	100%	100%	100%

ORGANIZATIONAL PURPOSE:

The Finance Department provides quality financial and administrative support services to all County departments, agencies, and the School Division in a professional, proactive, effective and efficient manner, and in conformance with the highest standards set for similar county government finance departments.

The primary functions of the department include maintenance of the financial reporting system, preparation of the Comprehensive Annual Financial Report, debt management, accounting, accounts payable and receivable, Federal and State grants reporting, fixed asset reporting, and procurement.



[1]*Position is funded in Ambulance Revenue Fund budget.*

Finance

GOALS:

- Prepare accurate and timely financial transactions and reports to assist customers in the delivery of their services.
- Prepare and publish the Comprehensive Annual Financial Report in a timely manner and in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Finance Officers Association guidelines for the Certificate of Achievement in Financial Reporting.
- Manage the issuance and administration of debt to ensure compliance with legal requirements and to minimize the County's borrowing costs.
- Implement procurement policies and procedures for the purchase of goods and services, while encouraging competition, compliance, accountability, and fairness.
- Update and maintain a comprehensive listing of capital assets and implement appropriate controls to safeguard the assets.
- Enhance employees' skills through cross-training and external training opportunities.
- Implement internal contract/project audit procedures in Procurement Division.

KEY PROJECTS FOR FY 2020:

- Further expansion of the P-Card Program for both the County and Schools.
- Continued development of automated reporting capability to enhance financial reporting to the Board of Supervisors and School Board Finance Committees, as well as other internal or external customers.
- Continued study toward implementation of methods to enhance workflow and reduce manual operations in Accounts Payable to reduce costs and increase efficiency in the procure-to-pay cycle.
- Implement improvements to capital asset controls and procedures to allow for tagging of capital assets and periodic physical inventory control counts by Finance Department staff.
- Begin studying feasibility of utilizing software to complete annual Cost Allocation Plan currently completed by external consultants.
- Implement new Government Accounting Standards Board pronouncements.

BUDGET SUMMARY:

	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$1,321,045	$1,347,145	$1,398,196	$1,435,934
Operating	59,191	60,241	101,775	104,760
Capital	0	0	0	0
Total	**$1,380,236**	**$1,407,386**	**$1,499,971**	**$1,540,694**
Revenue	$0	$10,000	$0	$3,500
Net Local Revenue	**$1,380,236**	**$1,397,386**	**$1,499,971**	**$1,537,194**
Full-time Equivalents	**18.00**	**18.00**	**18.00**	**18.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Finance Department includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. In addition, revenue adjustments include increased rebates from P-Card activity.

PROGRAM 1: ***Administration and Financial Reporting***

Produce the County government and School Division Comprehensive Annual Financial Report. Coordinate annual external audit. Manage general ledger transactions, debt service, capital assets, and grants. Maintain the integrity of all financial data and internal control structures, and act as fiscal agent for County agencies, the School Division, and other organizations as required.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Total outstanding debt issues	34	31	33	38
GO/Pooled/Direct Bank Loans	16	16	15	19
Equipment/Financing Leases	12	9	12	13
Rural Development Loans	6	6	6	6
Journal transactions	1,960	2,248	2,259	2,259
Accounts added or deactivated in the General Ledger[1]	4,200	3,031	1,500	1,500
School activity fund internal reviews	20	21	20	20
Volunteer fire rescue internal reviews	10	6	9	9
Petty cash internal reviews	46	46	47	47
Revenue transmittals[2]	283	815	855	855
Manual interest earnings calculations	25	26	39	39
Programs interfaced	14	15	16	16

[1]FY 2017 increase in accounts activated/deactivated was primarily the result of General Ledger clean-up.
[2]FY 2018 includes increased transmittal processing provided to the School Division.

OBJECTIVES:

- Publish accurate and informative financial documents annually, in compliance with GAAP regulations and Government Finance Officers Association (GFOA) standards.
- Annually publish accurate and informative financial documents in compliance with GFOA standards and meet State and GFOA submission deadlines.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Achieve GFOA Excellence in Financial Reporting Award	Yes	Yes	Yes	Yes
Prepare and submit the Consolidated Annual Financial Report within State deadlines	Yes	Yes	Yes	Yes

PROGRAM 2: ***Accounts Payable***

Process payments of vendor invoices for goods and services purchased for the County government and School Division; maintain and update vendor files; and issue Federal tax Form 1099 MISC to comply with Internal Revenue Service (IRS) regulations.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Invoices paid	42,247	43,984	45,750	41,380
Checks issued	17,290	18,119	18,400	18,600
Dollar amount processed	$59 million	$64 million	$68 million	$73 million
New vendors added	1,248	1,260	1,300	1,300
1099's issued	398	368	375	375

OBJECTIVES:

- Improve the knowledge and capability of County and School staff personnel in processing invoices for payment efficiently.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Number of training sessions provided for County/School staff	8	5	8	9

PROGRAM 3: ***Procurement Division***

Procurement provides purchasing support and expertise relative to goods and services for County government and the School Division, ensuring that purchases are in compliance with the Virginia Public Procurement Act, as well as adopted policies and procedures. Staff issues Invitation For Bids (IFB) and Request For Proposals (RFP) with input and assistance of County/School departments. Staff seeks contract opportunities, negotiates contracts as needed, processes purchase orders, and maintains contract oversight.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Purchase Orders (PO) Issued	3,843	2,532	2,500	2,000
Purchase Order Edits	986	1,138	875	750
PO Edits to Issuance	25%	45%	35%	35%
IFB, RFP, Contracts Issued[1]	160	153	200	135
Contracts Managed	505	645	630	635
P-Cards Issued	3	36	78	88
P-Card Transaction Volume	8	855	1,700	2,000

[1]*FY 2019 includes the reissuance or new CSA agreements.*

OBJECTIVES:

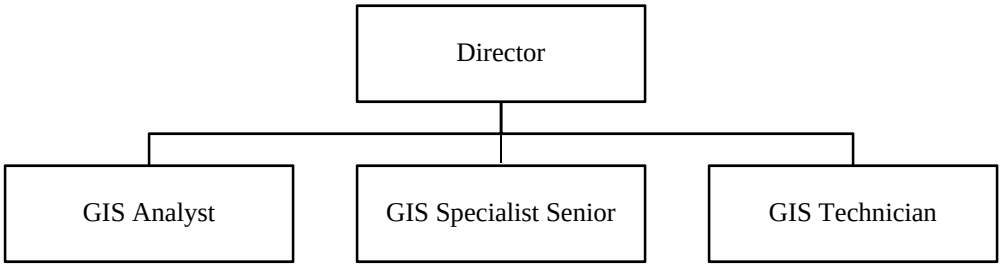
- Increase user comprehension and accuracy through training.
- Improve user resources by updating policies and procedures to reflect revisions to the Virginia Public Procurement Act and best practices.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Training sessions provided for County/School staff members	12	12	14	16
Revisions made/approved to Policies, Procedures & Terms/Conditions	2	4	4	4
P-Card Training Sessions	4	23	30	20

Geographic Information Systems

ORGANIZATIONAL PURPOSE:

The Geographic Information Systems (GIS) Department provides support and assistance to County agencies by supplying accurate, computer-generated maps, and accompanying database information to aid in the study of geographic-related matters and provides GIS access and service to citizens.



GOALS:

- Provide technical support and expertise to County agencies and the public.
- Provide access to accurate county GIS feature classes and geo-databases.
- Provide public access to county GIS information and services.
- Administer and provide E-911 Street addressing and GIS services.
- Continue to develop and deploy web based GIS applications for internal and external consumption.

KEY PROJECTS FOR FY 2020:

- Continue to maintain and enhance WebGIS presence.
- Continue to integrate new digital mapping layers in the GIS, as coordinated and prioritized by County needs.
- Continue to provide GIS technical support, assistance, and training consistent with departmental and County-wide objectives.
- Continue to provide customized maps and reports to County agencies and the public.
- Continue to provide E-911 addressing administrative and technical functions, consistent with the requirements of Emergency Services and E-911 Communications Center.

Geographic Information Systems

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$311,669	$318,797	$331,710	$341,169
Operating	14,950	15,349	24,850	24,850
Capital	0	27,557	0	0
Total	**$326,619**	**$361,703**	**$356,560**	**$366,019**
Revenue	$7,056	$3,501	$5,000	$5,000
Net Local Revenue	**$319,563**	**$358,202**	**$351,560**	**$361,019**
Full-time Equivalents	**4.00**	**4.00**	**4.00**	**4.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Geographic Information Systems (GIS) Department includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: *GIS*

GIS services are provided to internal and external customers.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
GIS generated reports and PDF files produced	1,600	1,600	1,600	1,600
Type I Soils maps digitized	9	10	10	10
Training/Technical Support hours provided	200	200	200	200
Digital file requests processed	500	501	450	450
Street address requests processed	485	300	300	300
New streets added & signed ordered	14	20	10	10

Geographic Information Systems

OBJECTIVES:

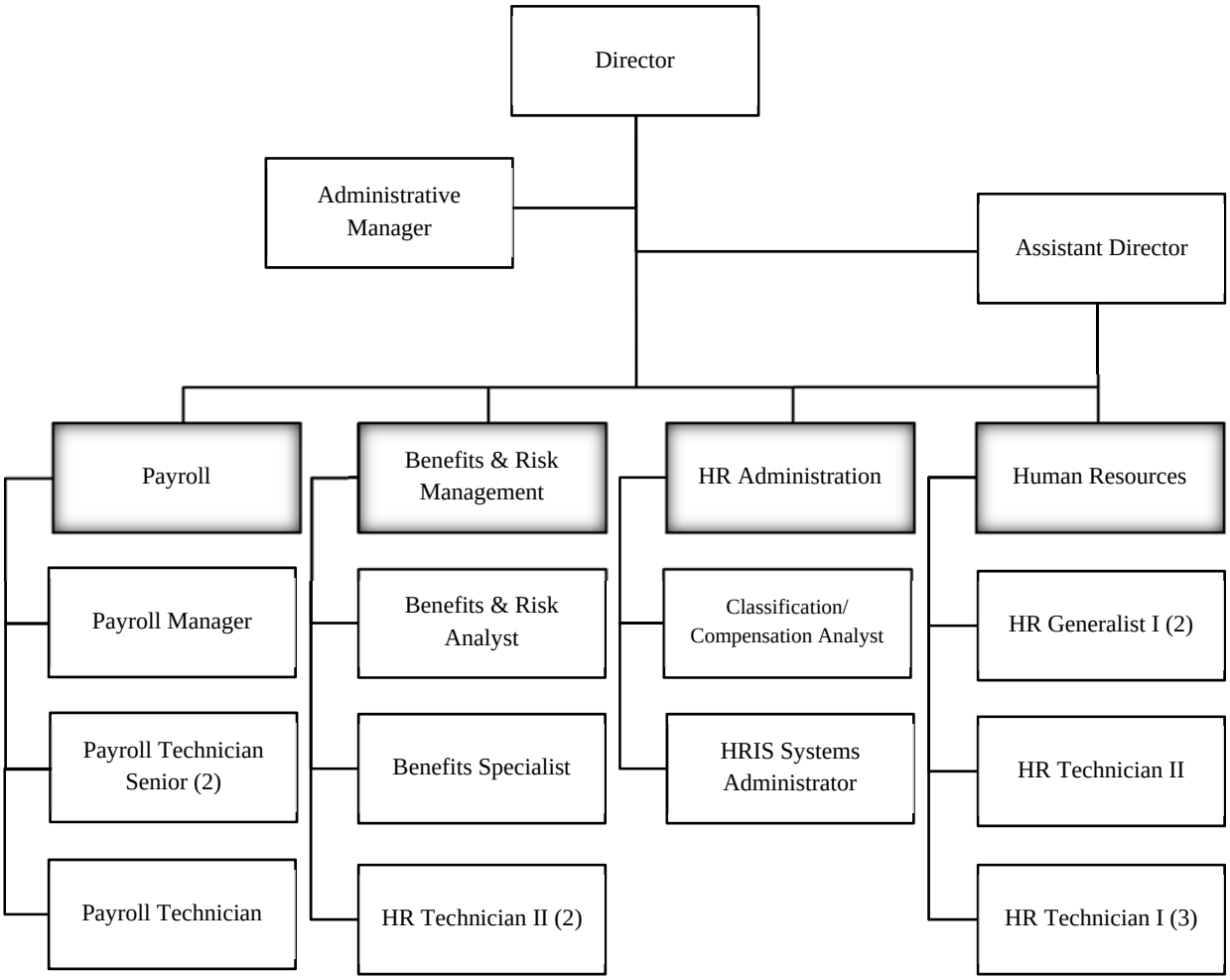
- Improve direct public access to GIS tools and data.
- Provide the underlying technology required to assist County agencies in providing effective support to residents.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Revenue generated by GIS product sales	$7,056	$3,501	$5,000	$5,000
Individual map layers available via the Internet	20	20	20	20
Digital map layers and databases maintained/created for analysis and internal use in decision making	300	300	300	300
Server-based GIS system users	100	100	100	100

Human Resources

ORGANIZATIONAL PURPOSE:

The Fauquier County Human Resources department provides quality services to assist the County Government and School Division in achieving their strategic goals; recruits, selects, and retains quality employees; and administers a comprehensive Human Resources program consistent with Federal, State, and local statutes, meeting the needs of the governmental employer as well as current/potential employees.



Human Resources

GOALS:

- Increase customer satisfaction by improving response time and guidance provided to our business partners.
- Implement targeted and strategic hiring practices to address challenges associated with employee recruitment, retention, and development.
- Maximize impact of technology.
- Streamline systems and programs to maximize efficiency and effectiveness of service delivery.
- Prepare, implement and provide processes for Virginia Retirement System (VRS) Modernization.
- Design, develop and implement an education program to address the training needs for all levels of employment.
- Per BOS Strategic Plan, develop and implement a 3-year plan to alleviate compression.

KEY PROJECTS FOR FY 2020:

- Implement compression plan for County government.
- Market the clinic for maximum utilization.
- Design, implement and evaluate a new performance evaluation.
- Implement electronic personnel files.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,497,440	$1,630,092	$1,694,129	$1,723,229
Operating	600,963	621,209	1,243,963	1,290,849
Capital	0	0	0	0
Total	**$2,098,403**	**$2,251,301**	**$2,938,092**	**$3,014,078**
Revenue	$79,328	$50,906	$65,681	$65,681
Net Local Revenue	**$2,019,075**	**$2,200,395**	**$2,872,411**	**$2,948,397**
Full-time Equivalents	**18.00**	**18.00**	**18.00**	**18.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Human Resources Department includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: ***Human Resources***

The Human Resources Department is responsible for recruiting, hiring, and retaining a highly qualified workforce from on-boarding through the career life cycle of the employee.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
County Employees	722	758	762	782
School Employees	1,917	1,899	1,957	1,977
Employment applications processed and reviewed	10,162	10,509	11,300	12,400
New-hires	615	596	655	700
Employees who separated employment	324	338	340	350

OBJECTIVES:

- Complete exit interviews for all separating employees.
- Track data to determine if separation was due to controllable factors and provide appropriate feedback to department heads.
- Increase enrollment in the Section 125 Flexible Spending plan and employee retirement savings accounts (403(b)/457(b) accounts) by providing additional employee education.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Employees who participated in orientation	840	880	920	960
Exit interviews completed	70%	80%	85%	85%
County turnover rate	6.2%	10.9%	8.0%	9.0%
School turnover rate	5.0%	13.5%	7.0%	8.0%

PROGRAM 2: ***Benefits and Risk Management***

The Benefits program is responsible for the design, implementation and oversight of the County's medical, dental, prescription drug and optional insurance plans for eligible employees. The Risk Management division is responsible for the auditing, reporting and oversight of the County's insurance policies to include property, vehicle, and worker's compensation.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Employees participating in Flexible Spending Accounts (percent)	16%	16%	22%	25%
Employees enrolled in a health insurance program (percent)	78%	81%	80%	80%
Employees enrolled in a deferred compensation account (percent)	37%	40%	40%	40%
On-the-job injuries	199	191	180	170
Employee auto accidents	127	170	150	140
Property damage claims	17	25	12	10
Liability claims	10	16	10	10

OBJECTIVES:

- Enroll, educate, and assist new-hires and current employees in benefit programs.
- Inspect County and School facilities for safety compliance.
- Work with all departments on safety training programs.
- Reduce the overall rate of preventable auto accidents.
- Reduce the overall rate of Occupational Safety and Health Administration (OSHA) reportable workplace injuries/illnesses.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Safety inspections performed	10	14	15	15
Safety training conducted at County and School facilities	21	25	25	25
Auto accidents that have been prevented as a result of HR effort to minimize risk	20	20	20	20
OSHA reportable injuries	56	62	35	25
Two educational seminars provided to employees each year	8	8	8	8

PROGRAM 3: *Payroll*

The Payroll section processes payroll for employees of the County government and School Division; files taxes and reports with State and Federal agencies as required; maintains leave records; and prepares and processes IRS Form W-2 for all employees.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Employees Paid Monthly[1]	540	369	0	0
Employees Paid Bi-Weekly	1,956	2,235	2,480	2,500
Annual Checks/Direct Deposits Processed	77,610	71,008	75,000	79,000

[1]*FY 2019 goal is to have all employees paid bi-weekly.*

OBJECTIVES:

- Provide quality service to County and School employees by responding to questions related to employee paychecks within 24 hours, and develop a plan for resolution within three working days.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Out-of-cycle pay runs due to payroll error	12	15	6	4
Records maintained of payroll-related errors/corrections	Yes	Yes	Yes	Yes
Contact employee within 24 hours of error	100%	100%	100%	100%
Training provided to departmental users to ensure they are in compliance with County and School guidelines	Yes	Yes	Yes	Yes

Independent Auditor

ORGANIZATIONAL PURPOSE:
The Independent Auditor reviews all funds in accordance with auditing standards and those specified by the Commonwealth of Virginia's Auditor of Public Accounts (APA). The County's Comprehensive Annual Financial Report is audited to ensure compliance with standards and guidelines established by the Governmental Accounting Standards Board and the Government Finance Officers' Association. The Independent Auditor also audits the County's Federal grants (single audit), based on the United States Office of Management and Budget requirements. The auditors evaluate and express their "unmodified" opinion on the overall financial statement presentation.

This function also includes the County's annual cost allocation study utilized for grant billings. Additionally, financial advisory services are incorporated into this function to provide analysis and recommendations for achieving the County's capital financing objectives and participating in the completion of debt financing.

GOALS:
- Evaluate financial and internal controls and express an opinion on the County's compliance with established standards.
- Provide recommendations to management for continued adherence to excellence in financial controls and reporting.

KEY PROJECTS FOR FY 2020:
- Prepare a Request for Proposal for commencement of cost allocation and Volunteer Fire and Rescue Association (VFRA) audit services.
- Prepare a cost analysis to determine if cost allocation services can be performed in-house versus outsourcing.

BUDGET SUMMARY:

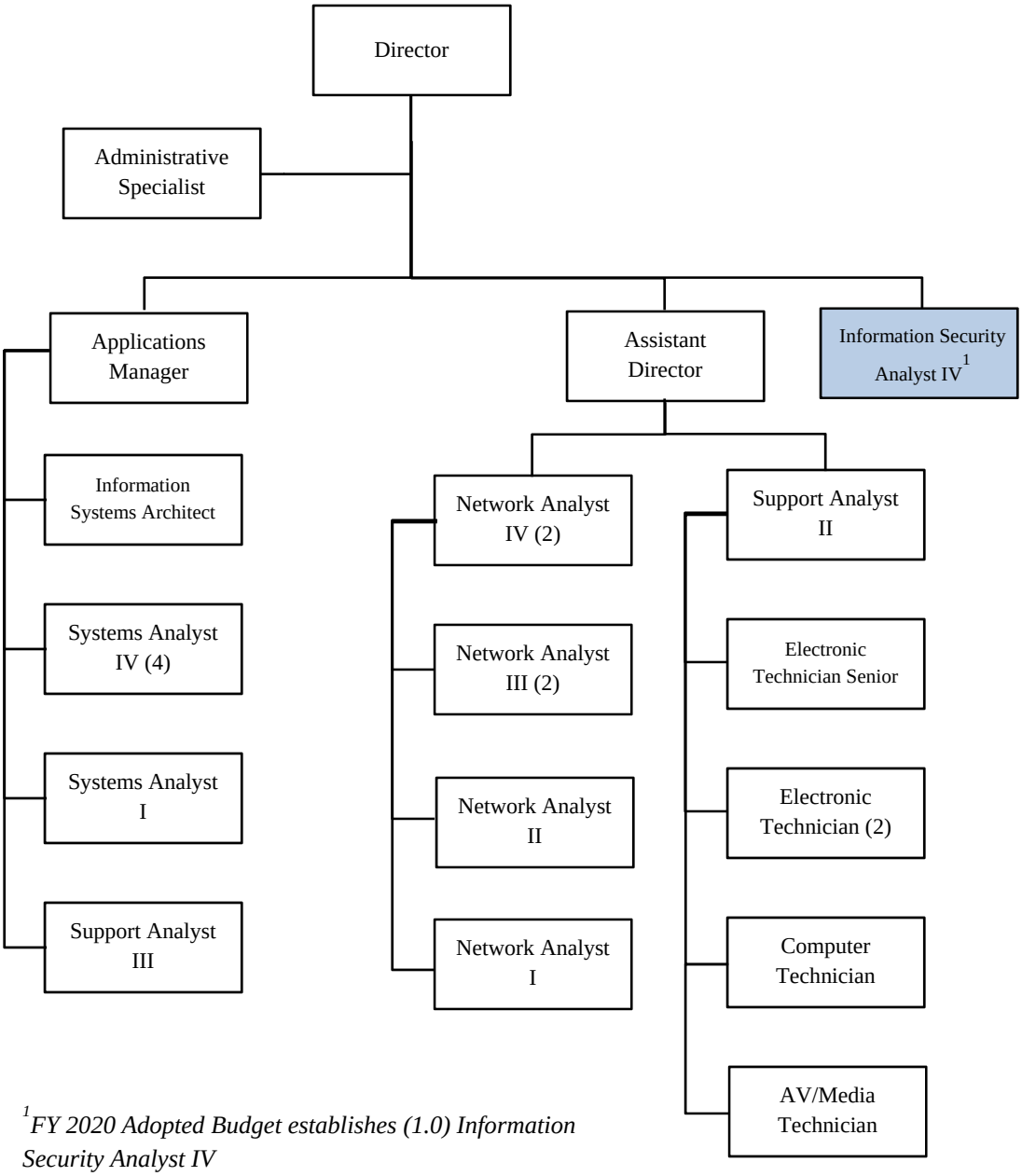
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating[1]	119,505	267,462	186,105	210,895
Capital	0	0	0	0
Total	**$119,505**	**$267,462**	**$186,105**	**$210,895**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$119,505**	**$267,462**	**$186,105**	**$210,895**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

[1]FY 2018 Actual includes one-time contractual services funded with supplemental funding, as approved by the Board of Supervisors.

BUDGET ANALYSIS:
The FY 2020 Adopted Budget for the Independent Auditor includes projected contractual increases for cost accounting services.

ORGANIZATIONAL PURPOSE:

Information Technology supports the functions of the County government by providing efficient, secure, and reliable technology. Special emphasis is placed on using technology where it adds the most value to increase the productivity of the County government, serve internal and external customers, and deliver information and services to citizens at work, at home, and in the community.



[1] *FY 2020 Adopted Budget establishes (1.0) Information Security Analyst IV*

Information Technology

GOALS:

- Continuously strive to provide excellent service that satisfies the existing and emerging needs and requirements of internal and external customers.
- Provide technical guidance to the Technology Review Board (TRB), whose purpose is to receive, review, and prioritize new technology project requests.
- Deploy e-Government services to address the growing expectations of the Fauquier community within a framework that identifies and implements the applications and services that most appropriately fit Fauquier County's needs.
- Continue to build and manage a reliable, scalable, and secure network infrastructure to serve as a foundation for the delivery of services to internal and external customers.

KEY PROJECTS FOR FY 2020:

- Continue implementation of Disaster Recovery Plan.
- Allow for employee collaboration, document storage, records management and other approved applications with SharePoint 2013.
- Central Sports Complex
- Support Broadband initiative as appropriate.
- Implement funded projects as prioritized by the TRB.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$2,259,328	$2,249,598	$2,361,377	$2,520,411
Operating	1,576,299	1,493,226	1,601,367	1,658,268
Capital	0	0	0	0
Total	**$3,835,627**	**$3,742,824**	**$3,962,744**	**$4,178,679**
Revenue	$1,657	$0	$1,600	$1,600
Net Local Revenue	**$3,833,970**	**$3,742,824**	**$3,961,144**	**$4,177,079**
Full-time Equivalents	**22.00**	**22.53**	**22.53**	**23.53**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Information Technology includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff, as well the establishment of (1.0) full-time Information Security Analyst IV. In addition, the adopted budget includes operating expenditure increases for the maintenance service contract of the Fauquier County mobile application, implemented mid-FY 2019.

PROGRAM 1: ***Information Technology***

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Network Printers/Copiers	82	86	88	90
Network Devices	205	212	232	252
Servers (Production Only)	221	230	238	246
Array Storage Allocated (terabytes)	107	116	136	146
Service Requests	1,899	2,300	2,400	2,500
Fire and Security Systems (School and County)	78	80	86	92
Internet Protocol (IP) Phones	1,536	1,545	1,575	1,605
Security Cameras	141	150	180	210
Applications	49	60	70	78

OBJECTIVES:

- Implement funded projects approved by the Technology Review Board.
- Provide shared services/support to the Fauquier County Public Schools, where appropriate.

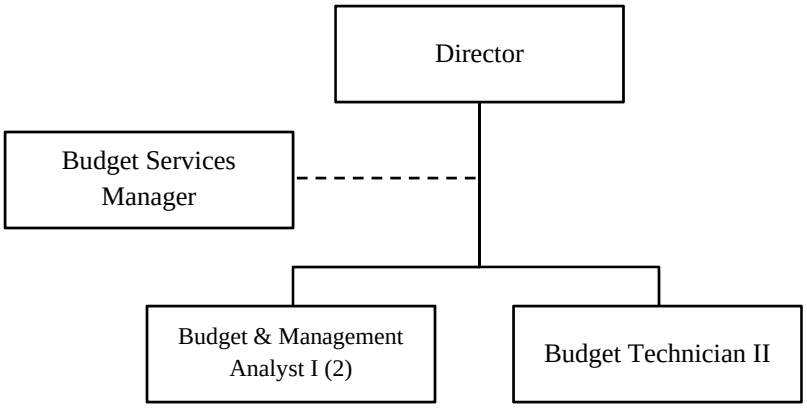
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Develop and implement a Disaster Recovery Plan	60%	75%	85%	90%
Implement an enterprise Records Management System	30%	60%	100%	N/A
Migrate department file shares to SharePoint departmental workspaces	5%	50%	80%	100%

Management and Budget

ORGANIZATIONAL PURPOSE:

The Office of Management and Budget (OMB) provides the highest quality financial planning, resource management, and analytical services to the County government and the Board of Supervisors to support effective decision making and organizational accountability.

OMB manages the development of the proposed and adopted budgets and the capital improvement program, monitors the budget's implementation and departments' progress toward established goals, conducts program analysis and management studies, provides economic analysis, identifies potential issues for the organization's consideration, and assists departments with the acquisition and management of grants.



GOALS:

- Manage the annual budget process and ensure that development, adoption, and implementation are conducted in compliance with the Code of Virginia and generally accepted financial standards.
- Manage the capital improvement planning process to facilitate the identification of Fauquier County's future capital facility needs.
- Provide the highest quality analytical services and support to management, staff, and the Board of Supervisors.
- Facilitate the end-to-end process of identifying, obtaining, executing, and closing out of external funding opportunities in support of the County's priority programs and projects.

KEY PROJECTS FOR FY 2020:

- Maintain and update five-year operational financial plan and the Board of Supervisor's Strategic Plan with County Administration, as directed by the Board of Supervisors, to improve long-term planning and forecasting of resources and needs.
- Continue to identify, develop, and implement training and outreach opportunities to support County departments in OMB-led processes (i.e., annual budget process, budget management, and grant management).

- Issue the County's economic indicators report on a semi-annual basis to analyze and present data relative to the County's fiscal health.
- Enhance the annual budget document based on Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award criteria and annual review recommendations.
- Monitor state and federal regulations related to compliance for receipt of categorical and grant funded programs and requirements by agencies that may impact policies and procedures of the County.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$402,549	$401,386	$524,126	$551,657
Operating	22,165	31,988	49,811	41,650
Capital	0	0	0	0
Total	**$424,714**	**$433,374**	**$573,937**	**$593,307**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$424,714**	**$433,374**	**$573,937**	**$593,307**
Full-time Equivalents	**4.00**	**4.00**	**5.00**	**5.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Office of Management and Budget includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. In addition, operating expenditures include adjustments for one-time costs included in FY 2019.

PROGRAM 1: ***Budget Development and Implementation***

Coordinate and provide analysis for the annual budget process to prepare the County Administrator's proposed budget and capital improvement program. Implement and monitor the annual adopted budget, capital improvement plan, County asset replacement plan, and tax rates as adopted by the Board of Supervisors.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Supplemental appropriations or contingency reserve items	163	146	150	150
Budget adjustments	247	230	250	250
OMB/Finance trainings facilitated	3	3	2	3

OBJECTIVES:

- Provide analysis, support, and advice to County management and staff to maintain core services, address core priorities, and strategic planning in the current, challenging fiscal environment.
- Monitor County revenue and expenditure budgets to ensure appropriations and supplemental appropriations are allocated according to Board directives and policies.
- Coordinate analysis and review of quarterly revenue projections with the County-staffed Revenue Committee. Provide monthly reporting updates to the Board of Supervisors on County revenue projections.
- Provide analysis of the County's economic environment to monitor the County's fiscal health and ensure an accurate projection of County revenues.
- Facilitate the annual budget process by working with County departments, managers, support staff, County Administration, outside entities, and the Board of Supervisors through all phases of development and adoption.
- Prepare annual proposed and adopted budget documents and ensure the documents meet required criteria in support of OMB's goal to achieve the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
General Fund expenditures to budget	96.9%	96.7%	98.0%	98.0%
General Fund revenue to budget	102.7%	102.6%	98.0%	98.0%
Achieve GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes

PROGRAM 2: ***Management Analysis and Grant Development***

Manage the County-wide master grants database. Support County departments in the identification, drafting, and submission of grant applications. Conduct research in support of County management decision-making.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Grant applications developed and/or supported through the grant management process	55	71	50	50
Benchmarking studies requested by County management and/or identified by OMB	10	13	12	12

OBJECTIVES:

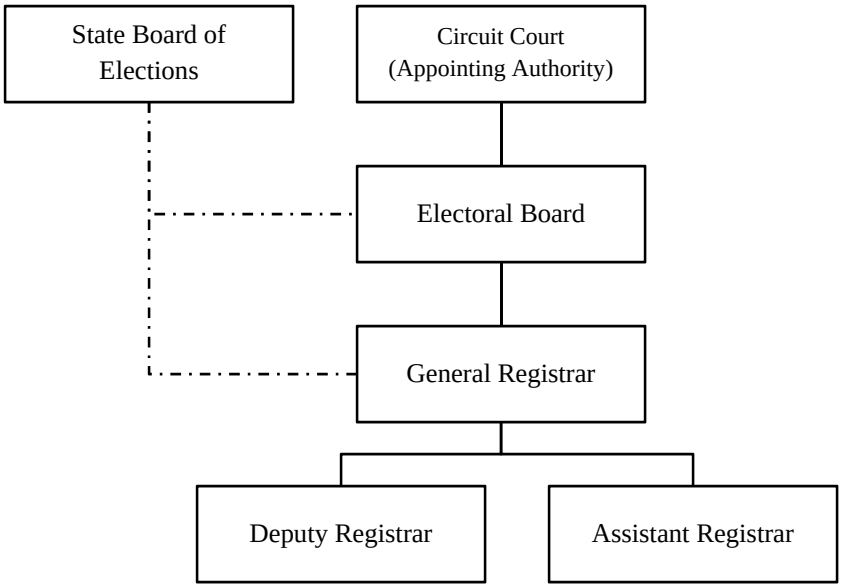
- Support departments with the identification of projects that may require outside funding support.
- Research outside funding opportunities based on identified need(s).
- Develop/review grant applications for County departments and associated agencies.
- Ensure departments adhere to the County grant policy.
- Maintain master database of County grants.
- Support departments in the close-out of outside funding support, to include audits and financial reporting.
- Assist the decision-making process of County management by identifying, researching, and presenting benchmarking studies and program analysis.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Grants awarded to Fauquier County	51	64	45	45
Grant awards actively monitored by OMB	4	11	10	10
Benchmarking studies completed	10	13	12	12

Registrar

ORGANIZATIONAL PURPOSE:

The Constitution of Virginia creates the Office of the General Registrar in Article 2, Section 8 and as such is a mandatory core function of government. The Office of the General Registrar promotes consistent administration of all elections, voter registration, candidate and campaign finance laws, and related rules and regulations. The Office of the General Registrar plans, develops, monitors, and evaluates the voter registration program to ensure that it is in compliance with state and federal statutes. This office provides all voter registration services required by the Constitution of Virginia and *Code of Virginia*. The General Registrar also manages preparation for elections, including candidate qualification, campaign finance, absentee voting, election materials, voting machines, ballots, voting precincts, and recruitment and training of Officers of Election, in addition to the administrative requirements of the office.



GOALS:

- Ensure compliance with the Constitution of Virginia and *Code of Virginia*.
- Promote a customer friendly environment for both the public and candidates.
- Provide cost effective, convenient, courteous and accurate services to registrants and candidates.
- Provide fair, honest and transparent federal, Commonwealth, and County elections to qualified registered voters and the candidates; and ensure that the voting equipment is reliable and in compliance with all current laws.
- Offer efficient, accurate, compliant, customer-friendly absentee voting to all qualified voters who request this service; ensure the number of absentee voters is correctly projected; record all absentee requests; issue correct ballots to each voter; and ensure that the Central Absentee Precinct correctly tabulates absentee votes on Election Day.

- Provide information about the requirements, procedures, and laws governing campaign reporting; provide required forms and supplies to candidates, treasurers, and committees; collect information on candidate contributions; and, record all candidate filings for public review.
- Educate Officers of Election on registration, election laws and voting procedures to ensure every precinct conducts fair and impartial elections; ensure precinct manuals are supplied to all precinct workers on Election Day policy and procedures; and provide all materials necessary to conduct elections.
- Provide important information to the public regarding the administration of elections in the County and Commonwealth.
- Attend educational seminars and conferences relevant to changes in election laws or policy procedures.
- Ensure voting equipment testing is conducted in a timely manner.
- Ensure publishing of all media advertisements required by the *Code of Virginia*.
- Monitor voter precinct locations and population shifts in current precincts to assure adequate facilities are provided for voting as well as to be prepared for the 2021 Redistricting.
- Ensure a safe and secure voting environment is provided to each voter.
- Monitor and respond to elections-related legislation introduced in the General Assembly.
- Ensure all records retention for elections, voter registration, administrative matters, personnel and accounts payable required by state law is maintained.

KEY PROJECTS FOR FY 2020:

- Process records from the National Change of Address.
- Process records from the Interstate Voter Registration Crosscheck.
- Process records from the Electronic Registration Information Center.
- Notify local candidates of due dates of Campaign Finance Reports.
- Process Campaign Finance Reports for all local candidates.
- Provide Electronic Pollbook data configuration and deployment for all elections.
- Conduct November 2019 General Election for all County-elected offices (Board of Supervisors and Constitutional Officers), VA Senate and VA House of Delegates.
- Conduct March 2020 Dual Primary Elections for U.S. President and Vice President.
- Conduct May 2020 Town Elections.
- Conduct June 2020 Dual Primary Elections for U.S. Senate and U.S. House of Representatives.
- Conduct absentee voting processes for all elections; add additional processing dates for the Central Absentee Precinct.
- Conduct new Electronic Pollbooks deployment and training.
- Conduct a post-election risk-limiting audit of the ballot scanner machines if mandated by the Virginia Department of Elections as required by §24.2-671.1 of the *Code of Virginia*.
- Monitor and respond to elections-related legislation introduced in the General Assembly.
- Process administrative, elections, voter registration and campaign finance records through the Records Retention Schedules of the Library of Virginia. .
- Continue scanning of pre-2017 voter registration records into state database (VERIS).
- Process records according to the Library of Virginia Records Retention Schedules.

Registrar

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$310,801	$301,334	$325,040	$332,601
Operating	137,349	133,497	142,047	150,446
Capital	0	0	0	0
Total	**$448,150**	**$434,831**	**$467,087**	**$483,047**
Revenue	$55,915	$57,104	$61,077	$50,747
Net Local Revenue	**$392,235**	**$377,727**	**$406,010**	**$432,300**
Full-time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Registrar's Office includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: *Voter Registration*

The Fauquier County General Registrar provides appropriate forms and guidance, if needed, for those applying to vote and accurately maintains the official Fauquier County voter registration records. These registrations may be submitted in person, through the mail or through the online portal coordinated with the Department of Motor Vehicles (DMV) or transferred to our office from another locality. Based on state law, these records determine whether a voter is eligible to vote, as well as where he is eligible to vote. Therefore, it is imperative that these records be accurate. To technologically update the records process, all voter registration records are now being digitally scanned into a state database. Records from before 2017 are still in paper format and must also be digitally scanned.

Our state database of voters coordinates with the DMV database to produce signatures on online voter registration and Absentee Ballot Applications for those individuals who have a Virginia driver's license. Use of the DMV database also compares the address of the voter with what has been written on the application. However, the programming is not sophisticated enough to screen out duplicate applications from the same voter(s). There have been times when the duplicate applications were replicated ten times. These problems are extremely frustrating and very time consuming—because, by regulation, we are required to enter each application that we receive, even if it is a duplicate. This has caused many hours of unnecessary data entry. Even though we are now digitally recording the registration changes, each record must be "handled," whether it be on paper or online. The number of paper applications is slowly decreasing; however, the paper takes more steps to process.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Voter Records Processed (denied, accepted, changes to record)	15,513	25,239	15,000	15,000
Voters Registered	49,042	50,136	50,000	50,000

OBJECTIVES:

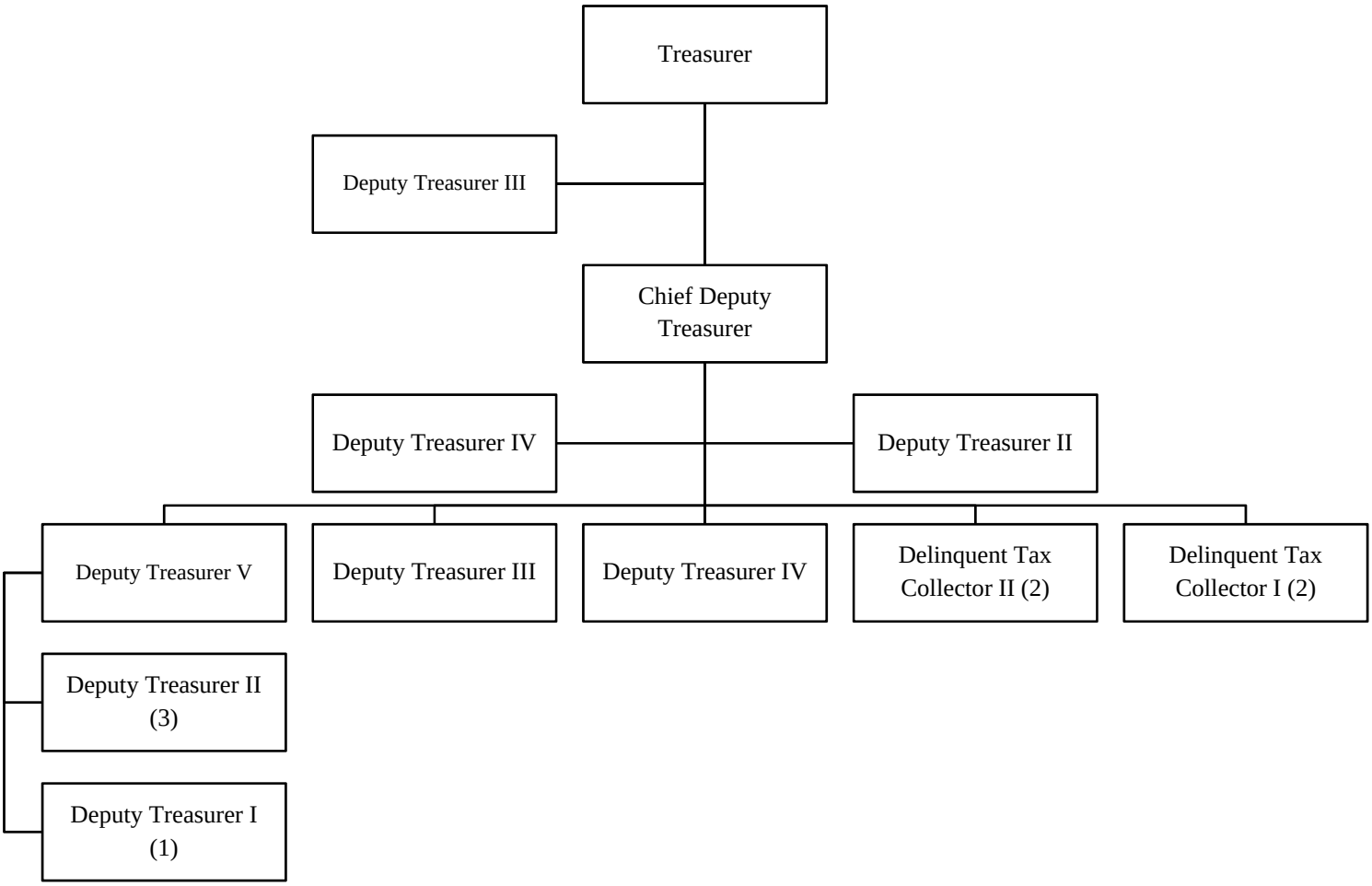
- Maintain voter registration program that is compliant with state and federal requirements.
- Maintain accurate and up-to-date records of individuals registered to vote in Fauquier County.
- Process voter registration applications on a daily basis.
- Provide an accurate list of voters for each polling place on Election Day.
- Maintain customer-friendly environment with knowledgeable staff to assist individuals complete their voter registration process.
- Attend educational conferences/seminars relevant to voter registration.
- Perform cross-checks of our data with other states to maintain the integrity of the voter database.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Number of discrepancies at polls resulting from inaccurate list of voters at polling place	0	0	0	0
All voter registration applications processed daily	Yes	Yes	Yes	Yes
Attend seminars/conferences relative to voter registration and elections	11	41	5	5

Treasurer

ORGANIZATIONAL PURPOSE:

The Treasurer's Office provides efficient, accurate, prompt, and courteous service to the public, and treats all taxpayers equitably through standard office procedures in accordance with the Code of Virginia and the Code of Fauquier County. The Treasurer's Office is responsible for the custody and guardianship of all County funds; the maintenance of all bank accounts; the billing, collection, and recording of County taxes and licenses; the collection of State and estimated income taxes; the receipt and collection of all other revenues; the safekeeping and investment of revenues; the appropriate accounting for and disbursement of revenues; and, the completion of all other related duties.



Treasurer

GOALS:

- Process real estate and personal property tax payments expeditiously.
- Create innovative, resourceful, and imaginative methods of collecting delinquent taxes.
- Provide every possible payment option by which taxpayers can meet their obligations.
- Safeguard and wisely invest available funds to obtain the maximum return while ensuring the return of principal.

KEY PROJECTS FOR FY 2020:

- E-Bills.
- Payment application for mobile devices.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,058,788	$1,119,631	$1,134,334	$1,167,522
Operating	204,016	197,613	218,704	219,404
Capital	0	0	0	0
Total	**$1,262,804**	**$1,317,244**	**$1,353,038**	**$1,386,926**
Revenue	$464,687	$479,757	$496,265	$532,779
Net Local Revenue	**$798,117**	**$837,487**	**$856,773**	**$854,147**
Full-time Equivalents	**16.00**	**16.00**	**16.00**	**16.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Treasurer's Office includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue increases for the Treasurer's Office are due to an additional Compensation Board funding allocation based on the Commonwealth's FY 2020 Adopted Budget.

PROGRAM 1: ***General Revenue Collection***

Assist the public by: billing, collecting, and recording personal property tax, real estate tax and business license tax payments; collecting and recording miscellaneous receipts; collecting and recording State income and estimated tax payments; collecting and recording delinquent accounts for the Commonwealth's Attorney; collecting and recording payments for Environmental Services, collecting and recording funds received from other County departments; selling dog licenses; and responding to questions. Process, deposit, and invest funds as expeditiously as possible. Process personal property and real estate supplements and exonerations. Assist title searchers and accounting auditors. Work closely with and assist other departments and agencies on a regular basis.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Real Estate bills mailed	65,655	65,916	65,680	65,700
Personal Property bills mailed	69,726	70,206	70,250	70,500
Business licenses issued	3,245	3,350	3,250	3,250
Refunds issued	3,450	3,699	3,450	3,450
Dog Tags issued	4,466	4,283	4,550	4,600
State Income/Estimated Vouchers processed	6,366	5,794	6,500	6,200
Utility Billing for Catlett/Calverton Sewer	N/A	N/A	N/A	N/A

OBJECTIVES:

- Provide taxpayers more convenient options for making payments.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Accounts paid via the web	57,935	63,863	64,000	64,500
Accounts paid via Official Payments	669	493	495	495
Number of Transactions Processed	378,715	378,713	378,700	378,700

PROGRAM 2: ***Delinquent Tax Collection***

Collect delinquent taxes through debt set-off, third party liens, seizures, etc. Process bankruptcies and represent the Treasurer in court cases. Establish payment agreements for those individuals with severe hardships prohibiting their timely payment of taxes. Follow up on all past-due payments missed by taxpayers. Provide statistical information on delinquent tax collection. Coordinate collection efforts with the County Attorney's office.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Debt Set-off collections	$475,409	$583,774	$475,500	$476,000
Follow-up collections	$2,718,360	$3,006,931	$2,800,000	$2,850,000
Debt Set-off accounts collected	2,572	2,599	2,500	2,550
Accounts sent to debt set off	16,847	17,319	16,500	16,500
Third-party liens issued	2,132	2,212	2,150	2,150
Payment plans established	394	321	400	400
New bankruptcies filed	33	38	25	25
Treasurer Summons	9	46	25	25
Court cases represented/affidavits	497	13	50	15
Department of Motor Vehicles (DMV) holds	10,750	7,039	10,000	10,000
Delinquent letters sent	36,765	34,313	36,000	36,000

OBJECTIVES:

- Reduce delinquent tax liabilities by offering more convenient means of making payments.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Accounts paid through IRMS (debt set-off) Program	2,168	2,599	2,400	2,400
Accounts paid through credit cards/eChecks via the internet	57,935	63,863	64,000	64,500
Accounts paid through credit cards in the office	9,537	9,056	9,300	9,300

PROGRAM 3: ***Delinquent Court Collection***

Collect delinquent court fees through delinquent notices and third-party liens. Follow up on all past-due payments missed by defendants. Provide statistical information on delinquent court fee collection. Coordinate collection efforts with the Commonwealth Attorney's office.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Follow-up collections	$327,897	$366,452	$360,000	$360,000
Third-party liens	$258,988	$215,656	$265,000	$265,000

OBJECTIVES:

- Reduce delinquent court fees owed to Fauquier County.
- Provide for a new revenue stream for the Treasurer's office.
- Develop and implement effective delinquent court fee collection program.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Third Party Liens	1,121	1,479	1,200	1,200
Letters sent	3,110	3,164	3,200	3,200

PROGRAM 4: ***Accounting***

Upload Direct Deposit files to the bank for processing. Print all checks, send ACH and VRS transfers. Pay Child Support for county and schools. Pay the Virginia Department of Taxation withholding taxes and retail sales tax. Send the benefits vendor wires to the bank. Post daily to the cash receipts journal and prepare various monthly journal entries. Reconcile all financial statements and Treasurer's inventory monthly. Process and print all School and County checks as expeditiously as possible.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Direct Deposit Uploads[1]	70	77	70	70
ACH Transfers	283	978	980	990
Checks Processed	18,709	19,572	18,700	18,700
Virginia Child Support transfers	49	51	50	50
Virginia withholding tax transfers	80	84	80	75
Benefit Wire transfers[2]	292	454	450	450
VRS transfers	48	48	48	48

[1]*Split between payroll (direct deposit) uploads and other ACH transfers.*
[2]*Only counted payroll wires, now all benefit wires.*

Treasurer

OBJECTIVES:

- Ensure all employees and vendors are paid on time.
- Safeguard the integrity of our numerous bank accounts.

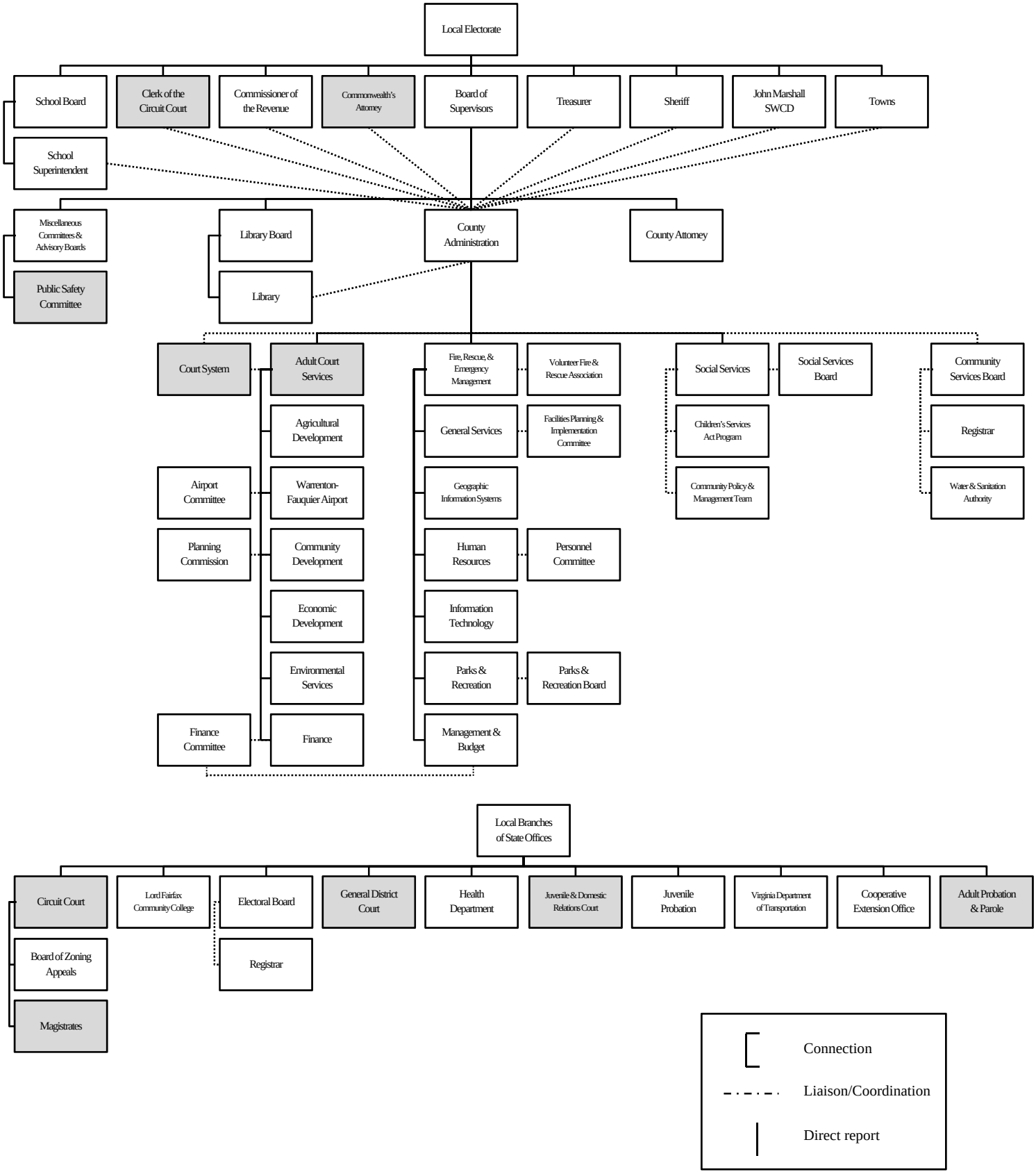
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
ACH Transfers done daily throughout the year	283	978	980	990
Processed all Payroll State taxes, benefit wires, and VRS transfers directly upon request	469	637	628	628
Bank Accounts reconciled every month	42	42	42	42

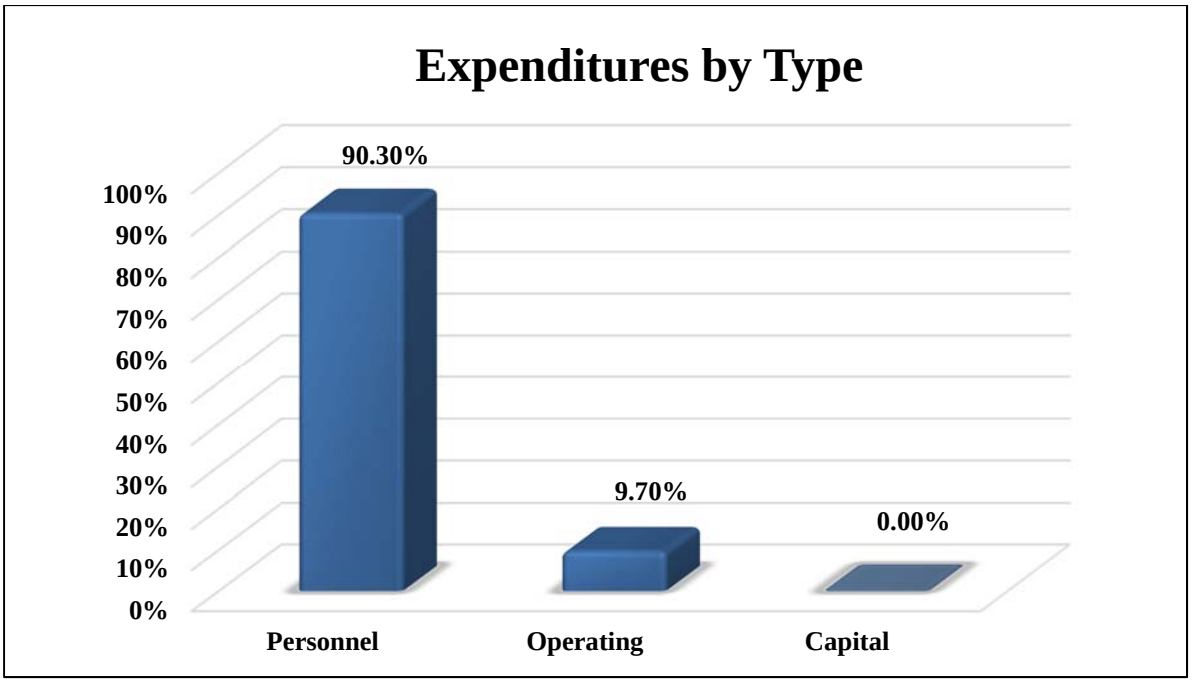
Judicial Administration

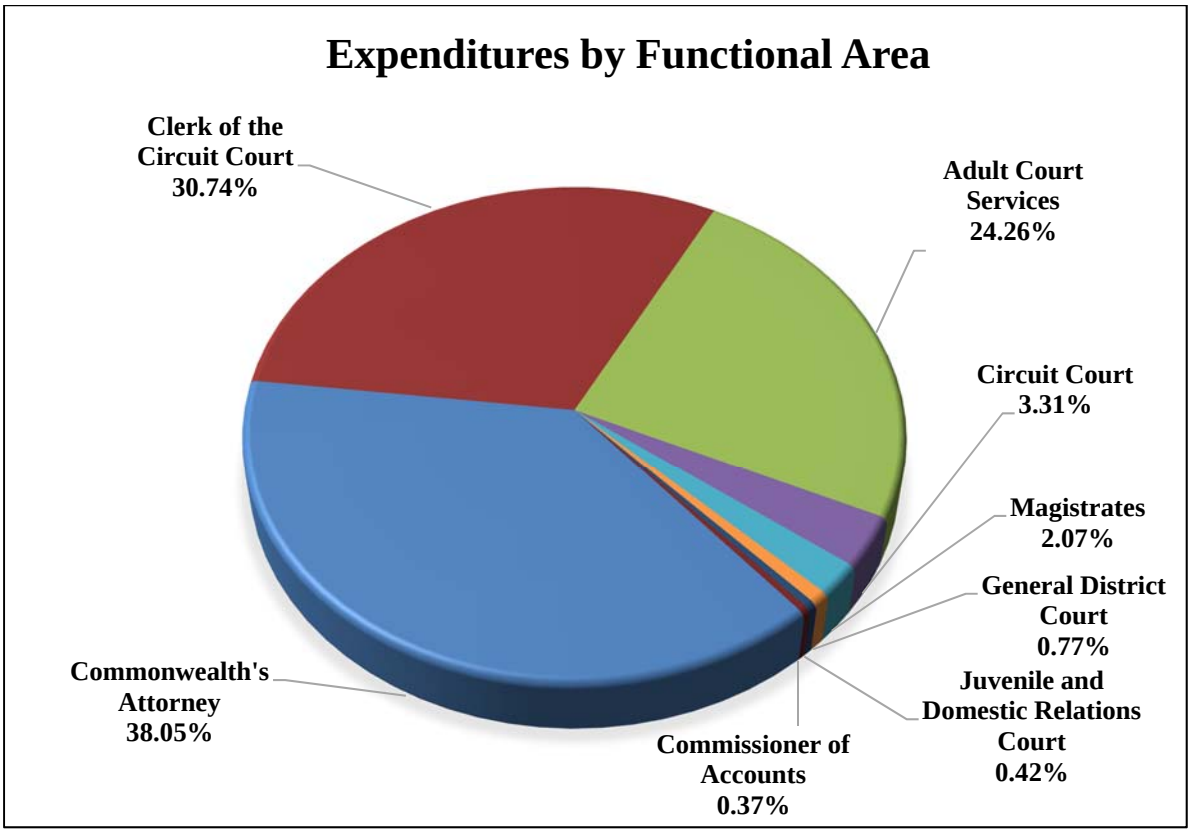
Old Courthouse
Warrenton, Virginia

Department/Agency		Amount
Adult Court Services	$	1,027,856
Circuit Court		140,382
Clerk of the Circuit Court		1,302,257
Commissioner of Accounts		15,600
Commonwealth's Attorney		1,611,787
General District Court		32,700
Juvenile and Domestic Relations Court		17,726
Magistrates		87,773
Total	**$**	**4,236,081**

Judicial Administration



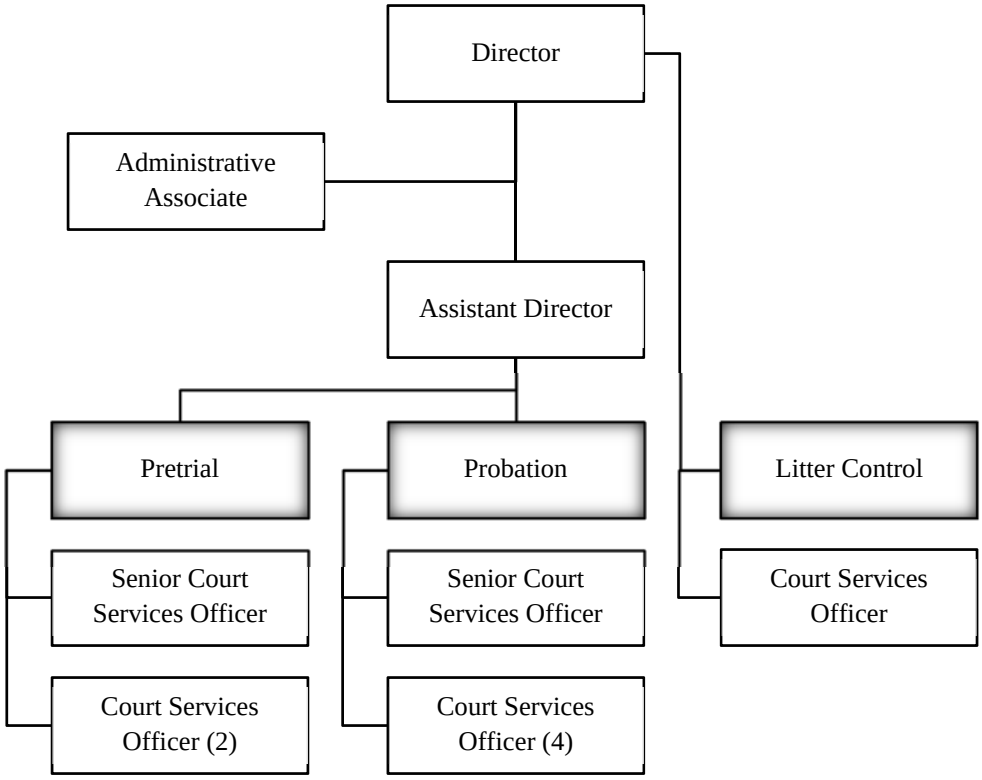

Expenditures by Type
90.30%
9.70%
0.00%
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Clerk of the Circuit Court 30.74%
Adult Court Services 24.26%
Circuit Court 3.31%
Magistrates 2.07%
General District Court 0.77%
Juvenile and Domestic Relations Court 0.42%
Commissioner of Accounts 0.37%
Commonwealth's Attorney 38.05%

Adult Court Services

ORGANIZATIONAL PURPOSE:

The Office of Adult Court Services enhances public safety, reduces jail overcrowding, and increases accountability of criminal offenders by providing criminal justice services to the local courts and the community. These services include, but are not limited to, probation services, pretrial investigation and supervision services, litter control programs, criminal justice grant administration, staff support for the Fauquier/Rappahannock Community Criminal Justice Board, staff support for the Board of Supervisors' Public Safety Committee, and collection and analysis of system data to assess the need for new programs and services, as well as the effectiveness of current services.



GOALS:

- Provide probation/pretrial services to more than 1,100 court-referred offenders.
- Investigate at least 350 pretrial detainees and supervise at least 400 offenders.
- Place and monitor at least 5,000 hours of free community service labor for the County.
- Continue programs to reduce Driving Under the Influence (DUI) recidivism, mainly the Victim Impact Panel.
- Reduce litter in the County by maintaining the litter control program and implement education programs that discourage littering.

Adult Court Services

KEY PROJECTS FOR FY 2020:

- Provide court-ordered probation to offenders in lieu of costly jail detention.
- Provide pretrial investigation services to the judiciary in order to ensure better informed bail-making decisions.
- Provide pretrial supervision and monitoring of defendants released to the custody of the department while awaiting trial, preserving bed space at the local jail which reduces jail costs.
- Place and monitor court-ordered community service labor in Fauquier and Rappahannock Counties.
- Manage a litter control program, utilizing court ordered community service workers.
- Collect court costs, fines, and restitution to the victims of crime.
- Act as lead staff and planner for the Fauquier/Rappahannock Community Criminal Justice Board, its subcommittees and task forces.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$887,261	$897,120	$899,247	$947,332
Operating	71,749	71,012	80,460	80,524
Capital	0	0	0	0
Total	**$959,010**	**$968,132**	**$979,707**	**$1,027,856**
Revenue[1]	$760,778	$517,561	$517,561	$518,093
Net Local Revenue	**$198,232**	**$450,571**	**$462,146**	**$509,763**
Full-time Equivalents	**12.00**	**12.00**	**12.00**	**12.00**

[1]*FY 2017 revenue fluctuations were due to the timing of grant reimbursements from the State.*

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Adult Court Services includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: *Local Probation*

The Local Probation program provides probationary supervision of court-referred, convicted offenders in lieu of jail detention. This includes the preparation of court reports, court room testimony, and investigations as ordered. Local Probation also places and monitors court-ordered community service labor. Additional functions include, drug screening offenders to ensure compliance with court-imposed conditions, as well as the collection of fines, costs and restitution for the victims of crime. Offenders are also referred to the appropriate remedial resources such as drug treatment and other intervention programs.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Community service hours performed	4,670	5,500	5,000	5,000
Fines, costs, restitution monitored/collected	$148,800	$150,000	$150,000	$110,000
Average daily caseload	310	400	350	325
Cases closed	656	700	650	625

OBJECTIVES:

- Maintain successful closure rate of probation cases.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Rate of successful closure	74%	75%	75%	75%
Referrals to Probation	682	650	675	650

PROGRAM 2: ***Pretrial Services***

The Pretrial Services program conducts pretrial investigations on defendants awaiting trial in the Courts. They also prepare pretrial reports and recommendations to the courts prior to arraignment. Supervision of pretrial defendants is provided to those who are released to the custody of the department. This supervision consists of monitoring the general and special conditions of bail and reporting any violations of such to the courts. In some cases, applying for arrest warrants is necessary if potential safety risk or flight risk from prosecution exists. Indigence verifications for court-appointed counsel are also conducted as part of the investigation process.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Pretrial investigations	306	350	325	325
Average daily caseload	86	100	95	95
Indigence verifications	290	300	300	300

OBJECTIVES:

- Maintain rate of successful pretrial placements.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Pretrial placements	417	425	425	425
Successful pretrial placements	83%	85%	85%	85%

PROGRAM 3: ***Litter Control***

The Litter Control Program utilizes court-ordered community service workers to collect litter. They reduce the amount of trash on the County's roadways by providing cost effective litter services. The Litter Control Program targets "problem" areas in the County that have increased litter control needs. They also implement education programs in the local schools to deter future litter.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Community service workers utilized	105	116	120	120
Number of occasions Community Service workers reported for Litter Control	319	429	320	320

OBJECTIVES:

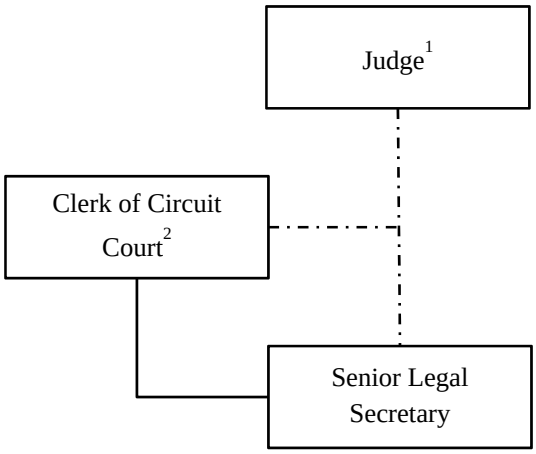
- Reduce litter in the County by increasing community service hours assigned and completed.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Litter retrieved (tons)	43.3	21.0	50.0	50.0
Community Service Hours completed	2,871	2,750	2,700	2,500

Circuit Court

ORGANIZATIONAL PURPOSE:

The Circuit Court is the trial court with the broadest powers in Virginia. The Circuit Court handles all civil cases with claims exceeding $25,000. In addition to adjudicating all felonies, the Circuit Court hears cases appealed from the General District Court, the Juvenile and Domestic Relations District Court, administrative agencies, and the Board of Zoning Appeals. The Circuit Court handles family matters, including divorce, equity matters, and condemnations. The Circuit Court Judge supervises Grand Jury proceedings within the County. The Judge of the Circuit Court also makes appointments to various Boards.



[1]*State-funded position.*

[2]*Position funded in Clerk of Circuit Court budget.*

GOALS:

- Administer justice in Fauquier County in a fair, efficient, and timely manner to all litigants, according to law.
- Conduct court hearings openly, except as provided by statute.
- Schedule the trial of cases and close cases in accordance with the timelines set out by the Supreme Court of Virginia.

KEY PROJECTS FOR FY 2020:

- Issue legal opinions for a variety of matters before the Court based upon the review of legal precedents.
- Administer the neutral case evaluation program--designed to resolve cases without the time and expense of a trial and thereby relieve the civil trial docket--and review other options for referral of cases to mediation.
- Oversee selection of the jury pool for the trial of civil and criminal cases and maintain the grand jury list for consideration of indictments.
- Schedule criminal and civil cases to insure the expeditious processing of these cases.
- Re-organize division of labor between Circuit Court and Clerk's Office to schedule cases and manage juries more efficiently.

Circuit Court

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$72,299	$75,842	$80,644	$82,382
Operating	45,296	66,097	58,000	58,000
Capital	0	0	0	0
Total	**$117,595**	**$141,939**	**$138,644**	**$140,382**
Revenue	$33,296	$50,943	$36,500	$36,500
Net Local Revenue	**$84,299**	**$90,996**	**$102,144**	**$103,882**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Circuit Court includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: *Circuit Court*

The Circuit Court enters orders for all civil and criminal cases. The Court must review petitions and evidence to make various types of judicial determinations. Cases are heard by the Court before the Judge or before a jury. The Court meets with counsel to review the issues of the cases to be tried and to assist with reaching settlements without trial, when possible.

SERVICE VOLUME	CY 2017 Actual	CY 2018 Actual	CY 2019 Projected	CY 2020 Projected
Civil cases completed	595	849	700	700
Miscellaneous petitions/applications reviewed	275	298	300	300
Criminal cases completed	1,150	861	1,200	1,200
Criminal defendants	532	471	500	500
Jury days	55	28	40	40
Cases ended by trial before Judge	466	544	450	450
Settlement conferences	51	62	50	50

OBJECTIVES

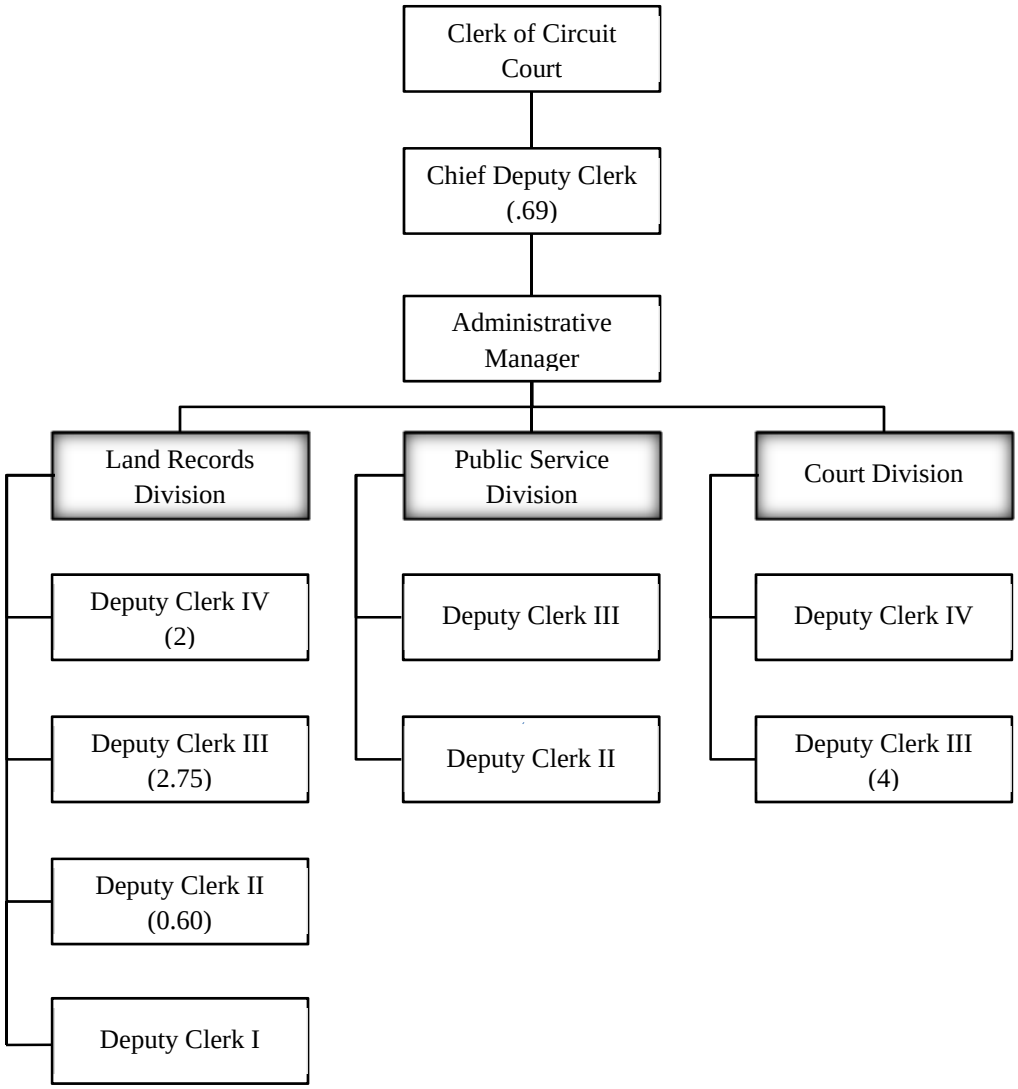
- Reduce costs of trial to Court and to litigants through the Neutral Case Evaluation Program, a program designed to assist litigants in settling cases prior to trial.

OUTCOME MEASURES	CY 2017 Actual	CY 2018 Actual	CY 2019 Goal	CY 2020 Goal
Cases referred to Neutral Case Evaluation	40	27	40	40
Cases heard by Neutral Case Evaluation	25	10	25	25
Cases settled by Neutral Case Evaluation	18	9	20	20

Clerk of Circuit Court

ORGANIZATIONAL PURPOSE:

The Clerk's Office is the custodian of the Fauquier County land records dating to 1759 and the Circuit Court records. The Clerk of the Circuit Court is a Constitutional Officer elected by the voters of Fauquier County for a term of eight years. The Clerk performs roles in the areas of public safety, court administration, land and business records, public service, and records preservation. The Clerk collects various State and County taxes set by law and transfers revenue to the State and locality. The Clerk has authority to issue marriage licenses, probate wills, grant administrations of estates, and appoint guardians for a minor's personal estate.



Clerk of Circuit Court

GOALS:

- Promote public safety by issuing warrants of arrest for defendants on new indictments from grand jury, for defendants in violation of the terms of their recognizance or for probationers who have serious violations of the terms of their release.
- Prepare court orders for criminal cases; enter conviction data for electronic transmission to Virginia State Police, Department of Motor Vehicles, and the Department of Corrections.
- Provide support to the Circuit Court by coordinating the roles of law enforcement and prosecutors in criminal cases.
- Maintain various jury pools for regular trial juries, for grand jury, for special grand jury, and for multi-jurisdictional grand jury and select jurors for service.
- Schedule court hearings and summon jurors and witnesses to provide earliest possible resolution of cases.
- Provide web access to case information and hearings.
- Scan court filings to improve access to records.
- Calculate criminal costs and collect fines, costs, and restitution for distribution to victims.
- Record, index, and maintain various land records filings, including deeds, deeds of trust, certificates of satisfaction, plats, covenants, and easements.
- Maintain business records by filing and indexing trade names for individual businesses, partnerships, limited liability companies, and corporations.
- Provide remote access to land records.
- Probate wills and record various estate documents, such as lists of heirs, inventories, and accounts.
- Issue marriage licenses.
- Provide public service to the county's citizens by responding promptly to customer inquiries and requests.
- Preserve permanent records in an appropriate environment for current and future use.
- Cross-train staff to enhance public service and work production.
- Maintain close contact with many agencies, State and local, to work together to receive and provide better services.

KEY PROJECTS FOR FY 2020:

- Continue to provide remote access to land records and to court records by paid subscription.
- Coordinate review of pending court cases to meet case processing guidelines with Judge's staff.
- Continue archival records preservation plan.
- Enhance storage needs for court and fiduciary files.
- Purge records as dictated by retention schedules set out by the Library of Virginia.
- Coordinate re-organization of court-related duties with Judge's staff.

Clerk of Circuit Court

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,104,585	$1,134,086	$1,147,411	$1,181,783
Operating	96,011	90,422	122,635	120,474
Capital	0	0	0	0
Total	**$1,200,596**	**$1,224,508**	**$1,270,046**	**$1,302,257**
Revenue	$2,319,148	$2,386,567	$2,332,499	$2,440,709
Net Local Revenue	**($1,118,552)**	**($1,162,059)**	**($1,062,453)**	**($1,138,452)**
Full-time Equivalents	**16.04**	**16.04**	**16.04**	**16.04**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Clerk of the Circuit Court includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue increases for the Clerk of Circuit Court are due to an additional Compensation Board funding allocation based on the Commonwealth's FY 2020 Adopted Budget.

PROGRAM 1: *Clerk of Circuit Court*

The Clerk's Office is responsible for recording documents in the deed books, probating wills and recording related estate filings. The Clerk's Office issues marriage licenses, dockets judgments, and records trade names. The Clerk reviews applications for concealed handgun permits and issues permits for individuals meeting the statutory requirements. The Clerk receives and retains civil and criminal court cases and issues legal notices and copies of court orders.

SERVICE VOLUME	CY 2017 Actual	CY 2018 Actual	CY 2019 Projected	CY 2020 Projected
Deed Book recording	11,555	10,562	13,000	13,000
Wills and fiduciary filings	394	339	400	400
Marriages	456	471	460	460
Financing statements	169	150	150	150
Trade names	299	274	300	300
Judgments	1,348	1,256	1,400	1,400
Civil cases filed	792	810	850	900
Criminal cases filed	1,085	861	1,250	1,300
Concealed handgun permits	1,368	1,534	1,100	1,200
Notary Public	358	354	350	350

OBJECTIVES:

- Create revenue stream to maintain computer hardware & software.
- Provide access to land records through remote access subscriptions.
- Provide access to court records to lawyers through remote access subscriptions.
- Provide access to information about Clerk's Office procedures by posting forms, calendars, and procedures on the County website.
- Provide docket information for court records online at www.courts.state.va.us (Circuit Court Case Information).
- Convert microfilm and paper images to digital images to improve access to records to reduce storage requirements.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Paid subscriptions for remote access to land records	92	104	100	100
Paid subscriptions to remote access to court records	22	24	30	35

Commissioner Of Accounts

ORGANIZATIONAL PURPOSE:

The Commissioner of Accounts oversees the certification of wills by administrators and executors before being released for their qualifications, as courteously and expeditiously as possible.

GOALS:

- Monitor and assist, as necessary, to facilitate the certification process.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	2,400	15,600	15,600	15,600
Capital	0	0	0	0
Total	**$2,400**	**$15,600**	**$15,600**	**$15,600**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$2,400**	**$15,600**	**$15,600**	**$15,600**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

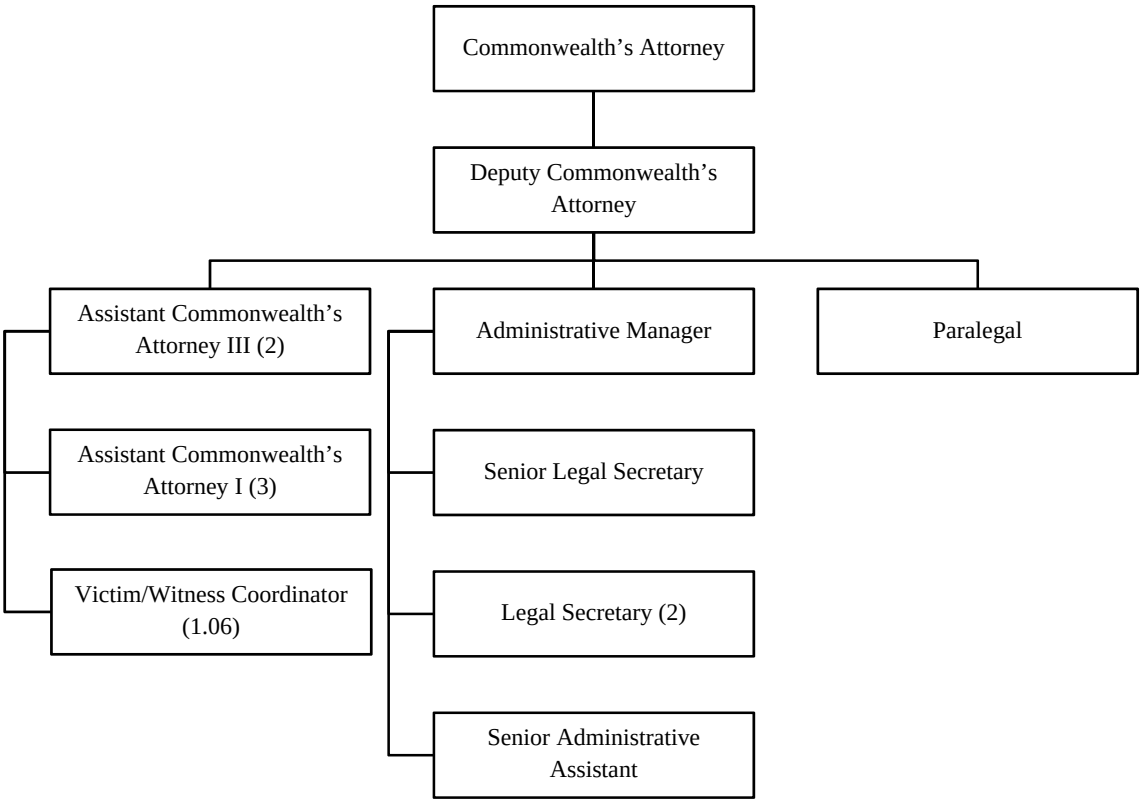
The FY 2020 Adopted Budget for the Commissioner of Accounts includes no budgetary adjustments in comparison to the prior year.

Commonwealth's Attorney

ORGANIZATIONAL PURPOSE:

The Commonwealth's Attorney is a County-wide elected official whose office is created by the Constitution of Virginia. The Commonwealth's Attorney is charged by State law with the duty of prosecuting all felonies on behalf of the Commonwealth of Virginia which are committed within the geographic confines of Fauquier County, including the incorporated municipalities therein. The Commonwealth's Attorney may prosecute misdemeanors and traffic infractions on a discretionary basis. All of the above enumerated matters originate in three separate trial court systems where final orders are potentially appealed to two different appellate courts in Virginia. The Commonwealth's Attorney represents the Commonwealth in limited statutory appeals to the Virginia appellate courts, but in all cases provides the initial representation in appellate matters by serving as counsel during the appellate petition process by properly drafting and filing briefs in opposition to appeal in connection with the cases that we have successfully prosecuted in the trial court(s). In addition, the Commonwealth's Attorney is empowered to sue civilly for drug asset forfeiture in appropriate cases.

There are also over 400 additional statutorily mandated duties imposed upon the Commonwealth's Attorney. Among these are a variety of sundry matters such as advising and representing the local registrar and board of elections, giving binding conflicts of interest opinions to local officials, reviewing autopsy reports of all unattended deaths in the locality for irregularities, and many other matters.



Commonwealth's Attorney

GOALS:

- Maintain a high degree of professional competence, training and mission dedication of eight Assistant Commonwealth's Attorneys and a similarly competent support staff for such attorneys.
- Continually enhance the administration of justice.
- Continually promote enhanced law enforcement by partnering with policing agencies (the Fauquier County Sheriff's Office, Virginia State Police, and the Town of Warrenton).
- Bring new and innovative procedures, policies, training and techniques to case investigations which increase the likelihood of constitutionally correct apprehension, prosecution, and conviction of criminal suspects who have violated Virginia or local law.

KEY PROJECTS FOR FY 2020

- Continue to incorporate new technology to better illustrate cases in the courtroom and enhance the administration of justice.
- Form positon or team of devoted personnel to working cold cases in Fauquier County.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,366,690	$1,425,059	$1,449,418	$1,539,872
Operating	62,597	56,656	71,741	71,915
Capital	56,583	0	0	0
Total	**$1,485,870**	**$1,481,715**	**$1,521,159**	**$1,611,787**
Revenue	$503,057	$535,209	$514,289	$553,956
Net Local Revenue	**$982,813**	**$946,506**	**$1,006,870**	**$1,057,831**
Full-time Equivalents	**16.07**	**16.07**	**16.07**	**16.07**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Commonwealth's Attorney includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue increases for the Commonwealth's Attorney are due to an additional Compensation Board funding allocation based on the Commonwealth's FY 2020 Adopted Budget.

PROGRAM 1: ***Court Appearances***

The Commonwealth's Attorney prepares for and appears in the General District Court, Juvenile and Domestic Relations District Court, and Circuit Court on all criminal matters. There also are some civil matters, i.e., Overweight Citations and Asset Forfeiture actions, which are prepared for and appeared on which are not reflected in these numbers.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Juvenile & Domestic Relations District Court (JDRDC) Cases Heard	3,092	4,443	4,665	4,665
General District Court (GDC) Cases Heard	16,133	15,303	16,068	16,068
Circuit Court hearings (*including* Bench Trials, Jury Trials, or Misdemeanor Appeals)	4,647	3,941	4,138	4,138
Circuit Court Jury Trials, Bench Trials, and Misdemeanor Appeals	470	241	253	253

OBJECTIVE:

- To employ a qualified and appropriately sized team of attorneys and staff members to effectively administer justice in Fauquier County as the number of court appearances increases.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Effectively handled hearing volume	23,872	23,687	24,871	26,114

General District Court

ORGANIZATIONAL PURPOSE:

The Fauquier County General District Court presides over all legal proceedings and assures the public is treated fairly and impartially in all of these proceedings before the court. There are three divisions that comprise the functions held in the court: civil, traffic and criminal.

GOALS:

- Provide adequate space, safety, and professional help for the public at all times.

KEY PROJECTS FOR FY 2020:

- Preside over all legal proceedings before the court.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	18,476	20,620	32,700	32,700
Capital	0	0	0	0
Total	**$18,476**	**$20,620**	**$32,700**	**$32,700**
Revenue	$28,890	$13,505	$33,500	$33,500
Net Local Revenue	**($10,414)**	**$7,115**	**($800)**	**($800)**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

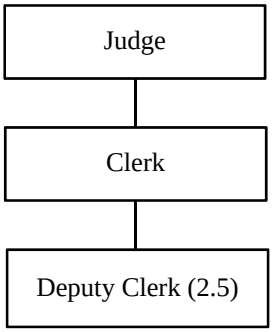
BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the General District Court includes no budgetary adjustments in comparison to prior years.

Juvenile and Domestic Relations Court

ORGANIZATIONAL PURPOSE:

The Fauquier County Juvenile and Domestic Relations District Court strives to be constantly aware of and address the ever-changing needs of the citizens of Fauquier County, especially the at-risk juveniles, troubled adults, and their families.



All Juvenile and Domestic Relations Court positions are State-funded positions.

GOALS:

- Strive to save the at-risk youth and assist their families, in order for them to reach their maximum potential.
- Offer at-risk youth every available opportunity to succeed, as this is the right of every individual in our society.
- Protect the community from these troubled youth.

KEY PROJECTS FOR FY 2020:

- Work with at-risk youth and their families to help mitigate the threat these youth pose to themselves, as well as to the surrounding community.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	14,751	11,884	17,726	17,726
Capital	0	0	0	0
Total	**$14,751**	**$11,884**	**$17,726**	**$17,726**
Revenue	$304	$399	$250	$250
Net Local Revenue	**$14,447**	**$11,485**	**$17,476**	**$17,476**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Juvenile and Domestic Relations Court includes no budgetary adjustments in comparison to prior years.

Magistrates

ORGANIZATIONAL PURPOSE:

Magistrates are appointed by chief circuit court judges for four year terms. The number of magistrates in each district is authorized by the Committee on District Courts. While magistrates do not possess trial jurisdiction, they are an integral part of the judicial system and are judicial officers of the Commonwealth of Virginia. The principal function of the magistrate is to provide an independent, unbiased review of complaints brought by police officers, sheriff deputies, and citizens. Magistrates are not police officers, nor do they provide law enforcement; magistrates are issuing officers who serve as a buffer between law enforcement and society. Magistrates may assist the public by providing information on the judicial system processes and procedures. Magistrates have no authority except that which has been expressly conferred by statute.

GOALS:

- Provide services as required by the Supreme Court of Virginia to serve the citizens of Fauquier County.

KEY PROJECTS FOR FY 2020:

- Continue to be responsible for providing the law enforcement officers and citizens of Fauquier County with the best possible service Magistrates can offer.

BUDGET SUMMARY:

	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$57,151	$56,931	$73,946	$73,946
Operating	20,338	19,035	13,827	13,827
Capital	0	0	0	0
Total	**$77,489**	**$75,966**	**$87,773**	**$87,773**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$77,489**	**$75,966**	**$87,773**	**$87,773**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

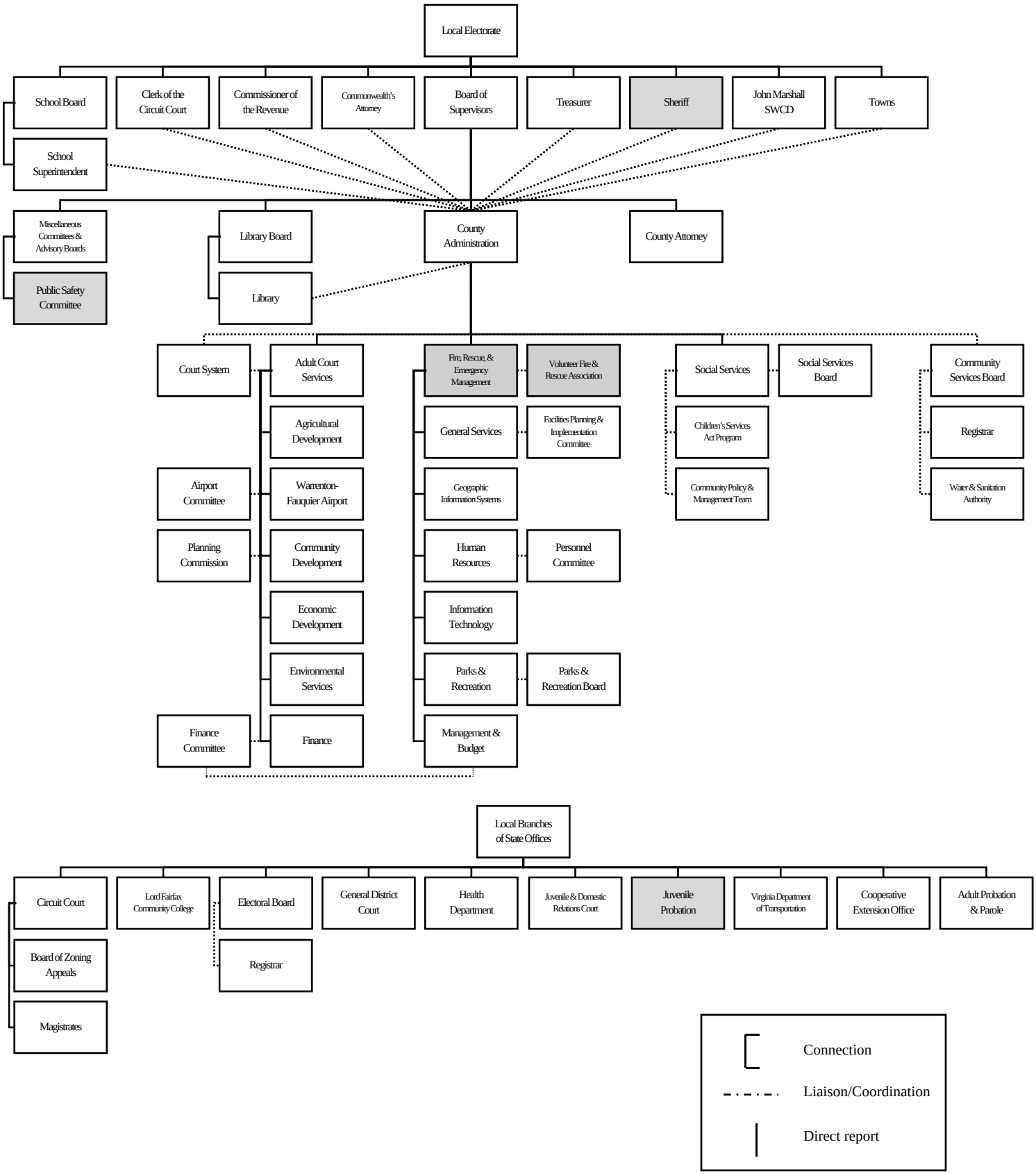
The FY 2020 Adopted Budget for the Magistrates includes no budgetary adjustments in comparison to prior years.

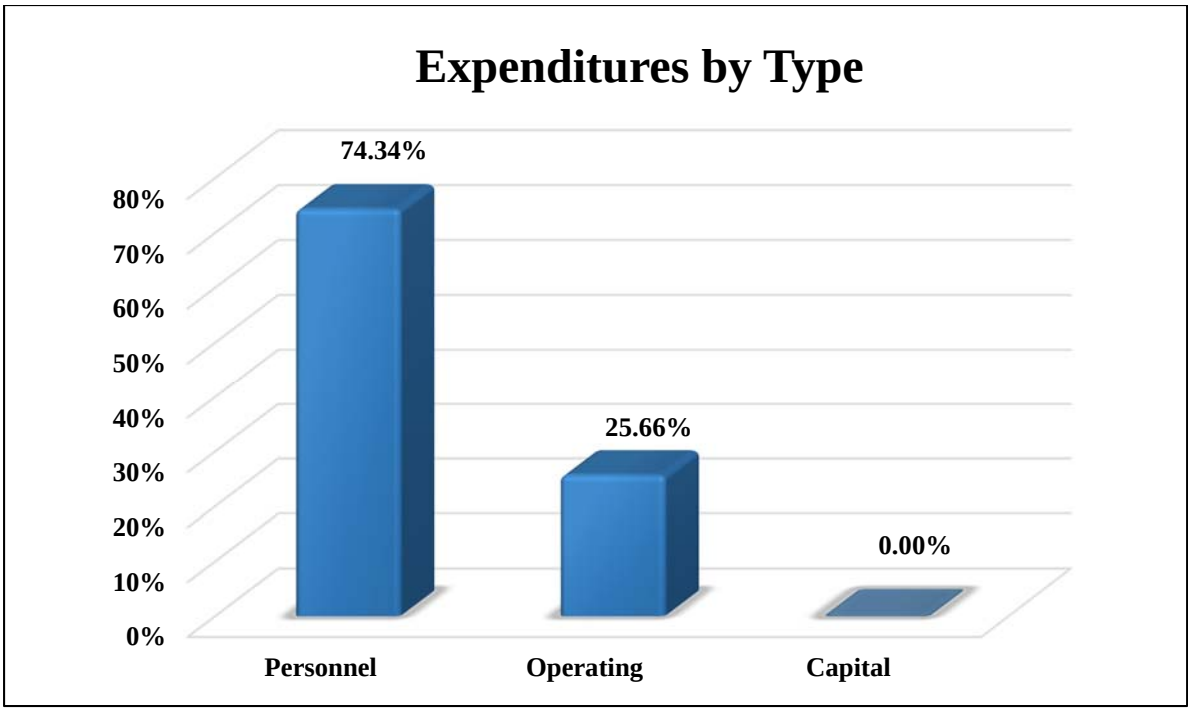
Public Safety

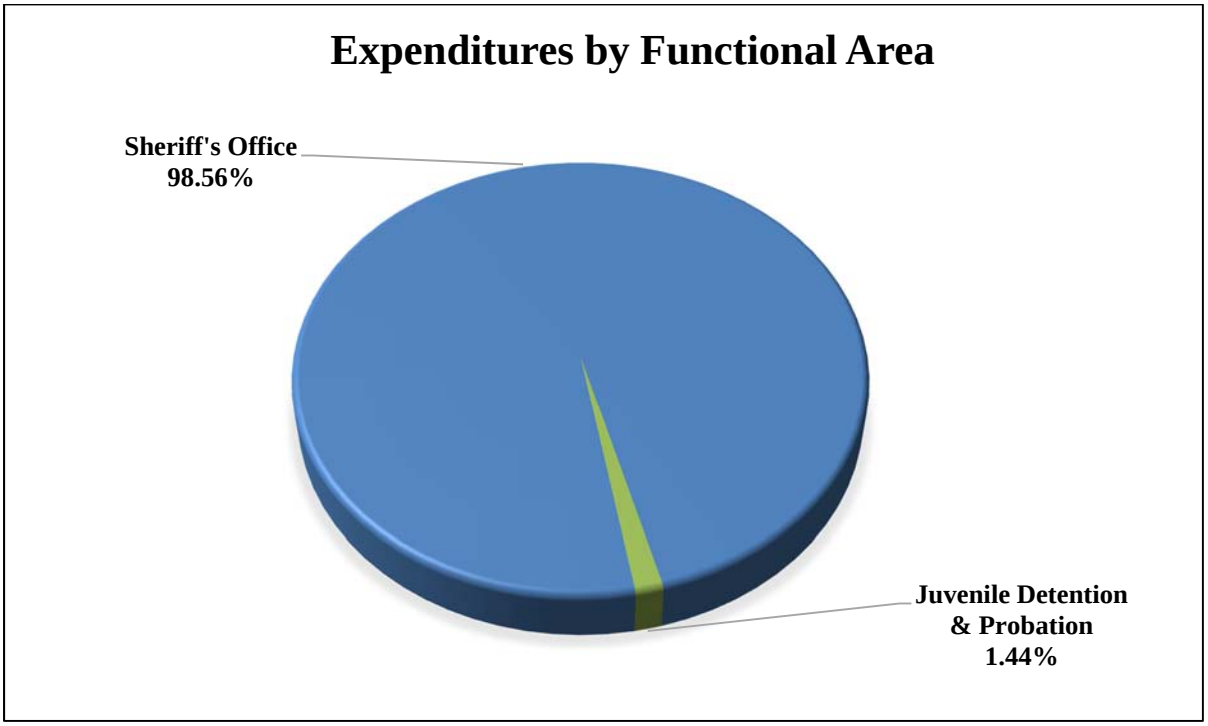
Fauquier County Sheriff's Office
Warrenton, Virginia

Department/Agency		**Amount**
Juvenile Detention & Probation	$	309,532
Sheriff's Office		21,126,612
Total	**$**	**21,436,144**

Public Safety




Expenditures by Type
74.34%
25.66%
0.00%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital

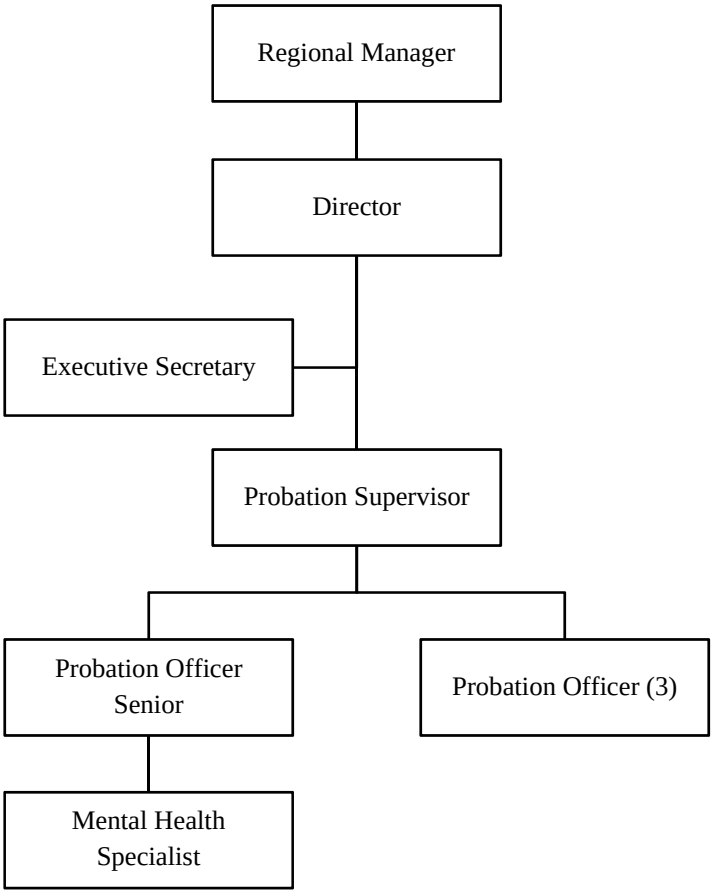

Expenditures by Functional Area
Sheriff's Office
98.56%
Juvenile Detention
& Probation
1.44%

Juvenile Detention and Probation

ORGANIZATIONAL PURPOSE:

The mission of the 20W District Court Services Unit is to enhance public safety by providing community-based juvenile justice services and programs and by working collaboratively with law enforcement, education and human services agencies.

The 20W District Court Service Unit provides probation, intake and parole services and a variety of community based programs for the Juvenile and Domestic Relations Court serving Fauquier and Rappahannock Counties. Additionally, this office manages the Virginia Juvenile Community Crime Control Act (VJCCCA) grant.



All Juvenile Detention and Probation positions are State-funded positions.

Juvenile Detention and Probation

GOALS:

- To protect citizens and the community from crimes committed by young people.
- To hold youth who commit crimes accountable for their actions.
- To provide individualized assessments to rehabilitate and prevent further delinquent behavior through the development of educational, vocational, social, emotional and basic life skills, which enable youth to grow and mature.
- To provide services that utilize Evidence Based Practices.
- To provide youth and all interested parties fair hearing at which legal rights are recognized and enforced.
- Provide services that utilize Evidence Based Practices.
- Engage families in our work with juveniles to optimize the chance for success through family-centered and strength-based interactions with them.
- Continue collaborative efforts with agencies and community groups to promote public safety, i.e., police, sheriff, Commonwealths Attorney, Public Defender, community groups, schools, etc.

KEY PROJECTS FOR FY 2020:

- Create a Parent Support Group to increase the potential for positive change in the lives of juveniles.
- Create a Girls Empowerment Group.
- Begin a Volunteer/Intern Program to support full-time staff.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,276	$0	$1,841	$1,841
Operating	136,092	135,218	307,691	307,691
Capital	0	0	0	0
Total	**$137,368**	**$135,218**	**$309,532**	**$309,532**
Revenue	$36,836	$36,836	$36,836	$36,836
Net Local Revenue	**$100,532**	**$98,382**	**$272,696**	**$272,696**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Juvenile Detention and Probation includes no budgetary adjustments in comparison to prior years.

PROGRAM 1: ***Detention and Virginia Juvenile Justice Community Crime Control Act (VJCCCA) Services***

The Department of Juvenile Justice endorses the Balanced Approach to juvenile justice. This framework includes three components in meeting the needs of communities, victims and offenders. The three components include public safety, accountability and competency development. The Balanced Approach lends itself well to the intent of the VJCCCA to provide a "community-based system of progressive intensive sanctions and services that correspond to the severity of offense and treatment needs" (§ 16.1-309.2 of the Code of Virginia).

In accordance with the Balanced Approach model, all VJCCCA programs must:

- Promote community protection.
- Hold juveniles accountable for their behavior and restore the losses suffered by victims.
- Provide opportunities for juveniles to acquire or build on interpersonal, cognitive and behavioral skills and strengths at home, in school, and at work.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Youth detained	50	60	70	70
Child Care days	300	500	500	500
VJCCCA service clients	49	80	85	90

OBJECTIVE:

- Provide evidence based services to maintain youth in the community.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Successful completion of any program by youth receiving VJCCCA services	90%	90%	90%	90%
Continued utilization of GPS/EM and DAI	95%	95%	95%	95%

PROGRAM 2: ***Probation and Parole***

Juvenile probation officers supervise youths who are on probation or parole. Officers work with adolescents and their families to assess and ensure compliance with court terms. They also provide counseling to the offender in an attempt to change or eliminate behavioral issues.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Probation and paroles per month *(not including diversion or monitoring cases)*	110	50	60	60
Intakes	1,200	1,283	1,500	1,800

OBJECTIVE:

- Assess the risk and need of youth to ensure moderate and high risk youth are receiving appropriate court services.
- Develop and maintain public safety through supervision standards.
- Increase supervision of high-risk sex offenders.
- Research and develop alternatives to detention while providing protection for the public.
- Maintain and enhance communications with stakeholders.
- Improve officer safety and increase specialized training.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Develop and maintain public safety through supervision standards. Probation Supervisor utilizes assessment tools and state reports for tracking standards.	100%	100%	100%	100%
Increase supervision of high-risk offenders. Probation Officers will utilize Electronic Monitoring with GPS.	100%	100%	100%	100%
Research and develop alternatives to detention while providing protection for the public. Exploring options from other CSU's such as day/evening reporting center.	100%	100%	100%	100%
Maintain and enhance communications with the stakeholders. Continue bimonthly meetings with Partners of Probation Roundtable.	100%	100%	100%	100%
Improve officer safety and increase specialized training. Seek trainings throughout the region that will focus on Gangs, Trauma, Sex-Offenders. Warrenton PD will provide PO Safety Training in November.	100%	100%	100%	100%

Sheriff's Office

ORGANIZATIONAL PURPOSE:

The Fauquier County Sheriff's Office provides professional public safety services in conformance to Article VII, Section 4 of the Constitution of Virginia and the prescribed ordinances of Fauquier County as defined by the governing body. It is the mission of the Sheriff's Office to provide quality service to our citizens and community through honor, professionalism, commitment, compassion, and accountability. The Sheriff's Office consists of six programs, the Patrol Division, the Criminal Investigations Divisions (CID), the Adult Detention Center (ADC), Professional Standards, The Civil Process/Court Security Division and the Joint Communications Center.

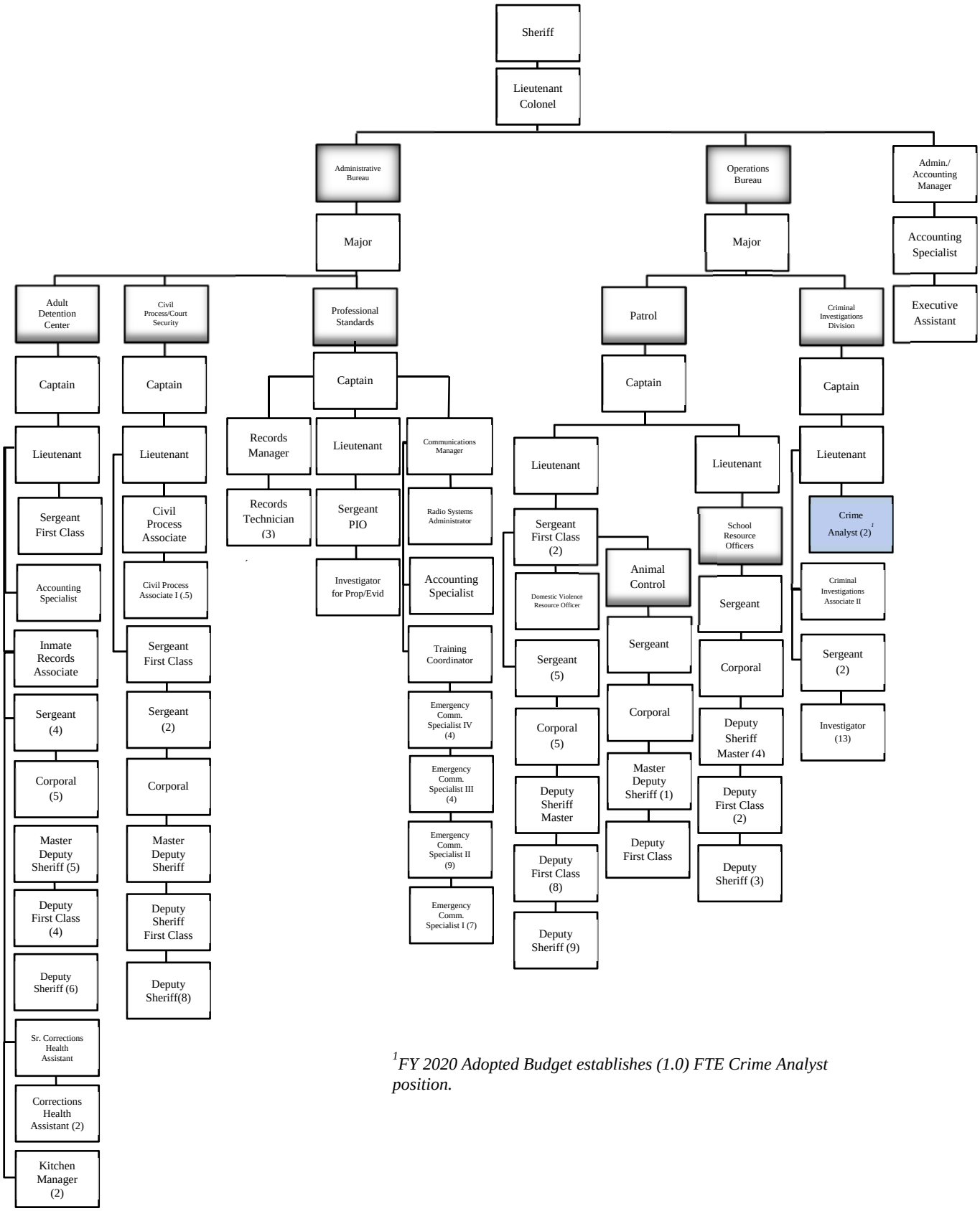
GOALS:

- Provide enhanced, proactive, public safety services to the residents of Fauquier County.
- Provide quality public safety, court security, civil process, correctional control, animal control, and rehabilitation through updated methodologies and personnel allocations.
- Execute these goals and responsibilities efficiently and effectively.
- Provide the necessary housing, security, and safety for incarcerated individuals. Evaluate and adjust confinement for arrestees awaiting trial, sentencing, or transfer to other facilities.
- Improve overcrowded conditions of the ADC through innovative solutions.
- Employee Retention though career ladder improvements.
- Leadership and Crisis Intervention Training.
- Continue to improve E-911 service by investigating in new technologies.
- Dispatch the appropriate emergency response in accordance with established protocols.

KEY PROJECTS FOR FY 2020:

- Improve crime analysis capabilities to further enhance intelligence-led policing efforts.
- Improve capability to meet increased transportation demands of Adult Detention Center.
- Improve Quality Assurance Program in Communications
- Improve life-cycle replacement program for mission-essential equipment.
- Continue to improve leadership development program.

Sheriff's Office



[1] *FY 2020 Adopted Budget establishes (1.0) FTE Crime Analyst position.*

BUDGET SUMMARY:

Department Total	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$13,743,647	$14,936,324	$15,633,401	$15,933,616
Operating	4,347,201	4,791,355	5,210,235	5,192,996
Capital	251,872	277,968	58,950	0
Total	**$18,342,720**	**$20,005,647**	**$20,902,586**	**$21,126,612**
Revenue	$4,781,660	$5,293,302	$4,846,109	$5,185,368
Net Local Revenue	**$13,561,060**	**$14,712,345**	**$16,056,477**	**$15,941,244**
Full-time Equivalents	**176.50**	**181.50**	**184.50**	**185.50**

Sheriff	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$11,776,984	$10,140,495	$10,840,580	$10,977,274
Operating	1,272,266	1,448,899	1,482,174	1,567,915
Capital	251,872	277,968	58,950	0
Total	**$13,301,122**	**$11,867,362**	**$12,381,704**	**$12,545,189**
Revenue	$4,327,944	$4,804,469	$4,360,493	$4,758,125
Net Local Revenue	**$8,973,178**	**$7,062,893**	**$8,021,211**	**$7,787,064**
Full-time Equivalents[1]	**147.50**	**118.50**	**121.50**	**123.50**

[1]Beginning in FY 2018, the full-time equivalents for the Adult Detention Center (ADC) are presented within the ADC budget summary table.

Communications	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,966,663	$2,084,109	$2,136,532	$2,261,848
Operating	523,261	609,033	763,259	754,525
Capital	0	0	0	0
Total	**$2,489,924**	**$2,693,142**	**$2,899,791**	**$3,016,373**
Revenue	$155,948	$159,522	$121,716	$122,716
Net Local Revenue	**$2,333,976**	**$2,533,620**	**$2,778,075**	**$2,893,657**
Full-time Equivalents	**29.00**	**29.00**	**29.00**	**29.00**

Adults Detention Center (ADC)	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$2,711,720	$2,656,289	$2,694,494
Operating	482,337	464,075	559,248	560,483
Capital	0	0	0	0
Total	**$482,337**	**$3,175,795**	**$3,215,537**	**$3,254,977**
Revenue	$297,768	$329,311	$363,900	$304,527
Net Local Revenue	**$184,569**	**$2,846,484**	**$2,851,637**	**$2,950,450**
Full-time Equivalents[1]	**0.00**	**34.00**	**34.00**	**33.00**

[1]Beginning in FY 2018, the full-time equivalents for the Adult Detention Center (ADC) are presented within the ADC budget summary table.

Northwest Regional Detention Center	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	2,069,337	2,280,798	2,405,554	2,310,073
Capital	0	0	0	0
Total	**$2,069,337**	**$2,280,798**	**$2,405,554**	**$2,310,073**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$2,069,337**	**$2,280,798**	**$2,405,554**	**$2,310,073**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Sheriff's Office includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff, as well as the establishment of (1.0) Crime Analyst position. Revenue increases are due to an additional Compensation Board funding allocation based on the Commonwealth's FY 2020 Adopted Budget.

PROGRAM 1: ***Patrol***

The Patrol Division Deputies are the County's public safety and security first responders. Patrol provides 24-hour response by uniformed deputies to all types of calls for service received through our Emergency Communications Center. These calls may include, but are not limited to: safety and security checks, preliminary criminal investigations, traffic control, motor carrier safety enforcement, traffic enforcement and crash investigation. The patrol division also is responsible for the Sheriff's Office K-9 program.

The Animal Control Deputies provide coverage for calls regarding animal problems throughout Fauquier County. These include domestic and sometimes wild and exotic animals. Animal Control responds to calls involving owned, stray, injured, at-large, and neglected animals. Animal Control also handles bite reports, license violations, humane investigations and other animal-related calls. They also assist the other divisions of the Sheriff's Office and outside agencies.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Patrol Calls for service	23,997	24,839	25,000	25,000
Animal Control Calls for service	2,497	3,986	2,600	2,600
Patrol Arrests – misdemeanor and felony	1,051	1,861	2,100	2,100
Animal Control Arrests – misdemeanor and felony	4	11	25	25
Traffic summons issued	7,734	9,546	11,500	11,500
Animals transported	716	799	875	875

OBJECTIVES:

- To maintain average response time to calls for service.
- Reduce traffic related deaths and injuries by increased traffic enforcement.
- Increase enforcement of animal welfare laws.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Patrol Average Response time (in minutes)	15:00	14:47	15:00	15:00
Percentage of crashes with injury or death	47%	45%	43%	42%
% of animal welfare cases closed by arrest/summon	>1%	>1%	1.5%	1.5%

PROGRAM 2: ***Adult Detention Center (ADC)***

The ADC provides safe and secure housing for incarcerated individuals, maintains inmate records, calculates length of inmate sentences and reviews court orders to ensure court dates are met. This division manages trustee work programs, assigns work where required and facilitates inmate movement for video arraignments while ensuring the security needs are met. This section provides medical treatment in accordance with State health requirements to include administering prescribed medications, and ensures controlled substances provided by physicians are secure. The ADC provides immediate emergency care and maintains a secure in-house emergency facility. This division meets required health and dietary needs as defined by State and County ordinances, as well as special dietary needs required due to physical conditions, religious beliefs, etc. This section is responsible for the supervision of the Work Release Program by monitoring employment attendance and compliance with electronic incarceration programs. They also provide transportation as needed to court and other facilities.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Prisoner Transports	6,678	6,680	6,600	7,000
Work Release/Home Incarceration (EIP) Average Daily Population	15.4	15.3	20.0	20.0
Temporary Detention Orders (TDO) Transports	62	70	80	80

OBJECTIVES:

- Maintain the daily average participation of active inmate on the Work Release/Home Incarceration (WR/HI) Program at 20.
- Maintain the average daily inmate population at 95 inmates.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
WR/HI average daily participation	15.4	15.3	20.0	20.0
WR/HI average daily difference	-4.6	-4.7	0	0
Average daily population	82	86	95	95
Average daily population difference	-13	-9	0	0

PROGRAM 3: ***Criminal Investigations Division (CID)***

Criminal Investigations - Investigates all major crimes, such as drug offenses, robberies, burglaries, larcenies, arsons, death investigations, sex crimes and crimes against children, internet crimes, fraud, gang crimes and activity. Gathers criminal intelligence as necessary. The Criminal Investigations Division is responsible for the Property, Evidence Control Section, Sheriff's Emergency Response Team, negotiations team, crime analyst, Crime Scene Evidence Collection Team and Unmanned Aircraft System section.

Evidence Control Section - Receives all incoming property/evidence, fully document it, store it systematically, preserve its condition, maintain it securely, lawfully release or dispose of it, and maintain a complete chain of custody. The Evidence Control Section will coordinate destruction of narcotics and firearms through court orders and/or approval from the Sheriff and/or Commonwealth Attorney. Prescription narcotics voluntarily turned into the Section will be destroyed in partnership with Covanta Waste. The Section will assist the other divisions of the Sheriff's Office and outside agencies with most evidence related matters.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Total Cases Assigned to/Initiated by Criminal Investigation Division	725	783	775	775
Narcotics Evidence Items Intake	650	360	650	650
Other Evidence Items Intake	692	1,272	700	700
Evidence Items Intake Totals	1,342	1,630	1,600	1,600
Evidence Items Submitted to Laboratory	213	175	200	200
Evidence Items Dispositions	2,934	1,795	2,000	2,000

OBJECTIVES:

- Increase cases closed by arrest by 1%.
- Decrease cases closed by inactivation by 1%.
- Gradually decrease evidence disposition forms per year versus evidence item intakes, to maintain ample physical storage space.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Total Cases Closed	688	786	728	728
Cases Closed by Arrest	125	154	147	147
Percentage of Cases Closed by Arrest	18.0%	19.5%	20.0%	20.0%
Cases Closed by Exceptional Means	258	307	271	271
Percentage of Cases Closed by Exceptional Means	37.5%	39.0%	37.0%	37.0%
Cases Closed by Inactivation	305	325	310	310
Percentage of Cases Closed by Inactivation	44.5%	41.3%	43.0%	43.0%
% of Evidence Items Dispositions versus Intake Items	218.6%	110.1%	166.7%	166.7%

PROGRAM 4: ***Professional Standards***

The Section is responsible for maintaining all official records for the Sheriff's Office, as well as responding to requests for incident/crash reports, background checks and FOIA. The Section ensures compliance with Commonwealth of Virginia Department of Criminal Justice Services accreditation and training requirements. The Section also performs functions related to grants, firearms and personnel hiring and selection.

Data entry of public safety records includes: verifying incident-based reporting compliance before submitting to the Virginia State Police; entering non-booking arrests, pawn tickets, summonses and suspension notices; preparing Commonwealth Attorney case packets, and complying with court orders.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Data Entry of Public Safety Records	11,078	21,998	18,395	18,395
Requests for Public Safety Information	2,949	3,249	3,249	3,249
Training Actions (Classes, Ranges, etc.)	34	220	230	230
Accreditation Actions (Directives written/revised, audits, etc.)	96	731	800	800
Applicants processed	169	192	200	200

PROGRAM 5: ***Civil Process/Court Security Division***

The Civil Process/Court Security Division (CP/CS) is a dual service unit that provides for the service of legal documents, warrant services, extraditions, courthouse and courtroom security. This division maintains daily stats on the number of civil law documents served and ensures that the execution and court returns are compliant with law. They manage all civil law process documents to include writs, levies, notices for unlawful detainer and eviction. This section is responsible for the Fauquier County Sheriff's Office (FCSO) "Most Wanted" weekly and quarterly publications. They manage the FCSO Extradition Program and ensures its compliance with law. This division manages, executes and maintains all local warrants for wanted persons. They provide courtroom and courthouse security and capture statistical data. This section is responsible for screening all visitors to the courthouse facilities. They also operate live-scan equipment, captures statistical data and manage Special Events.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Civil Papers Served	13,528	16,065	15,000	15,000
Extraditions Completed	6	25	10	10
Warrants Served by Civil Process of "Hard to Find File" from Patrol/CID	78	101	95	95
Security Check Point Traffic (Combined Courts)	150,789	203,013	152,500	152,500
Live Scan Prints Completed (GDC & CP/CS Office Only)	253	998	300	300
Special Events worked by FCSO	121	253	200	200

OBJECTIVES:

- Timely return of civil process documents back to the courts.
- Maintain the percentage of warrants served at 93% each fiscal year.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Civil Papers Received	14,690	16,114	15,000	15,000
Civil Papers Served	13,523	16,065	13,968	13,968
Percentage of Papers Served versus Papers Received	92.0%	99.7%	93.0%	93.0%
Percentage of Court Returns Executed Within 72 Hours of Service	100%	100%	100%	100%

PROGRAM 6: ***Communications***

Answers 9-1-1 and business line calls for requests for service for the Sheriff's Office, Warrenton Police Department, and Fire and Rescue Services County-wide, and provides all radio communications for same.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Telephone Calls Processed	144,256	144,712	153,404	158,006
Calls for Service	118,344	126,864	131,939	137,217
Dispatch Actions Performed	962,493	1,001,636	1,031,685	1,062,636
Mobile Data Terminal (MDT) messages	509,999	968,528	997,584	1,027,511

OBJECTIVES:

- Provide E-911 services and emergency radio communications at or at least equal to National Fire Protection Association (NFPA) Standard 1221.
- Maintain employee turnover rate close to the national average of 42%.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Answer 99% of 911 calls less than 40 seconds[1]	N/A	98%	99%	99%
Answer 95% of 911 calls less than 15 seconds[1]	N/A	97%	95%	95%
Fire & Rescue calls:				
Process 90% within 64 seconds of receipt[1]	N/A	81 %	90%	90%
Process 95% within 106 seconds of receipt[1]	N/A	98%	95%	95%
Maintain staff turnover at 40% or less	25%	8%	30%	30%
Quality Assurance/Quality Improvement: Review 2% of all calls	1%	1%	2%	2%

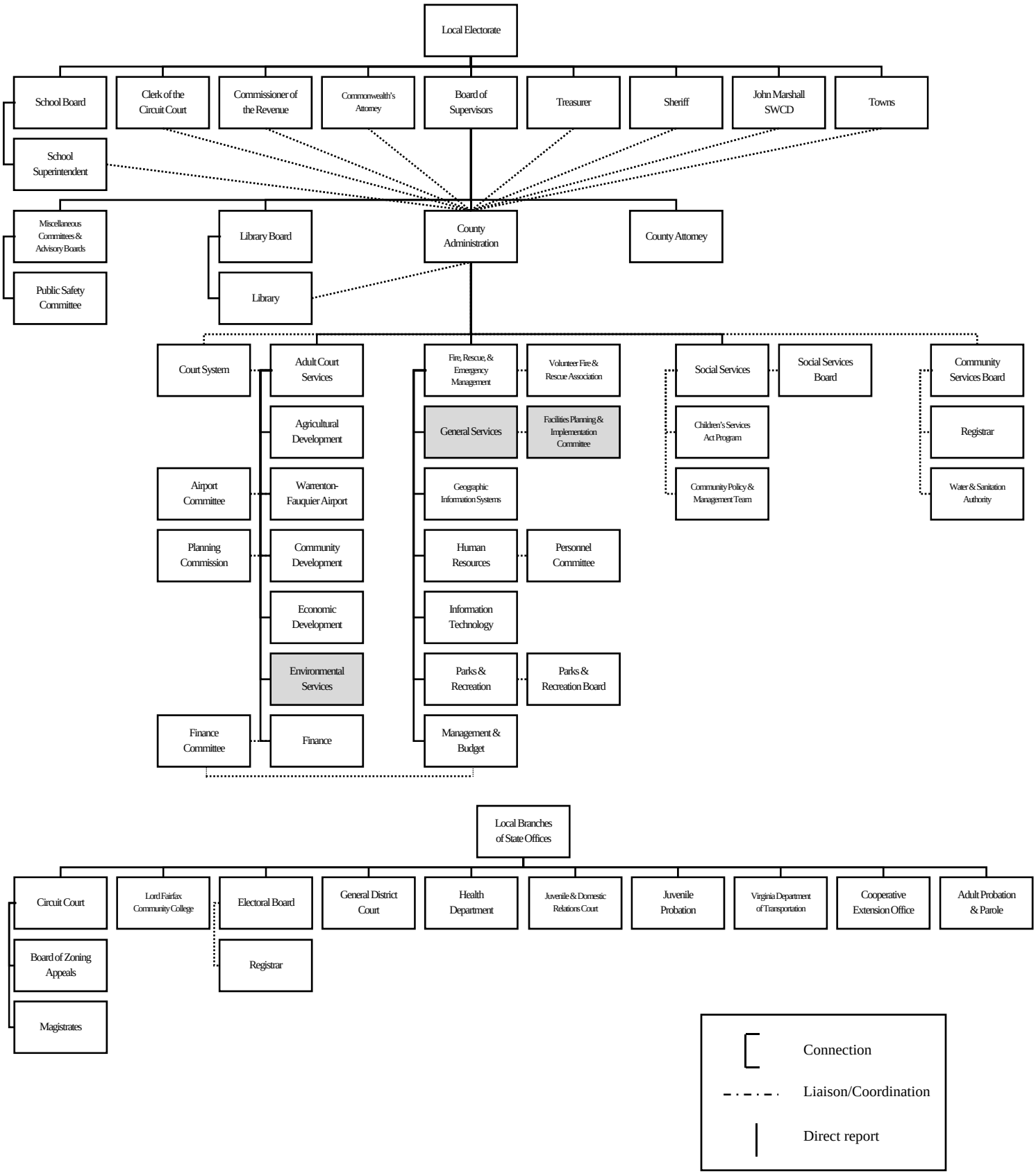
[1]*Measures were developed in accordance with new NFPA 1221 standard percentage developed in FY 2018.*

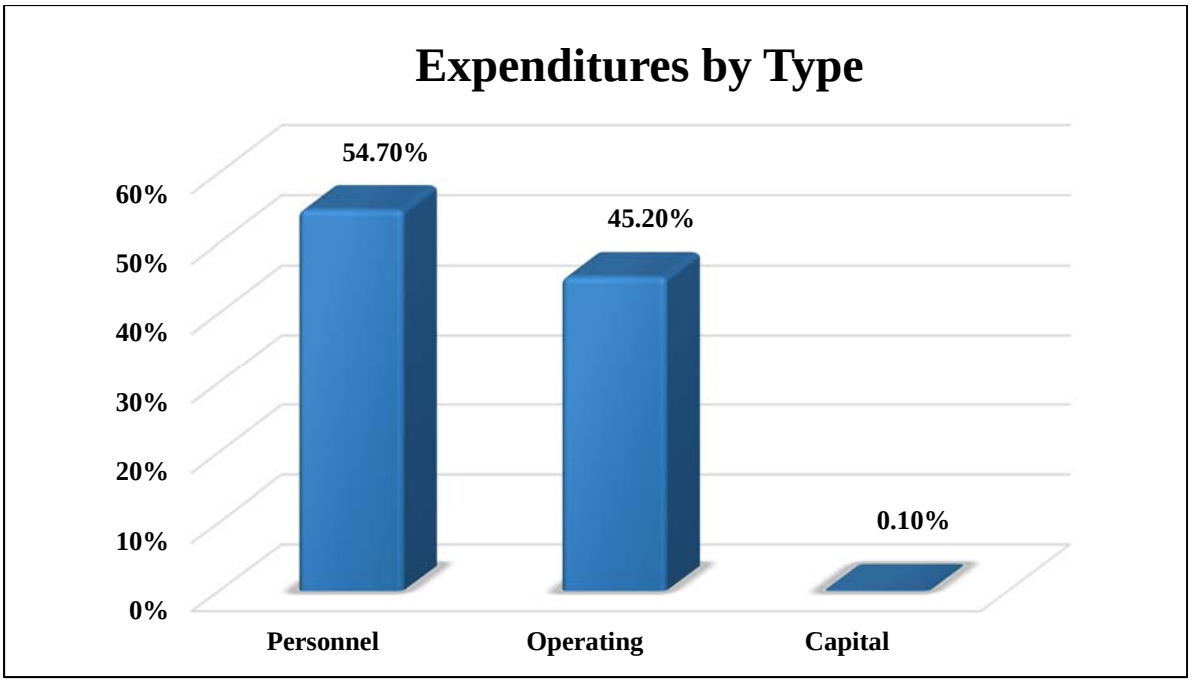
Public Works

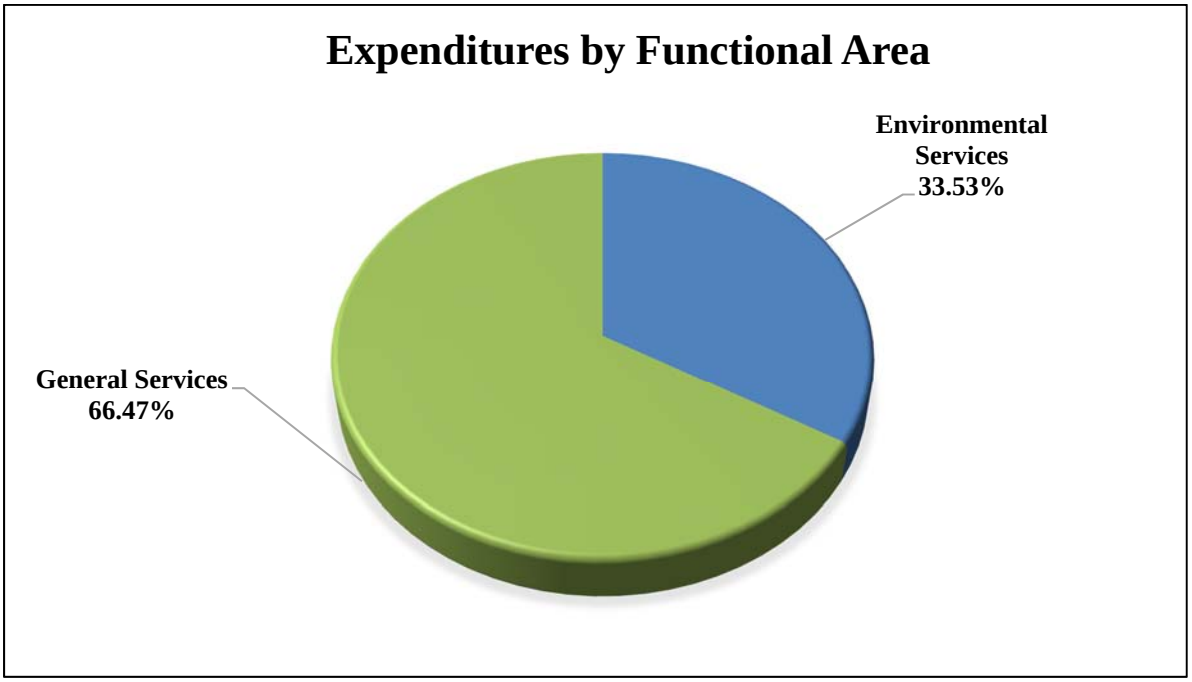
Transfer Station at Corral Farms
Warrenton, Virginia

Department/Agency	Amount
Environmental Services-Convenience Sites	$ 2,780,204
General Services	5,510,630
Total	**$ 8,290,834**

Public Works




Expenditures by Type
54.70%
45.20%
0.10%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital

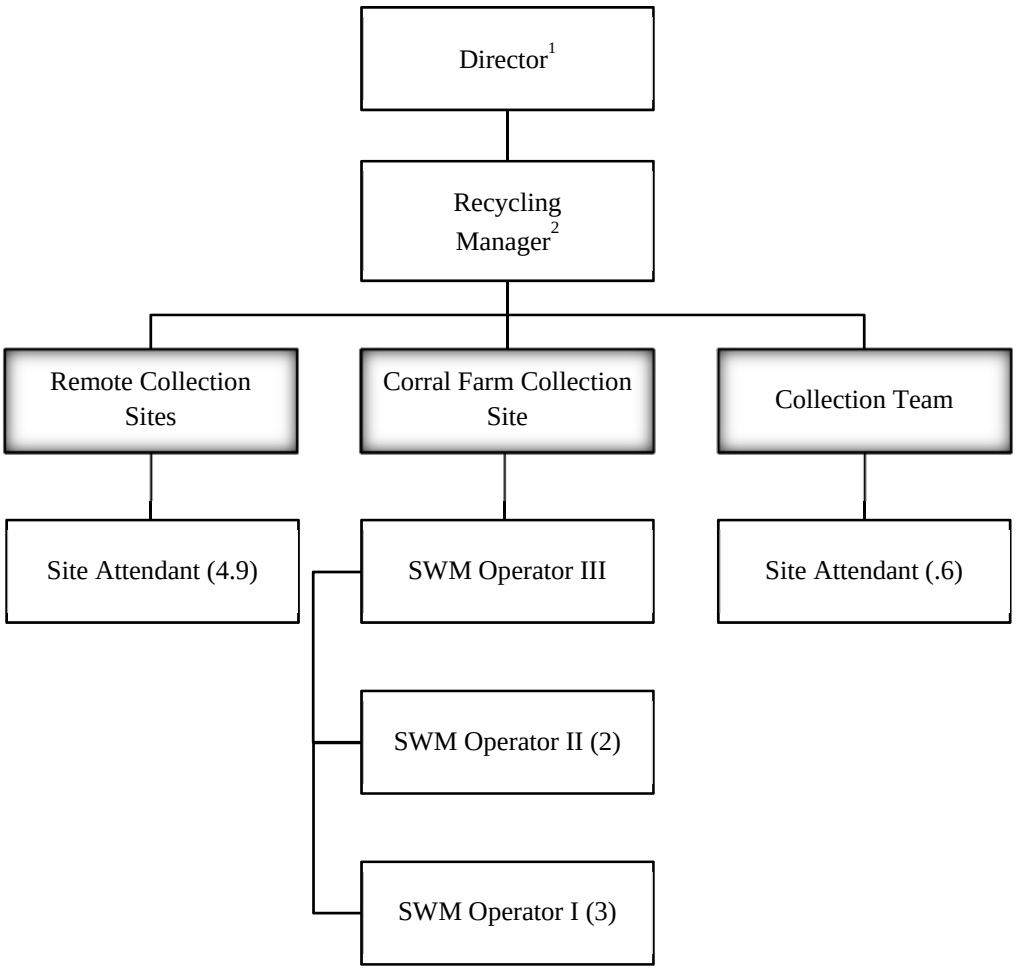

Expenditures by Functional Area
Environmental Services 33.53%
General Services 66.47%

Environmental Services – Convenience Sites

ORGANIZATIONAL PURPOSE:

The Department of Environmental Services Collection Site program provides collection and disposal services for waste and recycling generated from the residents and County sources.

Disposal fees, as well as hauling fees, are paid from the General Fund for the County's collection sites, County offices, Courthouse, Warrenton Community Center, and Warrenton-Fauquier Airport. Parks & Recreation and the School Division pay hauling fees from their departmental budgets for facilities not located at the Alice Jane Childs building. Landfill disposal fees for refuse generated and hauled by the Towns of Remington, The Plains, and Warrenton are also paid from the General Fund, while operating expenses for the County's landfill/transfer station are budgeted in the Landfill Fund.



[1]*The Departments of General Services and Environmental Services have a combined department head, as approved by the Board of Supervisors subsequent to the adoption of FY 2020 budget. In future years, the position budget will be split between the General Services and Landfill Fund budgets equally.*

[2]*Positions funded in the Landfill Fund.*

Environmental Services – Convenience Sites

GOALS:

- Provide an efficient and practical waste and recycling collection system for the residents of Fauquier County and County facilities.
- Continue to improve hauling efficiency by minimizing pulls and associated hauling costs while maintaining waste and recycling collection services.

KEY PROJECTS FOR FY 2020:

- Continue replacing inoperative waste & recycling containers at sites.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$684,597	$707,986	$612,391	$642,984
Operating	2,064,085	2,068,404	2,085,690	2,137,220
Capital	0	0	0	0
Total	**$2,748,682**	**$2,776,390**	**$2,698,081**	**$2,780,204**
Revenue	$129	$0	$0	$0
Net Local Revenue	**$2,748,553**	**$2,776,390**	**$2,698,081**	**$2,780,204**
Full-time Equivalents	**11.50**	**11.50**	**11.50**	**11.50**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Environmental Services – Convenience Sites includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

Environmental Services – Convenience Sites

PROGRAM 1: ***Residential Collection System***

The Department of Environmental Services provides a variety of residential waste and recycling collection services through the seven staffed collection sites. Long-term, it is anticipated that waste generated from collection sites relative to the private curbside collections will decrease as the County's population increases in the future. Local economic conditions also impact the usage of public versus curbside collections.

Residential waste programs include bagged household waste using compactors and loose bulk waste collection. Numerous recycling programs are available to residents including newspaper, cardboard, mixed paper, plastic containers, aluminum and steel cans, scrap metal, and glass containers.

The Household Hazardous Waste (HHW) program reduces toxic contaminants entering the landfill, improving leachate quality and landfill emissions which is required by the transfer contract, and is available on specified collection days or by appointment.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Collection Sites (Waste + Recycling)[1]	20,800	20,500	20,600	20,800
Residential Curbside Waste[1]	7,516	7,328	7,370	7,410
Collection Site to Residential Waste	73%	74%	74%	74%
Curbside to Residential Waste	27%	26%	26%	26%
Collection Site Recycling[2]	2,198	2,109	2,270	2,480
Collection Site Waste[1]	18,588	18,420	18,330	18,220
Waste from Compactors[1]	10,284	10,360	10,630	10,750
Waste from Open-Top Containers[1]	8,305	8,060	7,700	7,470
HHW Services Customers	2,213	2,273	2,279	2,284
HHW Services Contractor Hours	192	192	192	192

[1]*Measured in tons.*
[2]*Recycling includes: ONP (Newspaper), Mixed Paper, OCC (Cardboard), Plastic, Cans, Glass, and Oil.*

OBJECTIVES:

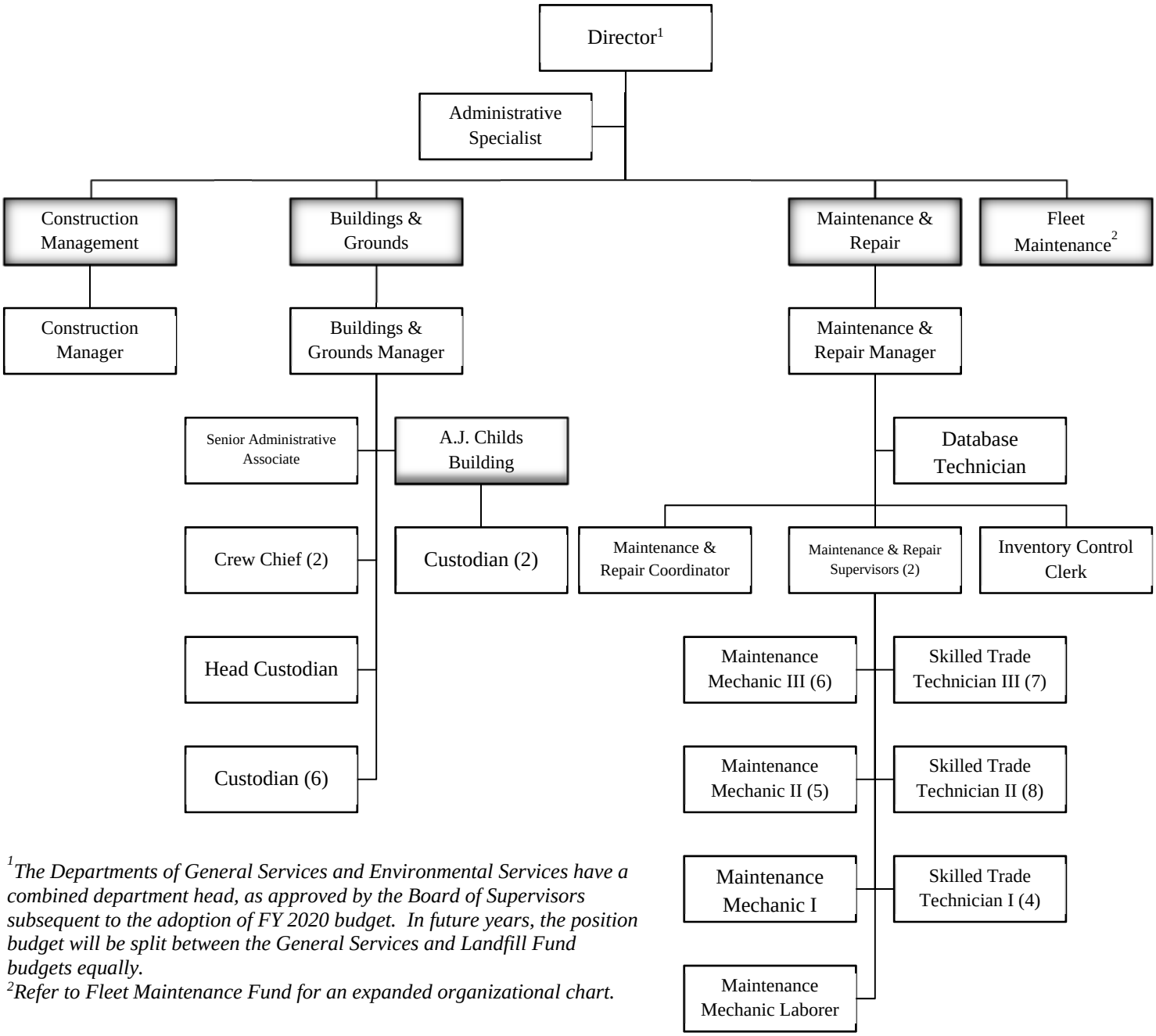
- Increase recycling through County programs.
- Increase compactor usage to minimize hauling expenses.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Collection Site Recycling to Total Waste	10.6%	10.3%	11.0%	12.0%
Compactor Collection Site Waste	55.3%	56.2%	58.0%	59.0%

General Services

ORGANIZATIONAL PURPOSE:

The Department of General Services maintains a customer-focused organization that delivers cost effective, quality, and timely services, with concentration on safety and efficiency. The department also provides management and budget oversight of the Armory, Comprehensive Maintenance, Disability Services Board, and the Alice Jane Childs Office Building. General Services consists of five operational divisions: Administration, Buildings and Grounds, Construction Management, Maintenance and Repair, and Fleet Maintenance.



[1]The Departments of General Services and Environmental Services have a combined department head, as approved by the Board of Supervisors subsequent to the adoption of FY 2020 budget. In future years, the position budget will be split between the General Services and Landfill Fund budgets equally.
[2]Refer to Fleet Maintenance Fund for an expanded organizational chart.

General Services

GOALS:

- Provide competent and reliable delivery of services to customers.
- Identify staff training requirements and implement training programs.
- Continue Occupational Safety and Health Administration (OSHA) / Virginia Occupational Safety and Health Compliance Program (VOSH) Safety Training program, including implementation of the Fauquier County Safety Policy, Section 54.
- Complete projects in the fiscal year in which they are budgeted, pending funding availability.
- Annually review and revise the growth plan for County facilities, with supporting documentation for the Capital Improvement Program.
- Annually update five-year Major System Replacement program, and develop projections for Comprehensive Maintenance Plan (CMP) expenditures.
- To provide clean and sanitary environments for employees and the public.

KEY PROJECTS FOR FY 2020:

- Replace (4) heat pumps for the Bealeton Library.
- Replace (2) gas roof top units for the Warrenton Library.
- Replace roof on the Warren Green Building.
- Identify opportunities for Buildings & Grounds staff to pursue and explore courses to ensure optimal performance levels.

BUDGET SUMMARY:

Department Total	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$3,565,523	$3,640,615	$3,747,310	$3,892,290
Operating	1,373,551	1,458,042	1,604,938	1,609,940
Capital	63,911	23,893	8,400	8,400
Total	**$5,002,985**	**$5,122,550**	**$5,360,648**	**$5,510,630**
Revenue	$230,940	$227,901	$206,888	$256,888
Net Local Revenue	**$4,772,045**	**$4,894,649**	**$5,153,760**	**$5,253,742**
Full-time Equivalents	**53.00**	**53.00**	**54.00**	**54.00**

General Services

General Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$3,479,757	$3,552,859	$3,659,053	$3,801,176
Operating	1,279,437	1,360,064	1,502,838	1,507,840
Capital	63,911	23,893	8,400	8,400
Total	**$4,823,105**	**$4,936,816**	**$5,170,291**	**$5,317,416**
Revenue	$97,746	$99,944	$88,556	$138,556
Net Local Revenue	**$4,725,359**	**$4,836,872**	**$5,081,735**	**$5,178,860**
Full-time Equivalents	**51.00**	**51.00**	**52.00**	**52.00**

Alice Jane Childs Building	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$85,766	$87,756	$88,257	$91,114
Operating	94,114	97,978	102,100	102,100
Capital	0	0	0	0
Total	**$179,880**	**$185,734**	**$190,357**	**$193,214**
Revenue	$133,194	$127,957	$118,332	$118,332
Net Local Revenue	**$46,686**	**$57,777**	**$72,025**	**$74,882**
Full-time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for General Services includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue has been adjusted to include rental income from properties transferred to the County as part of the agreement for the dissolution of the Vint Hill Economic Development Authority.

PROGRAM 1: ***Administration, Buildings & Grounds, Construction Management, and Maintenance & Repair***

General Services Administration provides oversight and management of each of the maintenance- and project-oriented areas within the department, including all aspects of work performed by the department, staffing, budgeting, and project coordination.

Buildings and Grounds provides lawn care and custodial services, supports internal office relocations, and manages surplus, minor projects, staffing for Armory maintenance, and the program workers from the Adult Detention Center.

Maintenance and Repair establishes and annually reviews the Comprehensive Maintenance and Major Systems Replacement Plans, provides construction management services for County projects, and coordinates consultants for construction.

Maintenance and Repair provides building and system maintenance of County and School buildings, as well grounds maintenance at schools.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Facility work orders completed	8,210	8,300	8,200	8,200
Square footage of facilities maintained	2,500,429	2,500,429	2,500,429	2,500,429
Comprehensive Maintenance Plan (CMP)	60	65	65	65
Work order projects	169	120	125	125
Preventive maintenance scheduled	2,610	2,500	2,500	2,500

OBJECTIVES:

- Promote Occupational Safety & Health Administration/Virginia Occupational Safety & Health (OSHA/VOSH) compliance through continued staff training, and in accordance with the County's Safety Policy.
- Complete major projects in the fiscal year in which they are funded.
- Provide competent and reliable delivery of service to customers by meeting deadlines for response/completion of emergency and routine work orders and implementing a preventative maintenance program.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
CMP projects completed in fiscal year funded	87%	90%	90%	90%
Complete general work orders within 10 business days	85%	85%	90%	90%
Immediate response to emergency work orders	100%	100%	100%	100%
Preventive Maintenance completion	99%	90%	95%	95%

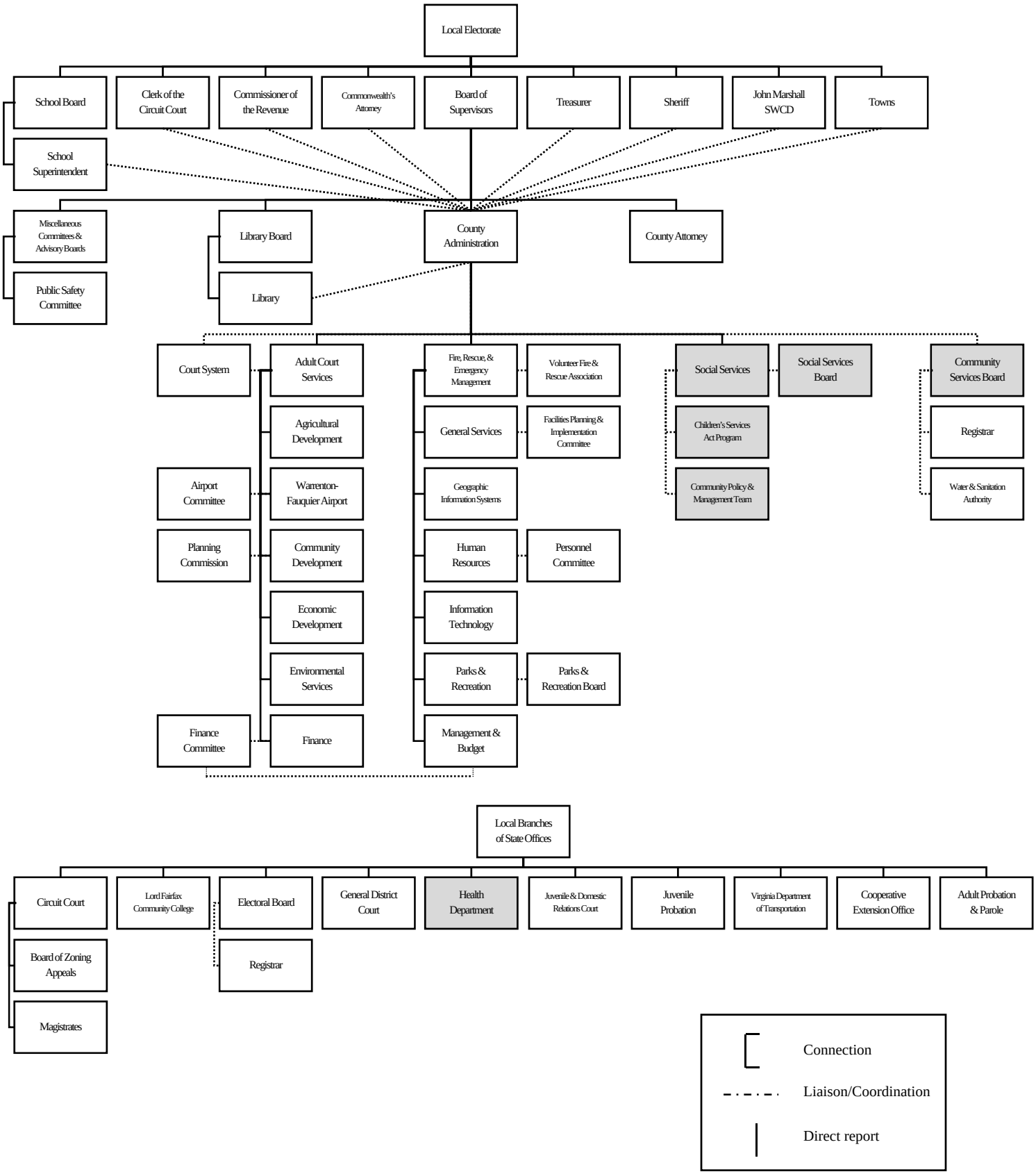
Implement bar code tracking for inventory and warehouse management	95%	95%	95%	95%
Implement system for shop and custodial inventory, including warehouse management	70%	85%	95%	100%
Implement schedule of training on OSHA and VOSH	95%	95%	95%	95%
Identify areas of improvements to save time but quality of service is unaffected	85%	85%	85%	85%
Review cleaning structures and methods to improve quality of service and reduce labor	75%	80%	85%	85%

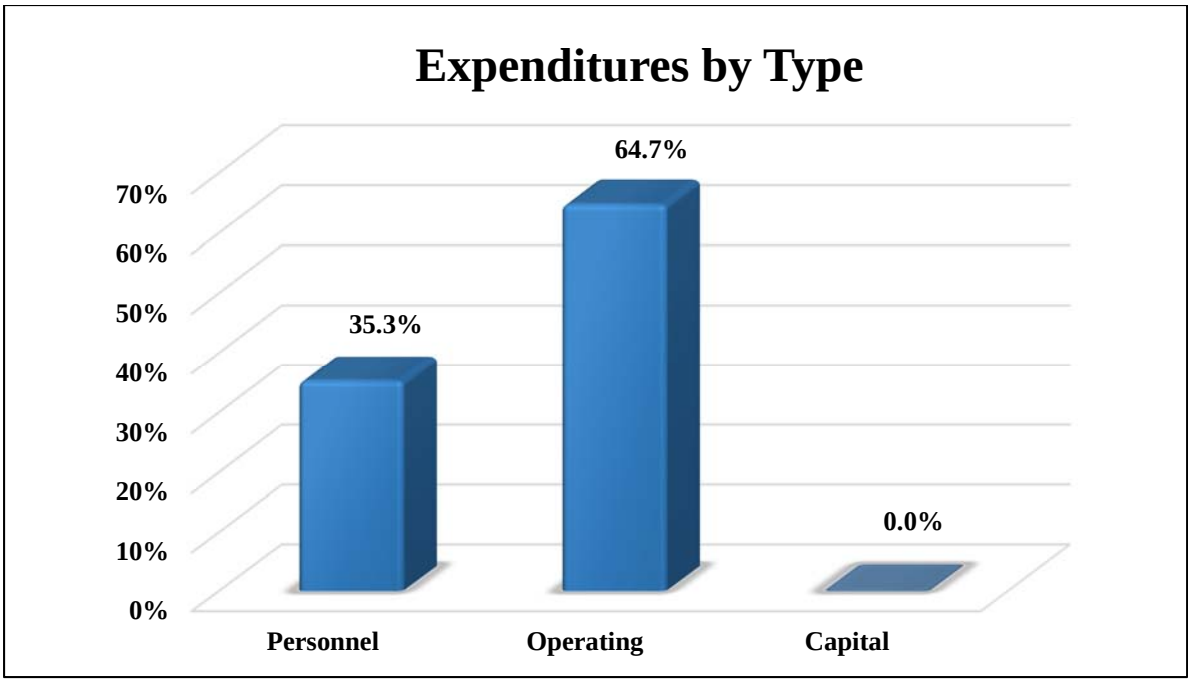
Health and Welfare

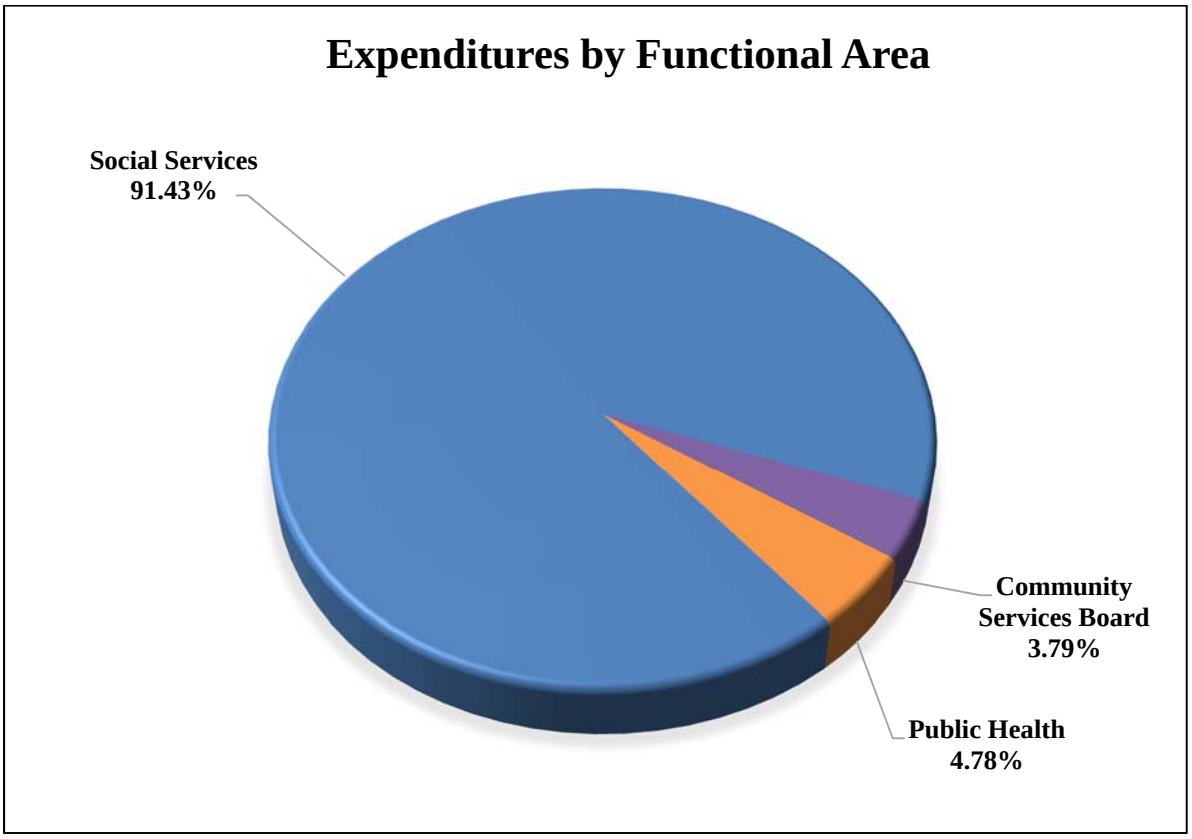
Public Health Department
Warrenton, Virginia

Department/Agency		Amount
Community Services Board	$	489,482
Public Health		616,995
Social Services		11,808,393
Total	**$**	**12,914,870**

Health and Welfare




Expenditures by Type
70%
60%
50%
40%
30%
20%
10%
0%
35.3%
64.7%
0.0%
Personnel
Operating
Capital


Expenditures by Functional Area
Social Services
91.43%
Community
Services Board
3.79%
Public Health
4.78%

Community Services Board

ORGANIZATIONAL PURPOSE:

The Rappahannock-Rapidan Community Services Board (RRCSB) was formed in 1972 to serve as the regional agent for the delivery of mandated services to the elderly and to individuals with disabilities related to mental health, mental retardation, and substance abuse. Member jurisdictions include Fauquier, Culpeper, Madison, Orange, and Rappahannock Counties. Its overall mission is to improve quality of life by providing comprehensive mental health, mental retardation, substance abuse, and aging services that are consumer-focused, community-based, promote dignity, choice, and social integration, and evaluated based on outcomes.

GOALS:

- Provide a safety net for the vulnerable and/or disabled populations within the community, from birth throughout life.
- Identify appropriate services, define appropriate quantity and quality of service for clients, and determine the "eligible population" for its programs that are not publicly funded.
- Manage and be accountable for the services provided to maintain the community as a healthy and wholesome place in which to live and work.
- Aggressively monitor all programs and services to verify need and efficiency of delivery to maximize results from available funds.
- Maintain services that are easily accessible, goal-directed, and with measurable outcomes in partnership with consumers.
- Maintain prevention and early intervention among its priority services.
- Educate the community about services available through the RRCSB.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	460,110	541,144	475,225	489,482
Capital	0	0	0	0
Total	**$460,110**	**$541,144**	**$475,225**	**$489,482**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$460,110**	**$541,144**	**$475,225**	**$489,482**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Community Services Board includes increases in accordance with the organization's jurisdictional funding formula.

Public Health

ORGANIZATIONAL PURPOSE:

The Fauquier County Health Department strives to attain optimal health for County residents through disease prevention, environmental safeguards, and health promotion. The Fauquier County Health Department is part of a regional public health agency encompassing the five counties of the Rappahannock Rapidan Planning District. Overall program administration is handled by the State Department of Health. Areas of service include environmental health and inspections, general medical clinics, immunizations, family planning, maternal child health, and sexually transmitted diseases. The majority of clientele served are of low and moderate-income (particularly at the health clinics).

GOALS:

- Prevent disease from vaccine-preventable diseases.
- Improve the health of women, infants, and families.
- Prevent sexually transmitted diseases and their complications.
- Limit injuries due to infectious disease and disasters.
- Reduce foodborne illness.
- Reduce illness due to improper sewage handling.
- Reduce incidences of illnesses transmitted from animals to humans.

BUDGET SUMMARY:

	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	584,327	590,172	607,877	616,995
Capital	0	0	0	0
Total	**$584,327**	**$590,172**	**$607,877**	**$616,995**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$584,327**	**$590,172**	**$607,877**	**$616,995**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

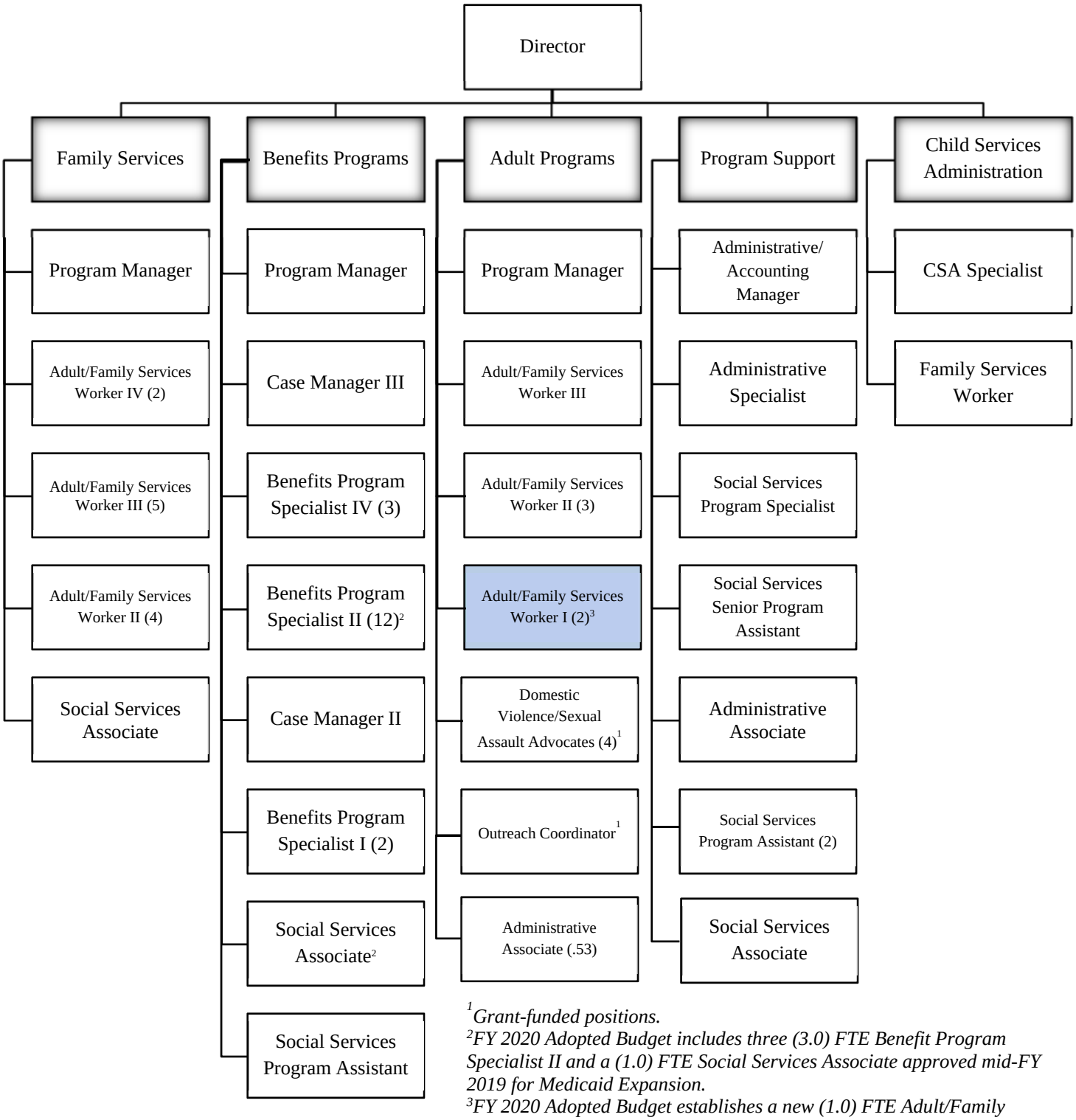
BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Public Health Department includes increases in accordance with the organization's jurisdictional funding formula.

Social Services

ORGANIZATIONAL PURPOSE:

People helping people overcome adversity to secure strong futures for themselves, their families, and their communities.



[1] *Grant-funded positions.*
[2] *FY 2020 Adopted Budget includes three (3.0) FTE Benefit Program Specialist II and a (1.0) FTE Social Services Associate approved mid-FY 2019 for Medicaid Expansion.*
[3] *FY 2020 Adopted Budget establishes a new (1.0) FTE Adult/Family Services Worker I position.*

Social Services

GOALS:

- Increase availability of adequate nutrition, health care, and support required to meet the basic needs of families with children, elderly, and/or disabled adults by providing timely, accurate benefits to all who qualify.
- Prevent abuse, neglect, and exploitation of children, elderly, and/or disabled adults.
- Preserve families and assure a permanent, safe, and stable environment for children.
- Plan and provide services for at-risk youth and their families that are child-centered, family-focused, and community-based.
- Maintain elderly and/or adults with disabilities safely at home as long as they choose.
- Help Temporary Assistance to Needy Families (TANF) clients increase their earnings.
- Support families and children through the provision of quality child care for working parents.
- Reduce the impact of domestic violence through prevention, education, and advocacy.

KEY PROJECTS FOR FY 2020:

- Continue automation and technology initiatives to increase department and service efficiencies. (both State and local)
- Expand and develop community partners in the Domestic Violence and Sexual Assault Programs.
- Enhance the Adult Services Program to address the increase in numbers of elderly and adults with disabilities.
- Continue to stabilize/control Children's Services Act (CSA) costs using utilization management. Develop the Family First prevention of foster care model and continue to develop local agency therapeutic foster homes and by collaborating with the School Division to reduce out of school day placements.
- Continue to meet statutory time frames for permanency for foster children.
- Implement Virginia Medicaid Expansion program.
- Continue work with the Department of Geographical Information Systems to develop prevention programs and identify community needs through GIS mapping.
- Engage and closely work with other agencies and community partners to address opioid/substance abuse.
- Work with the County Administration to address the space issues and needs for the increasing number of Department staff and programs.

Social Services

BUDGET SUMMARY:

Department Total	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$3,635,003	$3,751,076	$4,012,454	$4,553,676
Operating	6,989,306	7,286,107	7,212,678	7,254,717
Capital	0	0	0	0
Total	**$10,624,309**	**$11,037,183**	**$11,225,132**	**$11,808,393**
Revenue	$6,632,069	$7,144,649	$6,863,466	$7,349,917
Net Local Revenue	**$3,992,240**	**$3,892,534**	**$4,361,666**	**$4,458,476**
Full-time Equivalents	**48.53**	**48.53**	**54.53**	**59.53**

Social Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$3,573,089	$3,696,066	$3,934,314	$4,473,287
Operating	2,897,435	3,073,436	2,583,344	2,610,098
Capital	0	0	0	0
Total	**$6,470,524**	**$6,769,502**	**$6,517,658**	**$7,083,385**
Revenue	$4,492,376	$4,936,882	$4,135,736	$4,613,909
Net Local Revenue	**$1,978,148**	**$1,832,620**	**$2,381,922**	**$2,469,476**
Full-time Equivalents	**47.53**	**47.53**	**53.53**	**58.53**

CSA	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$61,914	$55,010	$78,140	$80,389
Operating	4,091,871	4,212,671	4,629,334	4,644,619
Capital	0	0	0	0
Total	**$4,153,785**	**$4,267,681**	**$4,707,474**	**$4,725,008**
Revenue	$2,139,693	$2,207,767	$2,727,730	$2,736,008
Net Local Revenue	**$2,014,092**	**$2,059,914**	**$1,979,744**	**$1,989,000**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Social Services includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff and the establishment of (1.0) full-time Adult/Family Services Worker I. In addition, the FY 2020 budget includes (3.0) full-time Benefit Programs Specialist II and (1.0) full-time Social Services Associate approved mid-FY 2019 based on the Commonwealth's implementation of Medicaid Expansion. The adopted budget also includes revenue increases for CSA based on the State's funding allocation and increases in State and Federal revenue due to Medicaid Expansion.

PROGRAM 1: ***Adult Services***

The Adult Services Team provides services to elderly and adults with disabilities, investigates reports of abuse, neglect or exploitation and assesses the functioning of vulnerable adults, and assists adults and families in exploring substitute decision makers.

This team determines the appropriateness of out-of-home placement and assists in obtaining and maintaining such placements and collaborates with community agencies to maintain individuals in the least restrictive environment possible for health, safety, and quality of life. Program staff members also initiate and respond to court proceedings, track and monitor reports received and then report back to the court on findings. This team makes yearly face-to-face home visits and reviews guardianship reports and monitors the provision of services by in-home service providers, adult care residences, and adult foster care homes. They provide assistance with alternatives when indicated by screening evaluation, and develop in-home service resources.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Abuse neglect and exploitation investigations	451	385	480	500
Long term care screenings	115	122	132	142
Department-funded home-based care clients	60	48	70	75
Domestic violence clients served VDSS Grant	143	221	241	260
Domestic violence clients served DCJS Grant	123	215	230	250

OBJECTIVES:

- Provide protective services to adults identified as needing those services.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Clients with reports investigated	451	385	480	500
Clients found in need of protective services	283	226	381	420
Clients found in need	63%	59%	68%	70%
Clients who accept protective services	229	204	295	300

PROGRAM 2: ***Family Services***

The Family Services Team provides services to children and their families. These services include investigating and assessing reports of child abuse and neglect, assessing the needs of families and children and engaging families in planning for children. Staff members initiate and respond to court proceedings and place children in out-of-home placements and provide services to achieve permanent living situations through returning the child home, placing the child with relatives, or adoption. Family Services also provides independent living skills for foster children 14 or older, and collaborates with community agencies to intervene early to stabilize and support the family in providing quality parenting to children. In addition, this team trains adoptive and foster parents and provides support groups as well as provides in-home counseling and substance abuse groups.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Adoption assistance	79	89	97	100
Adoptive investigations	13	9	31	34
Custody investigations	11	1	15	15
Child abuse/neglect investigations/assessments	233	216	250	250
Foster children entering care	38	22	40	40
Foster children in care end of fiscal year	45	46	45	45
Child Protective Services ongoing and Prevention cases	39	38	45	45

OBJECTIVES:

- Provide services, intervention, and treatments to parents, providing safety to children while maintaining the family unit if possible.
- We strive to initiate investigations or family assessments in response to all valid reports of suspected child abuse or neglect within 24 hours, and place children in permanent (adoptive or custodial) homes within 18 months. Another objective is to provide early intervention to stabilize and support families to maintain the family unit.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Valid reports with investigation initiated within 24 hours	204	202	225	225
Children who were adopted or placed in a custodial home within 18 months	15	13	20	20
Annual percentage of children whose families were provided preventative services who avoided foster care	100%	100%	100%	100%

PROGRAM 3: ***Benefits – Independence and Adult Teams***

The Benefits Team determines assistance eligibility for the following benefits: Supplemental Nutrition Assistance Program (SNAP), TANF, Medicaid, Auxiliary Grants, Energy Assistance, and General Relief. This team collaborates with community partners to meet the needs of our citizens. For example, we administer distributions from the Dominion Power Energy Share program.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Medicaid Applications	2,266	2,066	3,666	4,066
Average Medicaid Caseload	3,124	3,404	5,004	5,404
SNAP Applications	1,307	1,277	1,577	1,777
Average SNAP Caseload	1,487	1,448	1,748	1,948
TANF Applications	254	252	232	232
Average TANF Caseload	77	79	80	80
Energy Assistance Applications	647	739	650	650
General relief and auxiliary grant applications	166	183	168	168
Average auxiliary grant caseload	16	16	16	16

OBJECTIVES:

- Increase the availability of nutrition and health care to families with children, aged, and Fauquier citizens with disabilities by providing timely, accurate benefits to all who qualify.
- Meet the prescribed time frames for decision on cash, medical, nutrition, energy and emergency assistance program applications

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Assistance program applications processed	4,640	4,517	6,293	6,893
Applications processed within prescribed time frames	4,263	4,115	6,167	6,755
Percentage of benefit program applications processed timely	92%	91%	98%	98%

PROGRAM 4: ***Employment & Child Care***

The Employment & Child Care Team provides employment support services, operates The Workplace – Fauquier's Career Resource Center, and provides child care subsidies to eligible families.

These programs provide case management services to parents with children receiving TANF who participate in the Virginia Initiative for Employment not Welfare (VIEW) program. The services include assessing employment strengths and barriers, developing service plans, locating and referring clients to services and training, monitoring the effectiveness of service delivery, assuring client compliance with program requirements, and assisting with child care and transportation.

We also collaborate with community partners to meet the needs of our citizens for employment, financial and parent support and training, substance abuse and mental health counseling, job training, literacy, transportation, disabilities, etc. We work with the Department of Aging and Rehabilitative Services and Employment Service Organizations to identify barriers to work and provide clients with services to obtain and retain employment.

We provide employment services in conjunction with The Work Place to those who are seeking jobs or additional training and advancement. We also provide childcare subsidies to eligible families.

SERVICE VOLUME[1]	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Average VIEW and Transitional Cases	46	36	50	50
Average Child Care Cases	80	50	60	60
Average Children Receiving Child Care	147	99	150	150

[1]*Monthly averages*

OBJECTIVES:

- Through VIEW, effectively assist TANF clients to attain improved job placement to earn more income.
- TANF Clients participating in VIEW will maintain their employment
- Support families and children through the provision of quality child care in the child care subsidy programs.
- Reduce the wait time for those requesting child care assistance
- Process application requests within a 60 day timeframe

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Work Place visitors	2,076	1,475	1,500	1,500
VIEW client visitors	285	148	150	150
Non-VIEW visitors	1,791	1,327	1,350	1,350
Percent that are VIEW clients	14%	10%	14%	14%
Percentage of Child Care Applications processed timely	98%	98%	98%	98%

PROGRAM 5: ***Children's Services Administration***

The Children's Services Act (CSA) pools eight specific funding streams that purchase services for high-risk youth. These funds are managed by local interagency teams. The Community Policy and Management Team (CPMT) serves as the policy-making body and fiscal manager of funds for CSA at the local level. The Family Assessment and Planning Team (FAPT) is appointed by CPMT and is tasked with assessing the strengths and needs of individual youths and families and identifying services to be provided. Both CPMT and FAPT continue to review all work processes for simplification opportunities with the intent to focus efforts on family engagement, enhanced assessment, and intensive reviews in cases where they can prevent or shorten residential stays.

SERVICE VOLUME[1]	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Congregate care (foster care, special education, child in need of services)	28	21	40	40
Foster care (therapeutic foster care, basic maintenance & other payments, independent living)	78	59	65	65
Community based services	194	198	190	190
Special Education Day Placements	50	40	45	45
Services to students with disabilities (including wrap-around services)	14	18	15	15

[1]*Includes some duplications as children in private day placements may also receive community based services.*

OBJECTIVES:

Objectives include providing necessary services in a community setting and increasing parental participation in the FAPT process as demonstrated by the Family Engagement model. We will provide timely reimbursement for services delivered.

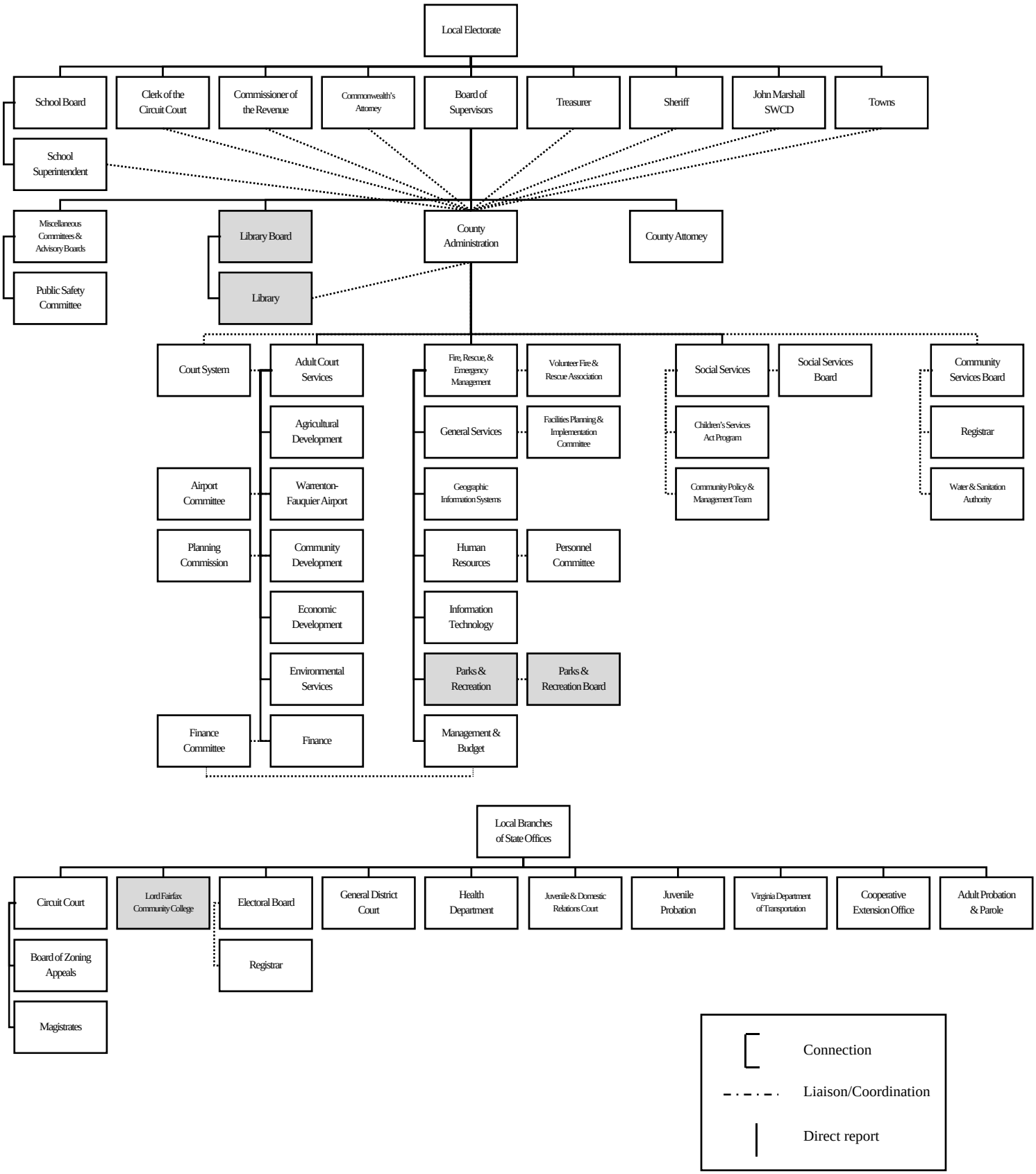
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Invoices processed (monthly average)	185	116	185	185
Children receiving congregate care	9%	6%	10%	10%
Special education private day placements	17%	13%	15%	15%

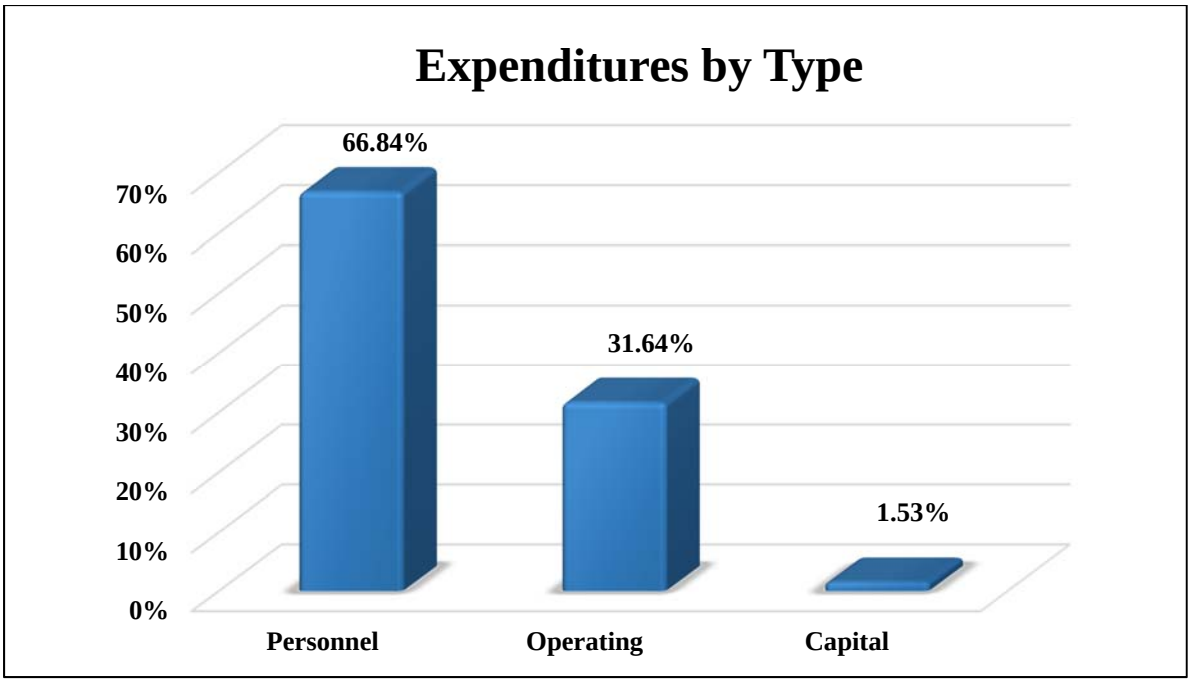
Culture

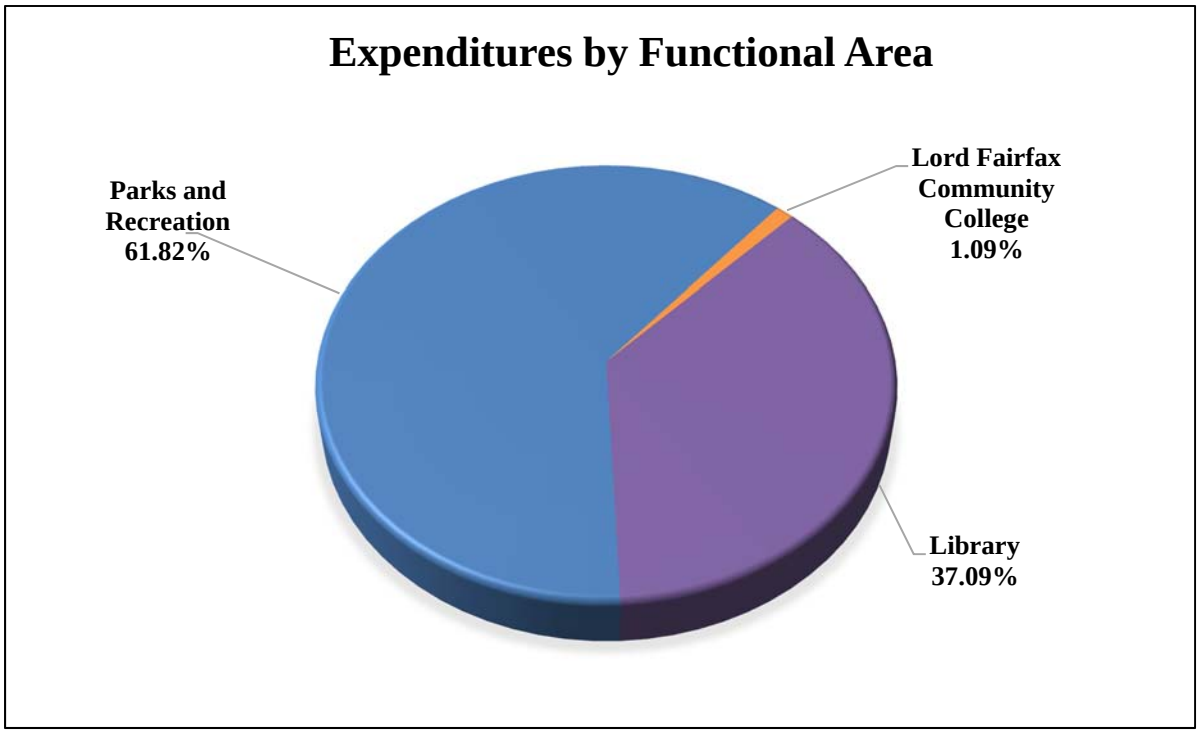
Northern Fauquier Community Park
Marshall, Virginia

Department/Agency		Amount
Library	$	2,555,601
Lord Fairfax Community College		75,197
Parks & Recreation		4,259,050
Total	**$**	**6,889,848**

Culture


Local Electorate
School Board
Clerk of the Circuit Court
Commissioner of the Revenue
Commonwealth's Attorney
Board of Supervisors
Treasurer
Sheriff
John Marshall SWCD
Towns
School Superintendent
Miscellaneous Committees & Advisory Boards
Public Safety Committee
Library Board
Library
County Administration
County Attorney
Court System
Adult Court Services
Agricultural Development
Airport Committee
Warrenton-Fauquier Airport
Planning Commission
Community Development
Economic Development
Environmental Services
Finance Committee
Finance
Fire, Rescue, & Emergency Management
Volunteer Fire & Rescue Association
General Services
Facilities Planning & Implementation Committee
Geographic Information Systems
Human Resources
Personnel Committee
Information Technology
Parks & Recreation
Parks & Recreation Board
Management & Budget
Social Services
Social Services Board
Children's Services Act Program
Community Policy & Management Team
Community Services Board
Registrar
Water & Sanitation Authority
Local Branches of State Offices
Circuit Court
Board of Zoning Appeals
Magistrates
Lord Fairfax Community College
Electoral Board
Registrar
General District Court
Health Department
Juvenile & Domestic Relations Court
Juvenile Probation
Virginia Department of Transportation
Cooperative Extension Office
Adult Probation & Parole
Connection
Liaison/Coordination
Direct report

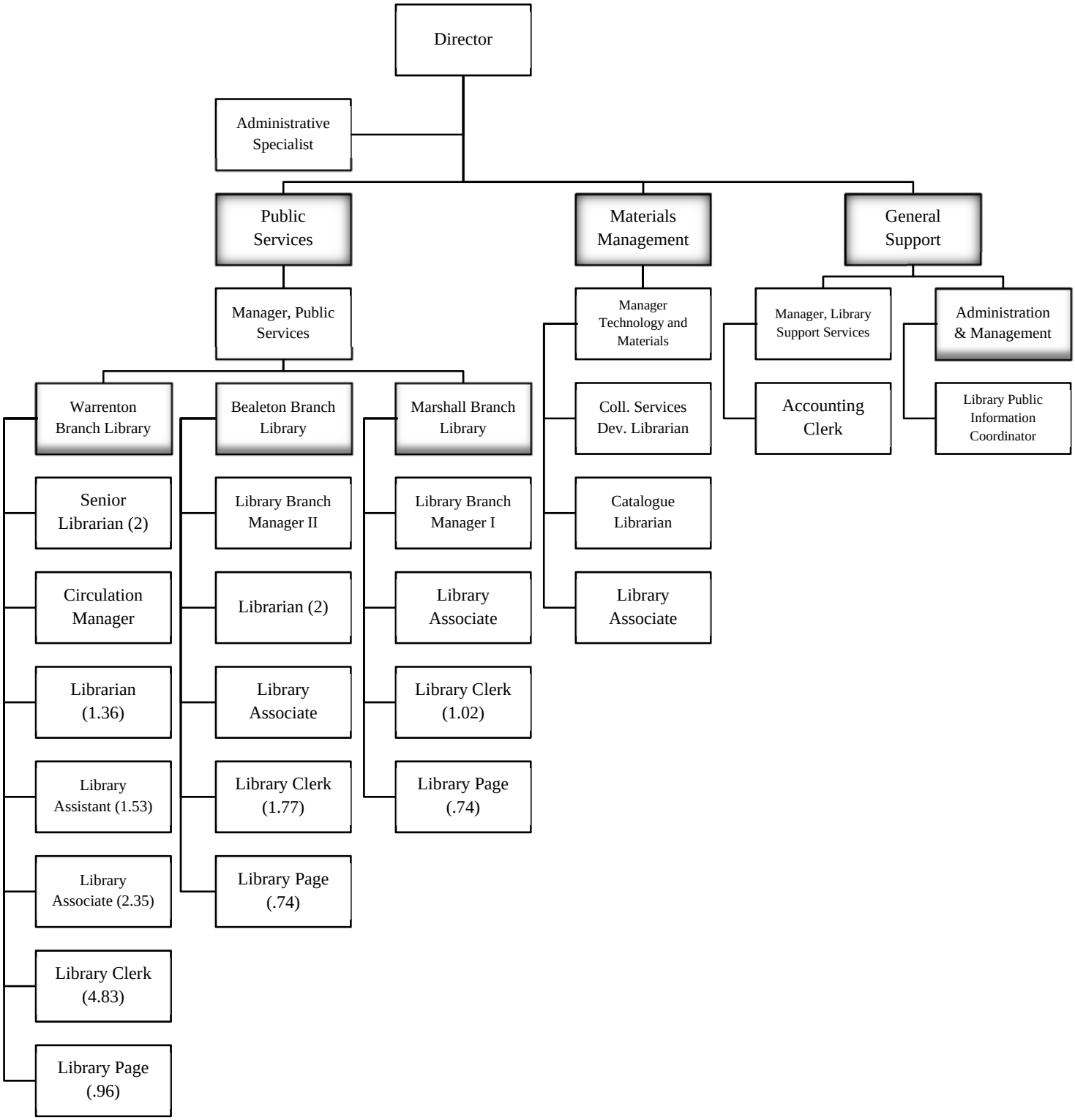

Expenditures by Type
66.84%
31.64%
1.53%
70%
60%
50%
40%
30%
20%
10%
0%
Personnel
Operating
Capital


Expenditures by Functional Area
Parks and Recreation 61.82%
Lord Fairfax Community College 1.09%
Library 37.09%

Library

ORGANIZATIONAL PURPOSE:

An informed citizenry and free access to information are fundamental to our democratic society. The Fauquier County Public Library, a basic government service, provides resources and programs that seek to inform, educate, enrich, and entertain every member of our community.



Library

GOALS:

Promotes resources and programs that seek to inform, educate, enrich, and entertain all area residents.

- Encourages a love of reading and learning for everyone in the community.
- Provides services, collections, and resources that are conveniently and easily accessible to the community when, where, and how they need them.
- Provides exceptional customer service.
- Provides facilities that are the hub of the community, an easily accessible destination and a comfortable, welcoming gathering place for everyone.
- Serves as a trusted, recognized and well-supported organization.
- Pursues partnerships, alliances and collaborations that support outreach to our community.

KEY PROJECTS FOR FY 2020:

- Seek funding for a new Warrenton library.
- Bridge digital divide by lending mobile hot spots to citizens with limited or no internet access.
- Implement electronic means to solicit and accept donations to support library resources.
- Partner with business community to use library electronic resources to encourage and support economic development.
- Promote literacy and life-long learning with programs designed to encourage reading and civic discourse.
- Promote the library and its resources to the Fauquier community.
- Seek training and professional growth opportunities for library staff to keep pace with a changing service environment.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,890,901	$2,024,258	$2,043,954	$2,096,958
Operating	446,108	410,863	464,198	458,643
Capital	7,370	8,853	0	0
Total	**$2,344,379**	**$2,443,974**	**$2,508,152**	**$2,555,601**
Revenue	$269,429	$241,499	$244,763	$247,658
Net Local Revenue	**$2,074,950**	**$2,202,475**	**$2,263,389**	**$2,307,943**
Full-time Equivalents	**34.31**	**34.31**	**34.31**	**34.31**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Library includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue has been adjusted to more accurately reflect current revenue projections and historical collections.

PROGRAM 1: *General Support*

The purpose of the General Support program is to provide operational support to ensure the Library will have the necessary tools to provide excellent service to the Fauquier community.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Library cost per capita[1]	$34.25	$35.37	$36.34	$37.17
Library cost per circulated item	$5.41	$5.97	$6.00	$6.00
Value of volunteer hours contributed[2]	$199,908	$196,559	$198,525	$200,510
Facility expenses per square foot[3]	$1.74	$1.93	$1.98	$2.03

[1]FY 2018 Fauquier County population based on Weldon Cooper Center for Public Service(June 2018) and escalated by 1.28% in succeeding years as suggested by Fauquier County Community Development.
[2]Based on volunteer hours donated and hourly value established by the Independent Sector for Virginia.
[3]Based on utility costs provided by Fauquier County Buildings and Grounds and insurance costs provided by Fauquier County Risk Analyst.

OBJECTIVES:

- Maintain alternative sources of revenue for the Fauquier County Public Library.
- Ensure Fauquier County Public Library user satisfaction with library services by documenting a customer satisfaction rating of 97%.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Value of alternative sources of funding[1]	$79,448	$173,631	$70,500	$70,500
Users rating overall library services as favorable[2]	N/A	97%	97%	97%

[1]Includes one time donation from estate of deceased patron in FY 2018.
[2]Based on in-house survey conducted by the Library

PROGRAM 2: ***Materials Management Services***

The Materials Management program provides quality library collections to Library patrons so they can access and borrow material to meet their informational needs.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Volumes added to the collection	13,561	11,326	11,609	11,899
Electronic materials added to the collection (e-books and e-audiobooks)	3,198	3,463	3,620	3,711
Materials expenditure cost per capita	$4.21	$4.07	$4.09	$4.04

OBJECTIVES:

- Ensure Fauquier County Public Library user satisfaction with library materials by documenting a customer satisfaction rating of 95%.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Users who are satisfied with materials[1]	N/A	95%	95%	95%

[1]*Based on in-house survey conducted by the Library.*

PROGRAM 3: ***Public Services***

The Public Services program provides materials, reference services, and programs to meet the reading and information needs of Fauquier County.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Average daily visits	789	741	759	778
Average daily circulation	1,346	1,287	1,319	1,352
Registered borrowers as percent of population	58%	59%	60%	60%
Program attendees	14,988	20,611	21,126	21,654

OBJECTIVES:

- Ensure Fauquier County Public Library users find the materials they are seeking 95% of the time.
- Ensure Fauquier County Public Library users have their reference questions satisfied 99% of the time.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Users who find the materials they are seeking[1]	N/A	95%	95%	95%

[1]*Based on in-house survey conducted by the Library.*

Lord Fairfax Community College

ORGANIZATIONAL PURPOSE:

Lord Fairfax Community College (LFCC) provides a continuing, low-cost opportunity for the development and extension of skills, knowledge, and education designed to respond to the needs of the service area residents, regional business/industry/professions and government. LFCC works in collaboration with the Northern Shenandoah Valley (Clarke, Fauquier, Frederick, Page, Rappahannock, Shenandoah, Warren Counties, and the City of Winchester) educational community. Occupational-technical education is emphasized with appropriate attention given to counseling and guidance. Transfer, developmental continuing education, and community service programs are also part of LFCC's mission.

GOALS:

- Provide residents in LFCC's service area a continuing opportunity to develop and expand their skills and knowledge, and increase awareness of their roles/responsibilities in society.
- Provide high quality instructional programs at the Associate Degree, diploma, certificate, and developmental studies levels.

KEY PROJECTS FOR FY 2020:

- Continue to develop and expand educational opportunities for residents in LFCC's service area.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	63,345	65,027	70,425	75,197
Capital	0	0	0	0
Total	**$63,345**	**$65,027**	**$70,425**	**$75,197**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$63,345**	**$65,027**	**$70,425**	**$75,197**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Lord Fairfax Community College includes increases in accordance with the organization's jurisdictional funding formula.

Parks and Recreation

ORGANIZATIONAL PURPOSE:

The Fauquier County Parks and Recreation Department is dedicated to the enhancement of the quality of life for all people in Fauquier County. Working in a partnership with the people, the Department shall provide the leadership to assure that citizens receive high quality recreational facilities and services and to assure the preservation of local history.

Parks and Recreation responds to and implements directives of the Board of Supervisors and the Parks and Recreation Board, and manages recreational facilities and services provided to County citizens.

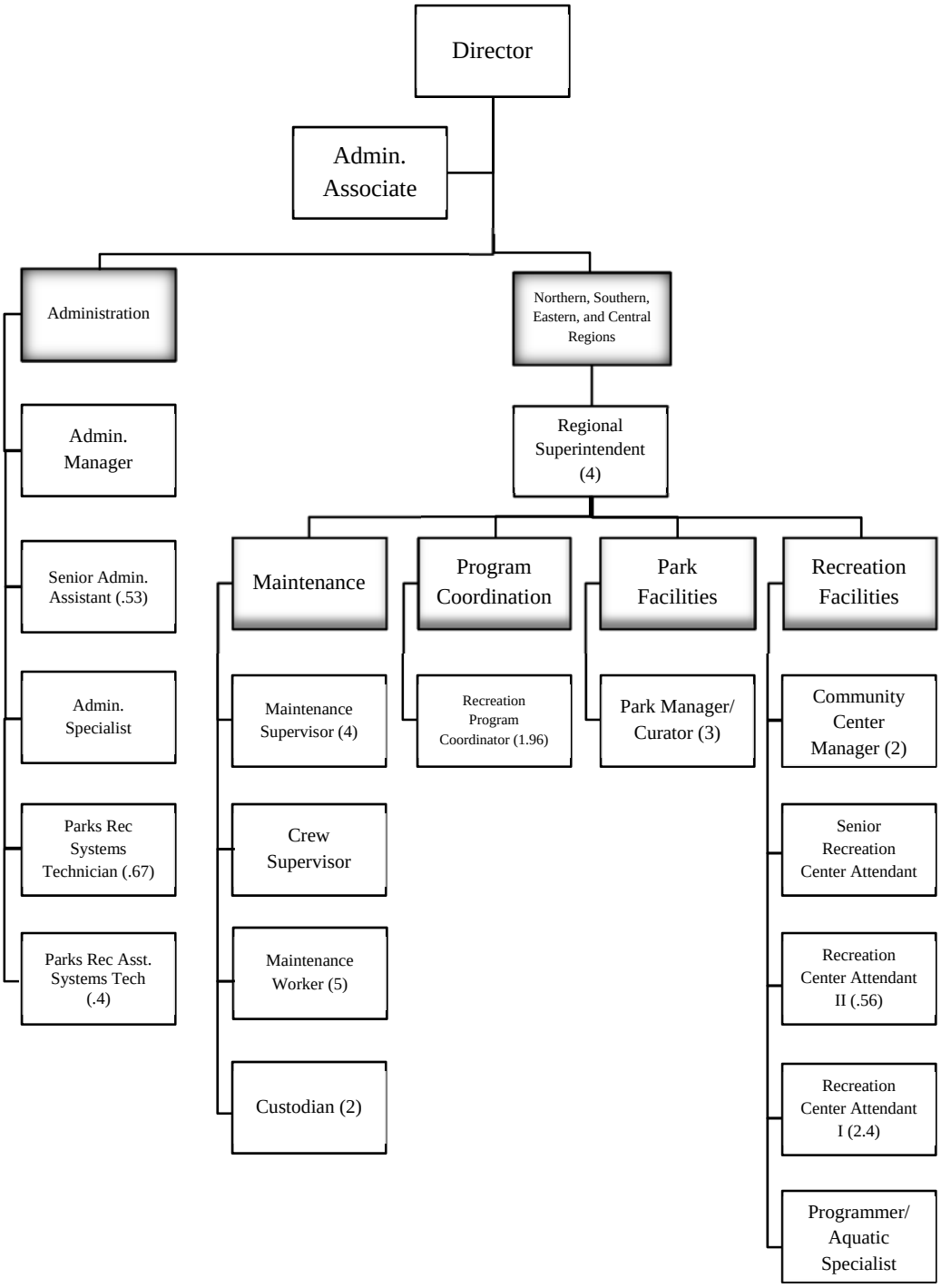
GOALS:

- Satisfy the recreation needs of Fauquier County citizens.
- Provide health, fitness, and cultural activities for County citizens.
- Protect the environmental heritage of the County.
- Foster community pride.
- Increase communication between government and citizens.
- Promote quality in management.
- Support and encourage tourism.

KEY PROJECTS FOR FY 2020:

- Provide at least 5% programming in each category of programs.
- Provide at least 10% programming in each age group (4 age groups).
- Display nutritional information at all departmental food/beverage sales.
- Provide free health screenings at each community center once per year.
- Add at least one interpretive exhibit/feature at each historic site.
- Implement bar code system for inventory.
- Create plan for adequate shade and sun protection.
- Implement computerized maintenance management system.
- Develop and institute maintenance staffing standards.
- Meet recreational needs of growing, aging population in the County.
- Increase operational hours for indoor facilities by 5%.
- Initiate first year of operations at the Rappahanock River access sites, Upperville playground, Traffic Garden, and Lee's Glenn.
- Continue to address ADA needs at the pool, Crockett Park, and Vint Hill Village Green Community Center.
- Conduct update for Comprehensive Plan for Parks, Recreation, and Open Space.

Parks and Recreation



BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$2,300,149	$2,415,898	$2,396,562	$2,507,902
Operating	1,399,041	1,441,134	1,555,178	1,645,936
Capital	126,755	35,160	105,212	$105,212
Total	**$3,825,945**	**$3,892,192**	**$4,056,952**	**$4,259,050**
Revenue	$531,264	$589,683	$502,641	$502,641
Net Local Revenue	**$3,294,681**	**$3,302,509**	**$3,554,311**	**$3,756,409**
Full-time Equivalents	**29.86**	**30.85**	**30.85**	**30.85**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Parks & Recreation Department includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. The adopted budget also includes an increase to operating expenditures for the Rappahannock Reservoir property donated mid-FY 2019 and operational costs for the newly-leased Elk Run Church Museum site.

PROGRAM 1: *Operations*

Parks and Recreation manages the recreational services provided to County citizens. The department also provides operational oversight and management of major projects including but not limited to: master planning, capital improvements, swimming pools, major construction projects, the equipment replacement program, the comprehensive maintenance plan, asset replacement program, implementation of the Connections Plan, implementation of the Needs Assessment Plan, land management including arboriculture, horticulture, and agronomy.

The department maintains facilities, including the athletic facilities at the elementary and middle schools, to provide citizens opportunities to enjoy nature, recreate, and conduct organized activities. All facilities need to be maintained in such a manner as to provide citizens with safe and pleasurable experiences that will encourage constructive use of leisure time. Maintenance includes, but is not limited to: mowing and trimming, trash pickup, vandalism control, maintenance of guardrails, gates, signs, security checks of buildings, utility systems, HVAC, restroom maintenance, management of wildlife populations, monitoring ponds and streams, land management including arboriculture, horticulture, aeration, and turf management.

Programming operations include all organized activities operated by the department. These activities serve all ages and are categorized as arts, crafts, dance, camps, sports, health, fitness, special interest, aquatics, environmental, adventure, historical, and special events/trips. The purpose of these activities is to enhance the well-being of County citizens through promotion of

healthy lifestyles, socialization, community pride and civic-mindedness, strong families, awareness of county environmental/historical heritage, skill development, and safety in recreation. Parks and Recreation also designs and publishes the *Good Times* program guide four times per year for both a printed and interactive digital version posted on the departmental web site, and social media to include website updates, Facebook, and Google+.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Total Acres	1,034	1,059	1,359	1,363
Acres Mowed	314.0	338.7	394.5	396.1
Parks (includes sports complexes & trail parks)	18	18	20	21
Shelters	19	19	19	19
Community Centers	3	3	3	3
Schools (with Parks & Recreation facilities)	16	16	16	16
Museum Buildings	4	4	4	4
Theaters	1	1	1	1
Maintenance Buildings	5	5	5	6
Houses	3	3	3	3
Ropes course	1	1	1	1
Amphitheater	2	2	2	2
Pools	1	1	1	2
Playgrounds	9	9	10	10
Tennis courts	12	12	12	12
Play courts (all courts other than tennis)	37	37	37	37
Ball fields	57	57	61	67
Disc Golf Course	0	0	1	1
River Access Sites	0	0	2	2
Pathways/trails (miles)	15.0	15.4	18.4	21.2
Bridges	24	24	26	26
Fencing (feet)	30,412.0	32,702.0	32,783.5	33,420.5
Guardrail (feet)	7,164	7,164	7,164	7,165
Total site visits	894,230	783,884	900,000	900,500
Historical: Sites	7	7	8	8
Historical: Artifacts	6,193	6,293	6,393	6,493
Gym/Fitness/Racquetball Uses: Daily pass	10,663	10,020	10,600	11,200
Athletic Field hours scheduled	27,080	20,158	23,619	24,000

Facility rental hours	7,467	13,180	13,500	14,000
Boat rental hours	5,479	4,957	5,600	5,700
Equipment items rented	2,059	2,717	2,800	2,900
Pool: Aquatic programs offered	112	154	165	174
Pool: Swim lesson participants	246	275	297	313
Number of programs offered (other than pool and special event)	751	711	725	735
Number of program participants (other than pool and special event)	3,598	4,300	4,365	4,415
Number of special events offered	64	54	55	56
Number of special event participants	6,482	14,716	15,000	115,075
Community contributions	$31,670	$30,720	$31,892	$34,392
New participant accounts created, include e-connect accounts	964	632	630	670

OBJECTIVES:

- Develop and complete recreational plans as recommended in the Parks and Recreation Comprehensive Plan and utilize sound planning practices.
- Increase user access to information regarding Parks and Recreation programs and facilities.
- Enhance employee development.
- Emphasize staff quality and accountability while promoting client safety in recreation activities and facilities.
- Decrease facility down time due to maintenance (ratio of hours down time to available hours).
- Increase facility usage and the number of facilities available for health, fitness, and cultural activities for County citizens, based on current population rate, as noted in the Activity Space Requirements in the Comprehensive Plan for Parks, Recreation and Open Space.
- Increase aquatic facility attendance as well as improve the quality and quantity of aquatic activities.
- Meet the diverse recreation needs of the community by offering a variety of high quality leisure experiences for citizens.
- Maximize use of tax investment while expanding program offerings to the public by transitioning program services to the private sector.
- Address larger scale maintenance needs that are not included as routine maintenance items in the general budget.
- Institute preventative maintenance for efficient use of resources to optimize equipment facility life.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

Parks and Recreation

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Long-range department wide plans up-to-date	6	6	5	5
Long-range department wide plans needed	7	7	7	7
Site plans that are current (%)	23%	23%	23%	23%
Increase by 3% visits to the Parks and Recreation web site	89,244	86,428	89,020	91,690
Increase by 3% copies of Good Times disseminated	50,160	51,665	53,215	54,811
Provide each FTE 50 hours + pro-rate professional training annually	45%	45%	100%	100%
Employee accidents relative to hours worked and provided by OSHA in calendar year	0.5%	0.5%	0%	0%
Increase facility usage by 5% per year	894,230	783,884	938,941	985,888
Available rentable space booked (%)	10.4%	8.5%	11.0%	11.5%
Increase program participants by 5% per year	10,080	10,584	11,113	11,669
Participant satisfaction ratings at good or above (%)	99%	100%	100%	100%
Increase programs offered by 5% per year	751	789	828	869
Programs transitioned to the private sector	0	4	1	1
Increase percent of survey responses ranking programs as good or above (verified by Evaluation Team)	100%	100%	100%	100%

PROGRAM 2: ***Equipment Replacement Plan***

The purpose of the Equipment Replacement Program is to provide a systematic and prioritized order to the acquisition and replacement of equipment before it becomes a financial drain on resources and/or a hindrance to work performance. In addition, the program assures coordination of equipment purchases for greater cost savings and standardization. The program addresses items with a value of $500 or more but excludes Major System Replacement level items. The program has been one of the most important elements of preventative maintenance and reliability implemented in the department.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Number of equipment items on the Equipment Replacement Program list	126	163	187	175

OBJECTIVES:

- Maintain equipment at optimal operating efficiency with minimal downtime.

OUTCOME MEASURE	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Number of items replaced (varies due to costs)	28	30	110	60

PROGRAM 3: ***Comprehensive Maintenance Plan***

This division addresses the periodic and larger scale maintenance needs for all regions in the Parks and Recreation Department that are not addressed through the County's Asset Replacement or Capital Improvement Programs.

The Plan provides for regular, scheduled renovations and repairs, such as painting, asphalt court resurfacing, fencing replacement, replacement of floors, windows, and siding, brick repointing, pond dredging, security system updating, pool white coating, lock upgrading, signage replacement, remediation of facility safety issues that arise, lighting systems, etc. at all Parks and Recreation facilities.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Number of Comprehensive Maintenance Plan projects	136	146	143	150

OBJECTIVES:

- Address larger scale maintenance needs that are not included as routine maintenance items in the general budget.
- Institute preventative maintenance for efficient use of resources to optimize equipment facility life.
- Maintain facilities to meet expectations for safety, usefulness, and aesthetics.

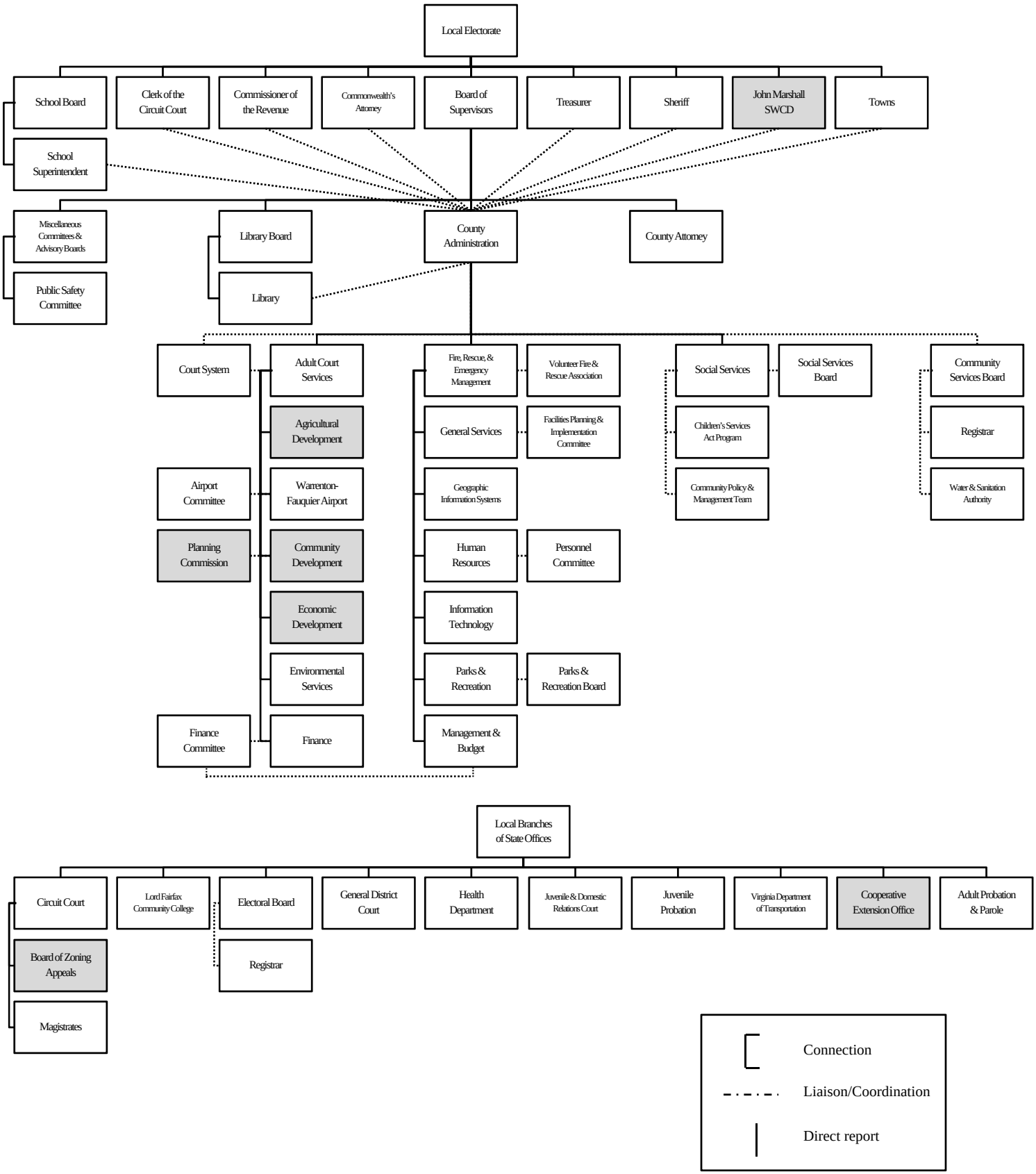
OUTCOME MEASURE	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Comprehensive Maintenance Plan projects completed (varies due to costs)	12	5	8	8

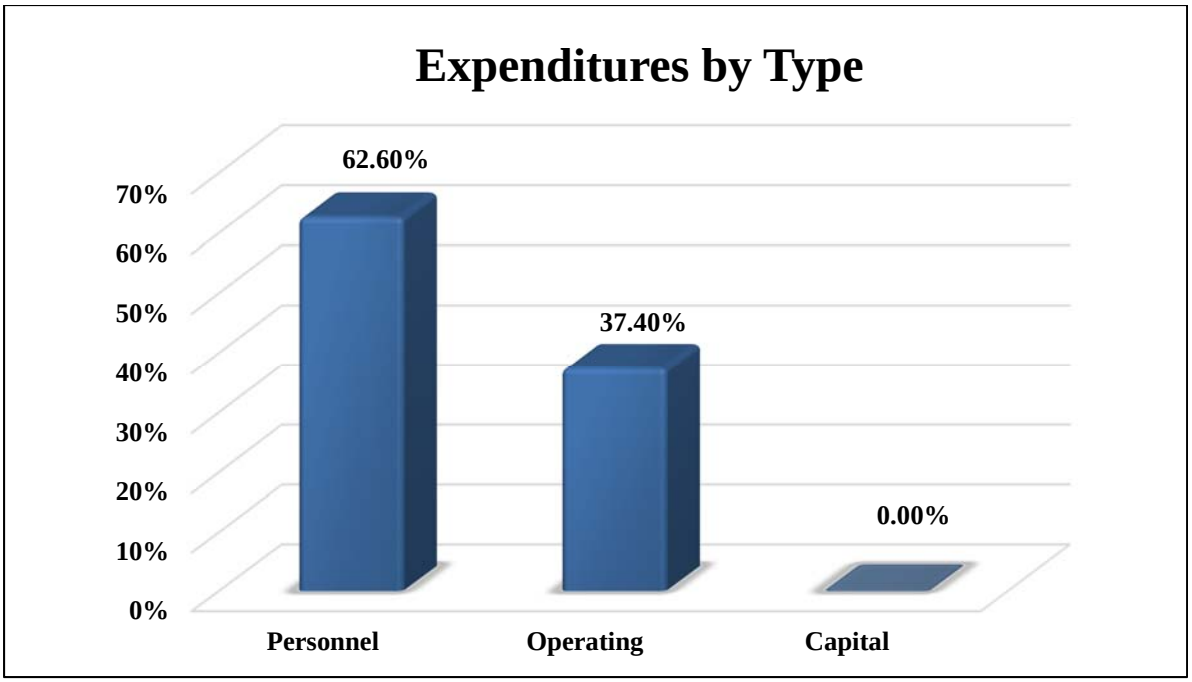
Community Development

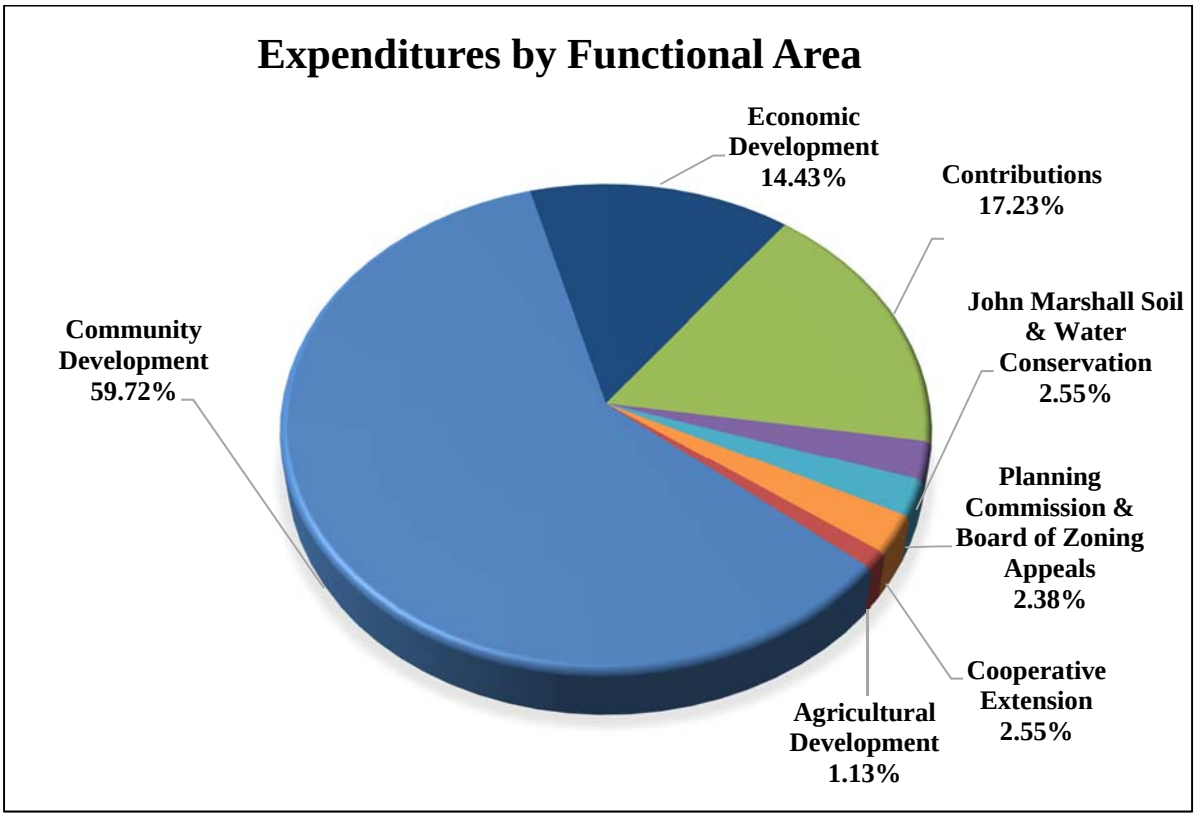
The Plains, Virginia

Agricultural Development	$ 71,647
Community Development	3,796,807
Contributions	1,095,202
Cooperative Extension	162,418
Economic Development	917,728
John Marshall Soil & Water Conservation District	162,346
Planning Commission/Board of Zoning Appeals/Architectural Review Board	151,631
Total	**$ 6,357,779**

Community Development



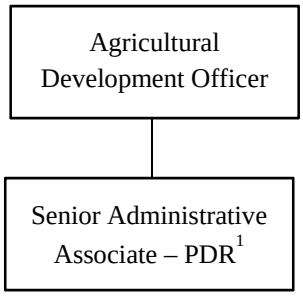

Expenditures by Type
70%
60%
50%
40%
30%
20%
10%
0%
62.60%
37.40%
0.00%
Personnel
Operating
Capital


Expenditures by Functional Area
Economic Development 14.43%
Contributions 17.23%
John Marshall Soil & Water Conservation 2.55%
Planning Commission & Board of Zoning Appeals 2.38%
Cooperative Extension 2.55%
Agricultural Development 1.13%
Community Development 59.72%

Agricultural Development

ORGANIZATIONAL PURPOSE:

Agricultural Development promotes the agricultural industry within Fauquier County, increases the economic viability of farming, preserves agricultural lands through the Purchase of Development Rights (PDR) Program and donated conservation easements, and advises the Fauquier County Board of Supervisors on matters affecting the agricultural economy and its development. Also, the Department provides promotion and marketing assistance to agricultural producers.



[1]*Position funded in Conservation Easement Service District Fund budget.*

GOALS:

- Promote and support marketing of local agricultural products.
- Educate citizens about the importance of agriculture in Fauquier County.
- Administer the Farmland PDR Program, including monitoring/stewardship of all acquired easements.
- Maintain existing levels of agricultural support and identify/establish additional services as required.
- Promote planning and regulatory measures that protect agricultural areas and support the County's agricultural economy.
- Encourage the creation and expansion of agricultural and forestall districts.
- Oversee the county role in the Fauquier Education Farm.
- Study development of a Regional Food Port.

KEY PROJECTS FOR FY 2020:

- Manage the PDR Program – application process, selection process, closings, and grant applications.
- Serve as County Representative on Rappahannock-Rapidan Regional Commission (RRRC) Regional Food Study/Council.
- Update, print and distribute Fauquier Fresh brochure.
- Promote use of Fauquier Home Grown label/branding.
- Promote new Commercial Kitchen.
- Continue to assist in the coordination and sponsorship of the annual Rural Innovation Forum.
- Coordinate annual Fall Farm Tour.

- Continue to research land conservation grant opportunities and prepare and submit appropriate grant applications.
- Complete annual monitoring of all PDR easements and all county held donated easements.
- Continue to serve on the Board of Fauquier Education Farm.
- Assist with development of Farm Incubation at Fauquier Education Farm.
- Promote use of Farmland Exchange land linking program.
- Compile annual PDR Summary.
- Coordinate Regional Food Port Feasibility Study.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$33,614	$34,114	$33,786	$37,314
Operating	42,541	48,831	34,333	34,333
Capital	0	0	0	0
Total	**$76,155**	**$82,945**	**$68,119**	**$71,647**
Revenue	$25,882	$500	$1,000	$1,000
Net Local Revenue	**$50,273**	**$82,445**	**$67,119**	**$70,647**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Agricultural Development includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: ***Agricultural Development***

Agricultural Development promotes the agricultural industry within Fauquier County, increases the economic viability of farming, preserves agricultural lands through the Purchase of Development Rights (PDR) Program and donated conservation easements, and advises the Fauquier County Board of Supervisors on matters affecting the agricultural economy and its development. Also, the Department provides promotion and marketing assistance to agricultural producers.

Agricultural Development

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Attendance at sponsored events (total)	2,880	2,900	3,250	3,250
Fall Farm Tour	2,250	2,300	2,500	2,500
Rural Innovation Forum and Workshops	350	320	350	350
Education Farm Ag Workshops	250	255	250	250
VA Beginning Farmer program participants	30	25	30	30
Farm Product Directories (FPD) and Fauquier Fresh brochures printed/ distributed	2,250	2,600	3,000	3,000

OBJECTIVES:

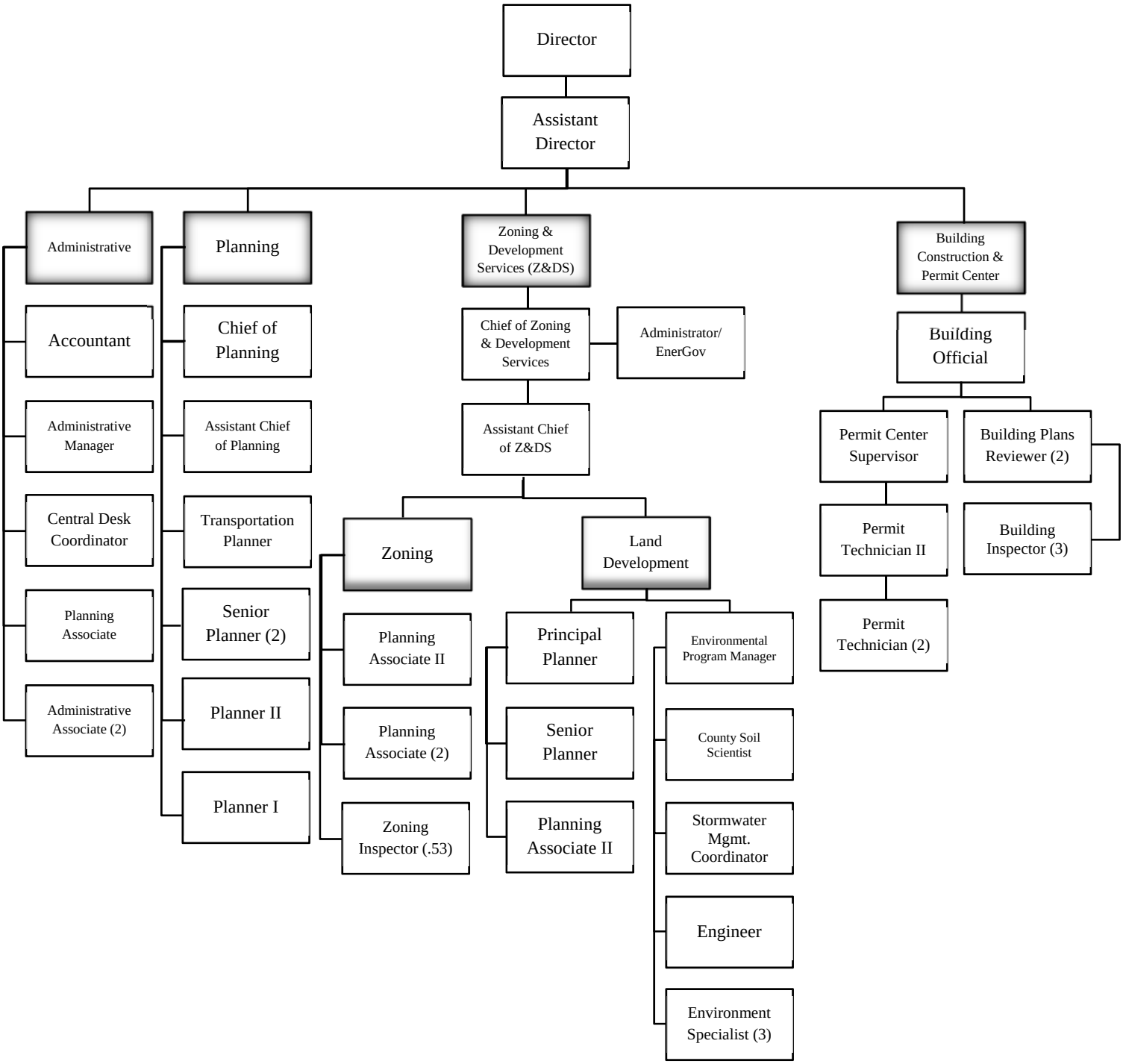
- Increase public awareness of and support for Fauquier County's agricultural industry.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Maintain current level of FPD/brochure distribution	2,250	2,600	3,000	3,000
Programs initiated and sponsored	4	4	4	4
Increase attendance at Beginning Farmer and Fauquier Education Farm	6%	5%	5%	5%

Community Development

ORGANIZATIONAL PURPOSE:

The Department of Community Development serves as the County's staff manager for the historical and physical environment, including natural resources and the built landscape. With the Planning Commission, the Department assists the Board of Supervisors in communicating its vision and policies through the development and implementation of the necessary and supporting planning guidelines, land use incentives, and regulatory tools. Community Development consists of four divisions: Administrative, Planning, Zoning and Development Services, and Building.



Community Development

GOALS:

- Provide professional, quality, and timely service to all user groups.
- Recruit, maintain, and train a quality, professional staff to perform all duties in a professional and timely manner.
- Implement procedures to respond to future increases in the demand for services without major diminution in quality or timeliness of responses.
- Update the Comprehensive Plan on a scheduled basis to ensure it reflects the Board of Supervisors' and community goals.
- Develop and implement Town Planning Principles to focus on quality development within the County's service districts.
- Ensure the Zoning Ordinance, Subdivision Ordinance, and Design Standards Manual comply with State and Federal regulations as well as the Comprehensive Plan.
- Maintain and regularly evaluate the Proffer Policy on recommended cash contributions to mitigate the impact of new residential development on core public facilities.
- Maintain the County's transportation plan with a full understanding of current and projected transportation needs.
- Ensure the land development application and building permitting processes for business development are flexible, proactive, user-friendly, and reflect Board of Supervisors' priorities, as well as appropriate public agency/private sector partnerships and recommendations.
- Develop and implement historic and environmental programs and projects designed to preserve Fauquier's character, landscape and heritage.

KEY PROJECTS FOR FY 2020:

- Continue the Groundwater Resources and Monitoring Program. Identify and implement management and protection measures for areas defined in initial studies.
- Complete the update to the Water Supply Plan.
- Update the Land Use and Economic (and any remaining) chapters of the Comprehensive Plan and, once completed, readopt the Plan.
- Continue to implement the MS-4 and other environmental programs.
- Continue to provide quality and timely service to our customers in the design and construction of development projects and buildings.
- Offer regular training opportunities to administrative, professional planning, and environmental staff through webinars and other training media to improve their working skills.
- Complete the construction of the Vint Hill Public Street Network Phase 2 and Salem Avenue Extended.
- Initiate review and updates to the Service District Plans.
- Continue to define and implement improvements to drainage systems within the MS-4 areas.
- Continue to identify changes and improvements, and develop recommendations to improve the Zoning Ordinance, Subdivision Ordinance and Design Standards Manual.

Community Development

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$3,063,968	$3,158,133	$3,368,311	$3,451,844
Operating	2,665,814	192,248	344,435	344,963
Capital	0	0	0	0
Total	**$5,729,782**	**$3,350,381**	**$3,712,746**	**$3,796,807**
Revenue	$1,514,535	$1,363,886	$1,386,600	$1,330,660
Net Local Revenue	**$4,215,247**	**$1,986,495**	**$2,326,146**	**$2,466,147**
Full-time Equivalents	**40.53**	**40.53**	**40.53**	**40.53**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Community Development includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue adjustments are based on historical and projected trends.

PROGRAM 1: *Administrative Division*

The Director manages overall activities, programs, and special projects conducted through the department's three divisions: Administrative, Planning, and Zoning and Development Services.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Board of Supervisors agenda item reports	94	120	120	120
Board of Zoning Appeals agenda item reports	35	29	35	35
Transportation Commission agenda items	23	25	25	25
Agricultural and Forest Districts: Renewals (parcels)[1]	0	0	142	361
Agricultural and Forest Districts: Additions (parcels)	5	2	3	2
VDOT Revenue Share Projects	4	4	5	4
Grant Administration	2	3	3	3

[1]*Districts are not up for renewal until FY 2019.*

OBJECTIVES:

- Direct and enforce programs and policies mandated by Federal, State and local statutes.
- Establish and implement department goals and policies, based on direction from the Board of Supervisors and County Administrator.
- Manage the Central Processing Center (Land Development Applications and Bonding).
- Establish and delegate special and routine projects, technical and public service delivery assignments, and electronic delivery of information.
- Provide technical support to the Board of Supervisors, Board of Zoning Appeals, Planning Commission, and appointed committees and boards.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Employees participating in at least one training workshop	100%	100%	100%	100%

PROGRAM 2: ***Planning***

The Planning Division is responsible for all aspects of the County's Comprehensive Plan, and the coordination of review for current development plans requiring legislative approval. Planning supports several Boards and Commissions: the Board of Supervisors, Planning Commission, Board of Zoning Appeals, Architectural Review Board, Transportation Committee, and citizen committees appointed for updating elements of the Comprehensive Plan. Staff coordinates overall transportation planning for the County with the Virginia Department of Transportation and the County's transportation consultant.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Comprehensive Plan Updates	4	4	5	5
Rezoning/Comprehensive Plan Applications	9	12	10	10
Special Exception/Amendments	20	15	22	22
Special Projects	20	21	20	20
Comprehensive Plan Assessments	12	13	30	30
Business Analyst/Demographic Assessments	12	15	18	21
Special Permit/Variance Applications	37	29	30	30
Planning Commission cases for work sessions and meetings	100	97	120	120
Planning Commission site visits	5	3	10	10

Community Development

OBJECTIVES:

- Update the Fauquier County Comprehensive Plan to complete Board of Supervisors and Planning Commission initiated projects.
- Plan and execute all Board of Supervisors' approved improvement projects funded through cash proffers, VDOT Revenue Share Program, and the Transportation Alternatives Program (TAP).
- Coordinate, prepare, and/or participate in various Comprehensive Plan updates.
- Work on projects and activities focused on implementing Service District Plans.
- Implement the Comprehensive Plan during the development review process.
- Serve as the project manager for all development applications that require rezoning, special exception and plan amendment approval by the Planning Commission and Board of Supervisors, and special permit approval by the Board of Zoning Appeals.
- Manage the Agricultural and Forestal Districts program.
- Provide a variety of demographic information, as well as other quantitative data.
- Prepare, manage, and implement County transportation plans, programs, and grants.
- Develop and manage the County's cultural and heritage resources plans, programs, and grants.
- Develop and implement County environmental plans and programs. Manage the Water Resources Program, including groundwater monitoring, wellhead protection, water supply planning and water quality, the MS-4 (Municipal Storm Sewer) program, and improvement plans for impaired streams (in conjunction with the Department of Conservation and Recreation Total Maximum Daily Loads program).

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Comprehensive Plan chapter updates completed/adopted	0	5	5	5
Transportation improvement projects completed	0	1	1	2
VDOT Smart Scale Applications Submitted	6	6	4	4

PROGRAM 3: ***Zoning and Development***

Zoning and Development Services (ZDS) is responsible for all activity related to the development of land. ZDS also implements and maintains the EnerGov Permit/Project Tracking software for the Department. This division is organized into two functional groups: Zoning and Land Development.

Zoning:

Zoning administers, interprets and enforces the Zoning Ordinance, Subdivision Ordinance, Design Standards Manual, and the land use and environmental provisions of the Code of Virginia. Zoning staff also partners with other teams within Community Development for review and consideration of broader policy-related issues and plans, and prepares amendments to the Zoning and Subdivision Ordinances to implement those plans. This division provides advice and recommendations regarding land development issues to the Board of Supervisors and Planning Commission, and handles all variance requests and appeals with the Board of Zoning Appeals. Staff provides detailed information to property owners about the ability to divide and develop their properties, as well as administers an enforcement program to respond to complaints and violations of the Zoning Ordinance.

Permit Center:

Permit Center staff intakes, processes and issues all building permits and zoning permits, and assists with the processing of various other permits, including single-family land disturbing permits, administrative permits and sign permits. They are responsible for scheduling inspections of building construction and maintaining all building-related records.

Building Construction:

Building Construction staff administers, enforces and interprets the Virginia Uniform Statewide Building Code. The Building Official, Plan Reviewers, and Inspectors ensure that all residential and commercial building construction is performed in accordance with the Building Code.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Number of building permits issued	1,782	2,110	1,890	1,947
Number of building inspections	7,214	8,127	7,674	7,904
Value of New Construction	$117,159,554	$119,447,093	$122,465,006	$126,138,956
New Residential Buildings	363	335	385	396
New Commercial Buildings and Major Renovations	61	60	65	67
Building Plan Reviews Performed	1,898	1,594	2,014	2,074
Number of building permits issued	1,782	1,835	1,890	1,947

OBJECTIVES:

- Train all departmental staff to enhance service capabilities.
- Enhance administrative processes, including building permit, construction plan, site plan and subdivision processes.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Days to complete a commercial plan review as part of the building permit process (average)	10	10	10	10

PROGRAM 3: ***Land Development:***

The Land Development function reviews and manages all development applications and activities throughout the entire land development and construction processes. Environmental site evaluations, review of plans and land-disturbing activity are handled under this function. In addition to the elements noted below, staff conducts field inspection of construction activity, street acceptance and bond reductions, and serves as program administrator for the E&S Control and Virginia Stormwater Management Program (VSMP). The Environmental Staff in this Division also provides technical advice and in-field support for the MS-4 Program.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Administrative/Governmental/ Commercial/ Industrial Divisions	16	27	17	17
Boundary Line Adjustments	37	39	47	47
Family Transfer Subdivisions	6	6	5	5
Construction-Infrastructure Plan New Applications	9	8	13	13
Final Subdivision Plan New Applications	12	7	16	16
Other Plats, i.e., exhibits, easements, etc.	14	26	22	22
Pre-Application Planning Meetings/Items	36	46	44	44
Preliminary Subdivisions and Amendments	1	0	1	1
Minimum Submission Reviews	18	9	20	20
Major Site Plan New Applications/Reviews	14	8	14	14
Minor Site Plan New Applications/Reviews	12	9	12	12
Site Plan Amendments and Revisions	22	30	28	28
Site Plan Waivers	26	17	17	17
Proffers & Cash Contribution Cases	416	400	400	400
Subdivision/Lot Yield Analysis Requests/Buildable Lot and Zoning Determinations	157	157	178	178

Special Permit/Variance Applications	37	29	30	30
Text Amendments Prepared/Processed	26	19	19	19
Administrative Permits/Modifications	7	19	24	24
Home Occupation Permits	192	203	185	185
Zoning Permits	1,267	1,098	1,061	1,061
As-Built Reviews	25	24	32	40
SWM Bond Reviews	132	130	140	145
Drainage complaints and inspections	22	25	30	35
Land Disturbing Permits	390	402	414	426
Soil Assistance (General Information, Health Departments, Permitting & Inspections, Special Projects, Planning)	535	550	550	550
Active Violations	130	200	135	135
Active Violations Inspected	400	597	344	344
Active Violations Resolved	52%	57%	45%	45%

OBJECTIVES:

- Evaluate land for subdivision potential and manage all subdivision application reviews.
- Manage project review of all site plans for commercial development, construction plans for residential projects and infrastructure plans.
- Ensure all conditions of preliminary plats and special exceptions are met during the plan review process and prior to bond release.
- Enforce the requirements of the VSMP, including plan review, inspections, enforcement and program management.
- Provide technical assistance on stormwater and engineering, and inspections and water quality testing for the MS-4 Program.
- Provide environmental technical assistance and information.
- Perform E&S, VSMP facility and bond release site inspections, as well as review of VSMP as-built plans.
- Coordinate inspections with VDOT and conduct final processing associated with the State secondary street acceptance program.
- Offer Type I Soil Interpretation Program, including a Soil Map and soils analysis for requesting property owners who are developing an urban or agricultural land use plan.
- Work with the Health Department on soil and drain field issues.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Major Site Plan resubmissions (average)	1	2	2	2
Construction/Infrastructure Plan resubmissions (average)	1	2	2	2

Contributions

ORGANIZATIONAL PURPOSE:

Fauquier County is a member of several regional agencies and provides annual contributions to a number of nonprofit organizations. These organizations provide services in areas that augment the level of resources available to citizens on the part of the County government.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating[1]	791,014	711,858	1,068,439	1,095,202
Capital	0	0	0	0
Total	**$791,014**	**$711,858**	**$1,068,439**	**$1,095,202**
Revenue	$5,000	$4,500	$4,500	$12,354
Net Local Revenue	**$786,014**	**$707,358**	**$1,063,939**	**$1,082,848**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

[1]Fauquier Society for the Prevention Cruelty to Animals (SPCA) contribution was previously budgeted in Non-Departmental and has been transferred to the Contributions beginning in FY 2019.

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Contributions maintains level funding for most organizations. The adopted budget includes an increase for the Occoquan Watershed Management Program in accordance with the organization's jurisdictional funding formula, and an increase for the Virginia Regional Transit approved by the Board of Supervisors in mid-FY 2019 for a grant match for five day on-demand service which is partially funded by the Path Foundation.

Contributions

Summary of FY 2020 Contributions:

Organization	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Afro-American Historical Association of Fauquier County	$ 617	$ 617	$ 617	$ 617
Bluemont Concert Series, LTD[1]	10,000	10,000	-	-
Boys & Girls Club of Fauquier[2]	39,000	9,000	9,000	9,000
Community Touch, Inc.	40,000	30,000	30,000	30,000
Didlake, Inc.	40,000	40,000	40,000	40,000
Fauquier Alliance for Youth	2,470	2,470	2,470	2,470
Fauquier CADRE, Inc.	6,300	6,300	6,300	6,300
Fauquier Community Child Care, Inc.	9,000	9,000	9,000	9,000
Fauquier Community Food Bank and Thrift Store	20,000	20,000	20,000	20,000
Fauquier County Fair	7,408	7,408	7,408	7,408
Fauquier Education Farm, Inc.	5,000	5,000	5,000	5,000
Fauquier Family Shelter Services, Inc.	100,132	100,132	100,132	100,132
Fauquier Free Clinic, Inc.	47,500	22,500	47,500	47,500
Fauquier Habitat for Humanity	16,200	16,200	16,200	16,200
Fauquier Heritage & Preservation Foundation, Inc.	3,000	3,000	3,000	3,000
Fauquier Historical Society, Inc.	10,172	10,172	10,172	10,172
Fauquier SPCA	336,338	344,453	300,000	300,000
Fauquier Veterans Memorial	-	-	1,600	1,600
First Night Warrenton[1]	617	617	-	-
Foothills Housing Corporation	55,300	55,300	55,300	55,300
Hospice of Piedmont	-	-	2,000	2,000
Hospice Support of Fauquier County, Inc.	1,800	1,800	2,000	2,000
Legal Aid Works (LAW)	13,613	13,613	13,613	13,613
Literacy Volunteers of Fauquier County	13,500	13,500	13,500	13,500
Lord Fairfax Small Business Development Center	-	-	-	-
Northern Virginia 4-H Educational & Conference Center	6,172	6,172	6,172	6,172
Occoquan Watershed Management Program	10,421	10,590	10,590	10,590
Occoquan Watershed Monitoring Laboratory	21,162	21,162	45,191	46,773
People, Inc. of Virginia	5,000	5,000	5,000	5,000
Piedmont Dispute Resolution Center	49,050	49,050	49,050	49,050
Piedmont Symphony Orchestra	5,000	5,000	10,000	10,000
Rappahannock-Rapidan Regional Commission	61,821	61,821	62,530	62,530
Rappahannock River Basin Commission	1,000	1,000	1,000	1,000
Rebates/Fee Waivers[2]	-	-	1,000	19,771
Remington Community Partnership, Inc.	6,000	6,000	6,000	6,000
Southeast Rural Community Assistance Project	-	-	2,500	2,500
Virginia Preschool Initiative	54,000	54,000	54,000	54,000
Virginia Regional Transit	25,883	25,883	22,364	38,072
Warrenton-Fauquier Heritage Day	1,544	-	1,544	1,544
Warrenton-Fauquier Visitor Center	42,600	42,600	42,600	42,600
Windy Hill Foundation	22,409	22,843	25,000	-
Total Contributions:	**$ 1,090,029**	**$ 1,032,203**	**$ 1,039,353**	**$ 1,050,414**

[1] *In March 2018, the Bluemont Organization announced all operations would cease effective June 2018. The annual contributions to support activities of the organization were either eliminated from the budget or reallocated to support similar arts and culture organizations.*

[2] *FY 2020 Adopted Budget includes a donation to the owners of the property leased to the Boys & Girls Club to offset real estate tax cost, upon receipt of payment.*

Overview of Contributions by Organization

Organization Name: **Afro-American Historical Association of Fauquier County**
FY 2020 Adopted: $617

Description: The Afro-American Historical Association provides educational programs and reference services to promote the African-American heritage of Fauquier County. The organization maintains a museum, substantial reference library and actively participates in countywide commemorative events. 5,500 residents utilized the association's resources in FY 2018.

Organization Name: **Boys & Girls Club of Fauquier**
FY 2020 Adopted: $9,000

Description: The Boys and Girls Club of Fauquier County provides recreational and educational enrichment for children ages 5-18 at various locations throughout the County. The organization served approximately 368 clients in 2018**.**

Organization Name: **Community Touch, Inc.**
FY 2020 Adopted: $30,000

Description: Community Touch provides transitional housings, practical tools, and resources to the County's population. The organization served 1,200 clients which includes 1,000 residents in FY 2018.

Organization Name: **Didlake, Inc.**
FY 2020 Adopted: $40,000

Description: Didlake provides employment, training, and behavioral health services to disabled residents. The organization served 2,144 clients which includes 69 residents in FY 2018. The FY 2020 budget includes funding to provide the local match for grant-funded training services.

Organization Name: **Fauquier Alliance for Youth**
FY 2020 Adopted: $2,470

Description: Fauquier Alliance for Youth is a coalition of more than 40 youth service organizations dedicated to enhancing the provision of programs for the County's youth. The organization served 225 clients which includes 200 residents in FY 2018.County support provides the resources needed to implement a county wide strategic plan for youth services.

Contributions

Organization Name: **Fauquier CADRE, Inc.**
FY 2020 Adopted: $6,300

Description: Fauquier Community Alliance for Drug Rehabilitation and Education (CADRE) is a volunteer coalition dedicated to reducing drug and alcohol abuse among the County's youth. CADRE provides educational programs in schools and community organizations and distributes informational material at various public events throughout the year. CADRE continued to implement Too Good for Drugs and launched Lock Your Meds through Make It Happen a grant from PATH Foundation. The organization served approximately 1,450 clients in 2018**.**

Organization Name: **Fauquier Community Child Care, Inc.**
FY 2020 Adopted: $9,000

Description: Fauquier Community Child Care provides child care services to children ages 5-14. The County's contribution provides a partial subsidy for residents in need. The organization served 526 children during the 2017-18 school year and 284 in summer camp.

Organization Name: **Fauquier Community Food Bank and Thrift Store**
FY 2020 Adopted: $20,000

Description: Fauquier Community Food Bank and Thrift Store provides emergency help with food, household provisions and other services. In FY 2018, they served 31,358 individuals and families, with special accommodations for pregnant women, infants, children and the elderly.

Organization Name: **Fauquier County Fair**
FY 2020 Adopted: $7,408

Description: The Fauquier County Fair is an annual event promoting Fauquier County's rural attributes. The event is staffed entirely by volunteers. They also provide a facility to organizations and the community. Approximately 18,545 residents attended the fair in FY 2018.

Organization Name: **Fauquier Education Farm, Inc.**
FY 2020 Adopted: $5,000

Description: The Fauquier Education Farm provides agricultural support and educational services, assists local area food banks, and demonstrates and documents best-method farm practices for the County's agricultural communities. The organization hosted approximately 6,200 visitors which includes 4,100 residents during FY 2018.

Organization Name: **Fauquier Family Shelter Services, Inc.**
FY 2020 Adopted: $100,132

Description: Fauquier Family Shelter Services provides short-term shelter, transitional housing and support for the County's homeless population. The organization operates emergency and transitional housing services at two facilities. The organization served 290 clients which includes 186 residents that were sheltered in FY2018.

Organization Name: **Fauquier Free Clinic, Inc.**
FY 2020 Adopted: $47,500

Description: The Fauquier Free Clinic provides health and dental care to low-income residents of Fauquier and Rappahannock counties who lack access to routine medical care. The organization served approximately 2,200 which included 2,000 County residents in 2018.

Organization Name: **Fauquier Habitat for Humanity**
FY 2020 Adopted: $16,200

Description: The Fauquier Habitat for Humanity provides low-income families the opportunity to purchase and live-in affordable housing. They also provide renovations and training to qualified low-income residents. The organization served 300 residents in FY 2018.

Organization Name: **Fauquier Heritage and Preservation Foundation, Inc.**
FY 2020 Adopted: $3,000

Description: The Fauquier Heritage & Preservation Foundation maintains Fauquier County historical and genealogical resources and provides research and assistance to County residents and researchers. The organization operates the John K. Gott Research Library in Marshall, which received more than 650 visitors which included 550 residents in 2018.

Contributions

Organization Name: **Fauquier Historical Society, Inc.**
FY 2020 Adopted: $10,172

Description: The Fauquier Historical Society is dedicated to preserving, educating, maintaining and promoting items of historical interest to the County. The organization operates the Old Jail Museum in Warrenton, which received about 9,250 visitors which included 4,250 residents in FY 2018.

Organization Name: **Fauquier SPCA, Inc.**
FY 2020 Adopted: $300,000

Description: Fauquier SPCA provides a mandated service for the county by providing a shelter to provide a temporary refuge for the stray, homeless, neglected animals and works to place such animals in a caring appropriate home. They provide education to the public on responsible treatment of all animals, promotes spaying and neutering and additional programs. The organization provided services to approximately 5,500 clients in FY 2018.

Organization Name: **Fauquier Veterans Memorial**
FY 2020 Adopted: $1,600

Description: The Fauquier Veterans' Memorial maintains the County's veterans' memorial, located on Hospital Hill in Warrenton. The County's contribution provides the necessary maintenance funds.

Organization Name: **Foothills Housing Corporation**
FY 2020 Adopted: $55,300

Description: The Foothills Housing Corporation is dedicated to providing affordable housing opportunities (ownership and rental) or assistance in the rehabilitation of their current home to County residents. The organization served over 300 clients and over 190 Fauquier County households in FY 2018.

Organization Name: **Hospice of Piedmont**
FY 2020 Adopted: $2,000

Description: Hospice of Piedmont provides end of life care, child and adult grief counseling, education, residential end of life care at Hospice House or Center for Acute Hospice Care. The organization served 1,597 patients, 4,019 bereavement clients which included 37 patient and 112 bereavement residents.

Contributions

Organization Name: **Hospice Support of Fauquier County, Inc.**
FY 2020 Adopted: $2,000

Description: Hospice Support of Fauquier County provides assistance, medical equipment, support and counseling to individuals facing life-threatening illness and/or bereavement. The organization provided services to 8,100 clients which included 7,400 residents in FY 2018.

Organization Name: **Legal Aid Works (LAW)**
FY 2020 Adopted: $13,613

Description: Rappahannock Legal Services provides free legal services to low income residents throughout the region. The organization served 2,355 clients which included 87 residents in FY 2018.

Organization Name: **Literacy Volunteers of Fauquier County**
FY 2020 Adopted: $13,500

Description: Literacy Volunteers provides services to County residents seeking instruction in English and mathematics, and assists with providing access to workforce training and education. The organization provided instruction through a combination of classes, tutoring, workforce training, tax preparation services, and maintained a one-stop visitor center that served nearly 1,479 clients which included 1,256 residents in FY 2018.

Organization Name: **Northern Virginia 4H Education & Conference Center**
FY 2020 Adopted: $6,172

Description: The Northern Virginia 4H Center provides camping, training, and leadership programs to area youth. The center also offers special camping, retreating and educational experiences to children with special needs. The organization served 1,681 clients which included 183 residents in FY 2018.

Organization Name: **Occoquan Watershed Management Program**
FY 2020 Adopted: $10,590

Description: The Occoquan Watershed Management Program supports member jurisdictions with the development and implementation of strategies to maintain the health of the Occoquan River watershed. Fauquier County's contribution has been established by inter-jurisdictional agreement.

Organization Name: **Occoquan Watershed Monitoring Laboratory**
FY 2020 Adopted: $46,773

Description: The Occoquan Watershed Monitoring Laboratory provides monitoring of all streams and water bodies within the Occoquan watershed. This includes continuous monitoring of streamflow and water quality at stream gages and within the Occoquan reservoir. Fauquier County's contribution has been established by inter-jurisdictional agreement.

Organization Name: **People, Inc. of Virginia**
FY 2020 Adopted: $5,000

Description: People, Inc. of Virginia provides opportunities for people to reach their goals in order to enhance their lives, family and community. The organization provided Volunteer Income Tax Assistance to 7,720 clients (190 of Fauquier County) in FY 2018.

Organization Name: **Piedmont Dispute Resolution Center**
FY 2020 Adopted: $49,050

Description: The Piedmont Dispute Resolution Center provides dispute resolution and restorative justice services to residents through the County court system. The organization served 4,065 clients which included 1,832 residents in FY 2018.

Organization Name: **Piedmont Symphony Orchestra**
FY 2020 Adopted: $10,000

Description: Piedmont Symphony Orchestra provides a shared experience in symphonic repertoire for musicians and the community, scholarships and an educational program to Fauquier County Schools. The organization served over 2,860 clients which included 1,950 residents in FY 2018.

Organization Name: **Rappahannock-Rapidan Regional Commission**
FY 2020 Adopted: $62,530

Description: The Rappahannock-Rapidan Regional Commission functions as the region's planning district commission under the Code of Virginia. Fauquier County's contribution has been established by inter-jurisdictional agreement.

Organization Name: **Rappahannock River Basin Commission**
FY 2020 Adopted: $1,000

Description: The Rappahannock River Basin Commission supports member jurisdictions' development of strategies to maintain the health of the Rappahannock River watershed. Fauquier County's contribution has been established by inter-jurisdictional

Organization Name: **Rebate/Fees Waivers**
FY 2020 Adopted: $19,771

Description: This account provides contingency funding to offset rebates and fee waivers authorized by the Board of Supervisors to nonprofit groups to support various events, to include a donation to the owners of the property leased to the Boys & Girls Club to offset their real estate tax cost.

Organization Name: **Remington Community Partnership, Inc.**
FY 2020 Adopted: $6,000

Description: The Remington Community Partnership supports historic preservation and promotional programs in Remington. Activities include the development of walking and bicycle tours and redevelopment of the former train depot as a local history museum.

Organization Name: **Southeast Rural Community Assistance Project, Inc.**
FY 2020 Adopted: $2,500

Description: The Southeast Rural Community Assistance Project (SERCAP) works to improve the quality of life for low-income individuals by promoting affordable water and wastewater facilities, community development, environmental health, and economic self-sufficiency.

Organization Name: **Virginia Preschool Initiative**
FY 2020 Adopted: $54,000

Description: The Virginia Preschool Initiative program is administered by the Fauquier County Public School Division. Utilizing a combination of local and State funding, the program provides preschool education and child care for at-risk four year olds who are not eligible for other programs.

Contributions

Organization Name: **Virginia Regional Transit**
FY 2020 Adopted: $38,072

Description: Virginia Regional Transit is the County's rural transit provider. The organization served 2,408 passengers through its on-demand services in Fauquier County during FY 2018.

Organization Name: **Warrenton-Fauquier Heritage Day**
FY 2020 Adopted: $1,544

Description: Warrenton-Fauquier Heritage Day is an annual event commemorating the historical and cultural heritage of the Town of Warrenton and Fauquier County. The County provides an annual contribution to the event, which is matched by the Town of Warrenton.

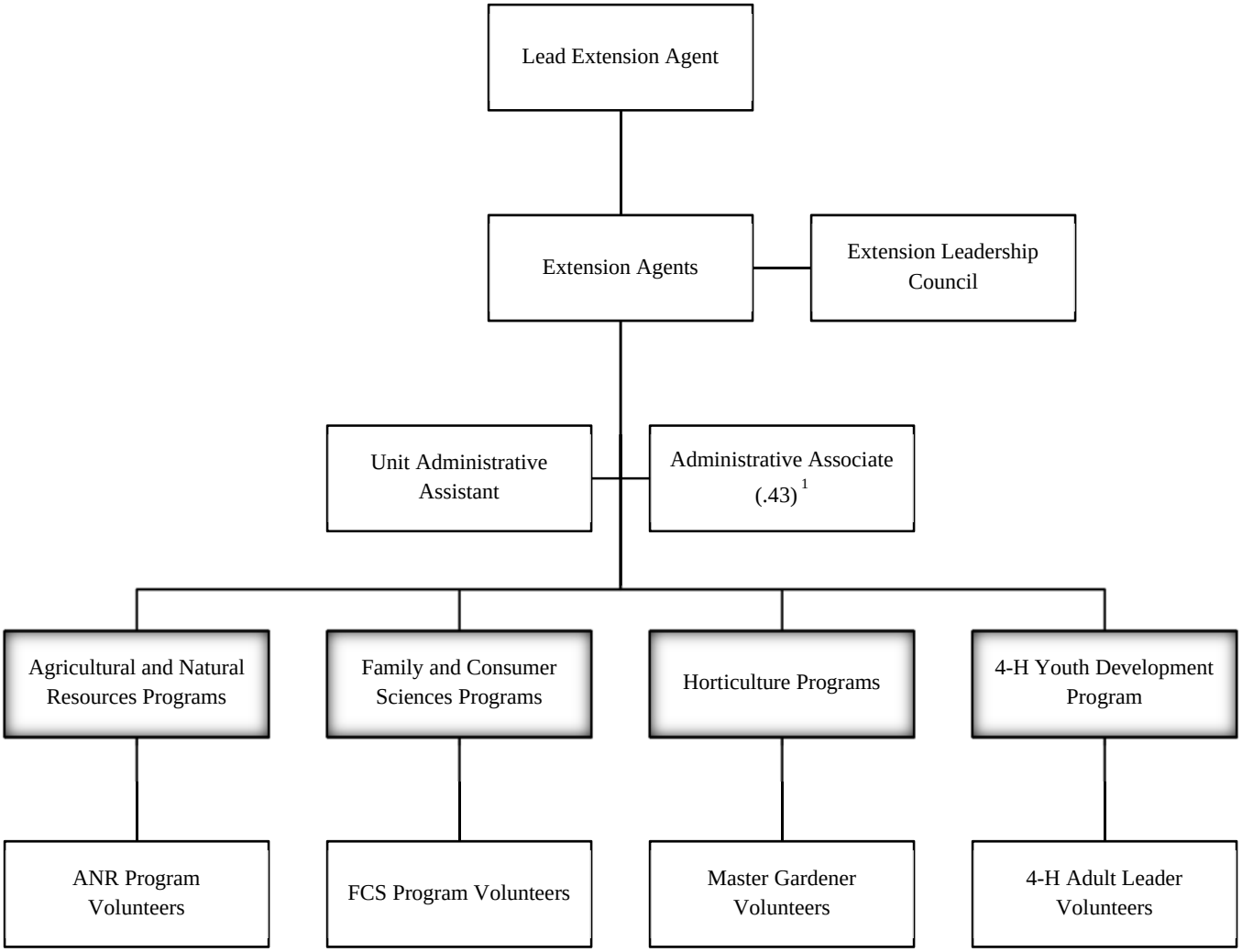
Organization Name: **Warrenton-Fauquier Visitor Center**
FY 2020 Adopted: $42,600

Description: Warrenton-Fauquier Visitor Center provides travel information, information about relocation to the area, and about local events. In FY 2017 they served 4,187 visitors and 723 were residents of Fauquier County.

Cooperative Extension

ORGANIZATIONAL PURPOSE:

The Virginia Cooperative Extension Office (VCE) enables people to improve their lives through an educational process that uses scientific knowledge focused on issues and needs. Building on the strength of our agriculture, natural resources, family, and community heritage, VCE enables people to shape their futures through research-based educational programs. Recognizing that knowledge is power, VCE serves people where they live and work. Audiences are involved in designing, implementing, and evaluating needs-driven programs. VCE is a dynamic organization that stimulates positive personal and societal change leading to more productive lives, families, farms, and forests, as well as a better environment in urban and rural communities.



[1] *All Virginia Cooperative Extension positions are currently State-funded positions, with the exception of one part-time Administrative Associate, which is a County position.*

Cooperative Extension

GOALS:

- Actively involve local citizens with the determination and implementation of educational programs for local needs in the areas of agriculture, 4-H youth development, family and human development, home and commercial horticulture, and food safety and nutrition.
- Provide citizen access to education and program resources of the land grant university system.
- Increase scope and quality of educational resources available by harnessing new and emerging technologies.
- Expand on public speaking and leadership opportunities for 4-H youth.

KEY PROJECTS FOR FY 2020:

- Increase hay production in county through marketing and education programs, i.e. Hay Showcase.
- Increase milo production.
- Expand producer programs on alcohol raw ingredients, such as hops, malting barley, cider, etc.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$7,265	$4,639	$14,927	$15,957
Operating	121,718	133,569	141,284	146,461
Capital	0	0	0	0
Total	**$128,983**	**$138,208**	**$156,211**	**$162,418**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$128,983**	**$138,208**	**$156,211**	**$162,418**
Full-time Equivalents	**0.43**	**0.43**	**0.43**	**0.43**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Cooperative Extension includes personnel expenditure increases due to salary scale adjustments for permanent staff. The adopted budget also includes increases in accordance with the jurisdictional funding formula.

Cooperative Extension

PROGRAM 1: ***Cooperative Extension***

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Services for Diagnostic Analysis Performed	515	500	500	500
4-H Enrollment	3,038	3,000	3,000	3,000
Master Gardener Volunteers Trained	24	25	25	25
Services to local government and community boards and committees (meetings attended)	94	100	100	100

OBJECTIVES:

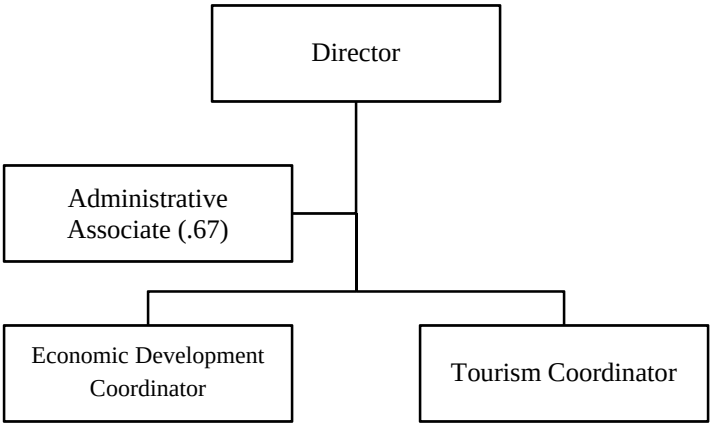
- Recruit and train citizen volunteers to assist with the delivery of extension educational programs.
- Increase the number of citizen contacts between extension agents, and volunteers across all programming areas.
- Protect local waters by reducing nutrient loading from excessive and improperly applied urban and suburban fertilizers.
- Provide individual support and programming information to achieve/maintain farm viability.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
New extension volunteers trained	177	175	180	180
Hours of service by extension volunteers	14,000	15,000	15,000	15,000
Aggregate contacts, including programming	26,000	26,000	30,000	30,000
Nutrient Management Plans requested by and written for County residents	232	250	250	250

Economic Development

ORGANIZATIONAL PURPOSE:

The Department of Economic Development develops and implements programs designed to assist with the expansion of a balanced economic base for Fauquier County.



GOALS:

- Support economic development as directed by the Fauquier County Board of Supervisors.
- Expand the business tax base within Fauquier County through business development, retention, and tourism.
- Expand job opportunities for residents of Fauquier County.

KEY PROJECTS FOR FY 2020:

- Plan and implement services that will assist Fauquier firms in addressing opportunities in the international marketplace.
- Fine tune and expand County efforts to reach out to international investment prospects.
- Enhance the value of our business incubators by creating more opportunities to identify new entrepreneurs and by addressing their needs more comprehensively, including the need for capital.
- Grow the County tourism program to reach travelers from all over the U.S. and in other countries.
- Augment our support for government contractors and their efforts to reach new markets.

Economic Development

BUDGET SUMMARY:

Department Total	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$362,979	$359,975	$370,248	$379,396
Operating	463,418	389,935	441,717	538,332
Capital	0	0	0	0
Total	**$826,397**	**$749,910**	**$811,965**	**$917,728**
Revenue	$59,913	$52,305	$40,800	$47,799
Net Local Revenue	**$766,484**	**$710,773**	**$771,165**	**$869,929**
Full-time Equivalents	**3.67**	**3.67**	**3.67**	**3.67**

Department Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$362,979	$359,975	$370,248	$379,396
Operating	265,269	214,953	224,302	284,194
Capital	0	0	0	0
Total	**$628,248**	**$574,928**	**$594,550**	**$663,590**
Revenue	$38,790	$13,168	$0	$0
Net Local Revenue	**$589,458**	**$574,928**	**$594,550**	**$663,590**
Full-time Equivalents	**3.67**	**3.67**	**3.67**	**3.67**

Business Incubators	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	198,149	174,982	217,415	254,138
Capital	0	0	0	0
Total	**$198,149**	**$174,982**	**$217,415**	**$254,138**
Revenue	$21,123	$39,137	$40,800	$47,799
Net Local Revenue	**$177,026**	**$135,845**	**$176,615**	**$206,339**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Community Development includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. In addition, operating expenditures include increases in marketing, as well as business incubator rental and contractual costs. Business incubator revenues have been adjusted to more accurately reflect current operations and future projections.

PROGRAM 1: ***Business Retention/Business Development***

The Business Retention/Business Development program encompasses both the retention and expansion of existing businesses in the County and marketing to encourage new businesses to locate in the County. Nationally, more than 80% of all new local tax revenue and job growth come from expansion of the local, existing business base. New business development provides the opportunity for economic growth from companies wishing to relocate from sites outside of the County. Initiatives undertaken by this program include:

- Implement the Economic Development Strategy by adding additional jobs and expansion of the tax base.
- Support the Business Incubator/Accelerator programs through partnership with George Mason University for the Warrenton facility. Continue the County-operated Business Enterprise Centers, providing resources and counseling to entrepreneurs in Marshall and the Vint Hill area.
- Expand relationship with Virginia Economic Development Partnership, Regional Economic Development Partners, and other Local and State agencies to enhance exposure of Fauquier County.
- Assess and address County infrastructure needs and identify funding sources for shovel ready sites.
- Partner with Fauquier Chamber of Commerce, Southern Fauquier Business Owners Association, and Marshall Business and Residents Association on networking, educational events, and workshops.
- Promote the County's local incentive zones, including Tourism, Technology, Defense Industry, and Green Development Zones.
- Partner with the Fauquier County Economic Development Authority, local banks, and Virginia Small Business Financing Authority.
- Assist businesses with strategic site location and identify local permitting requirements and regulations. Partner with Community Development on expedited review of commercial and industrial projects.
- Develop and expand Workforce Development program and initiatives by coordinating with employers on specific training courses and certifications.
- Promote business development at local, regional, state, and national events.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Businesses assisted	719	740	760	780
New businesses showing interest	235	245	255	265
Visits to business website	16,138	17,000	17,500	18,000

OBJECTIVES:

- Expand the tax and employee bases of Fauquier County by assisting new and expanding businesses.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Licensed businesses	2,642	2,692	2,725	2,750
Business taxes paid	$23.4m	$24.5m	$25.5m	$26.5m
New business startups	101	125	150	175
Jobs (2nd quarter average)	22,674	23,127	23,589	24,060
County unemployment rate	3.4%	3.3%	3.2%	3.1%

PROGRAM 2: *Tourism*

This program assists local tourism/travel trade businesses and promotes attractions in the County through the marketing of travel-related events, grant development, and related activities. Tourism also encourages cross-marketing among tourism-related businesses. Initiatives undertaken by this department include:

- Coordinate and design print and online advertisements for Fauquier Tourism and Fauquier Business along with other promotional efforts like social media and e-newsletters.
- Maintain the county tourism website, VisitFauquier.com, and business website, FauquierBusiness.com.
- Maintain the Fauquier Enterprise Center website pages on FauquierBusiness.com and coordinate marketing efforts.
- Plan promotional events for business and tourism, including the Annual Fauquier County Wine Tasting & Competition event in February, and a presence at the International Gold Cup event in October.
- Coordinate and maintain the America's Wine Country regional partnership and its marketing efforts, including the AmericasWineCountry.com website and Facebook page.
- Work with the Rappahannock-Rapidan Regional Commission's Regional Tourism Committee (with five participating counties Fauquier, Rappahannock, Culpeper, Orange, and Madison) on regional tourism initiatives, including application for grant funding to build upon and promote the '*Tween Rivers Agri-Artisan Trail*.
- Work with tourism businesses to help in promoting their services and events.
- Administer the Tourism and Technology Matching Grant Program.

- Work with industry organizations including the Virginia Tourism Corporation, local Chambers, International Economic Development Council, Journey Through Hallowed Ground, and the Shenandoah National Park Regional Committee.
- Work with IT department in the development of a County wide App to include Tourism

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Website/Facebook updates[1] (hours)	120	190	190	190
Visits to County tourism website[2] – Visitfauquier.com	48,720	51,156	53,713	56,398
Requests for tourism brochure	148	162	178	195
Newsletter sign-ups	208	229	251	276
Tourism e-newsletter distribution (directly emailed & posted on Facebook)	54,400	57,120	59,976	62,974
Tourism-related committee work (hours)	180	180	190	190

[1]Utilized MKD Strategic to assist with scheduling of Facebook posts.
[2]Utilized a new platform (Quantcast) for website tracking, showing unique website hits.

OBJECTIVES:

- Increase contributions to Fauquier County's tax base through tourism development.
- Increase County revenues through increased resident and visitor leisure spending.
- Assist County tourism businesses, both established and new.
- Represent Fauquier County at State, regional, and local tourism-related organizations.

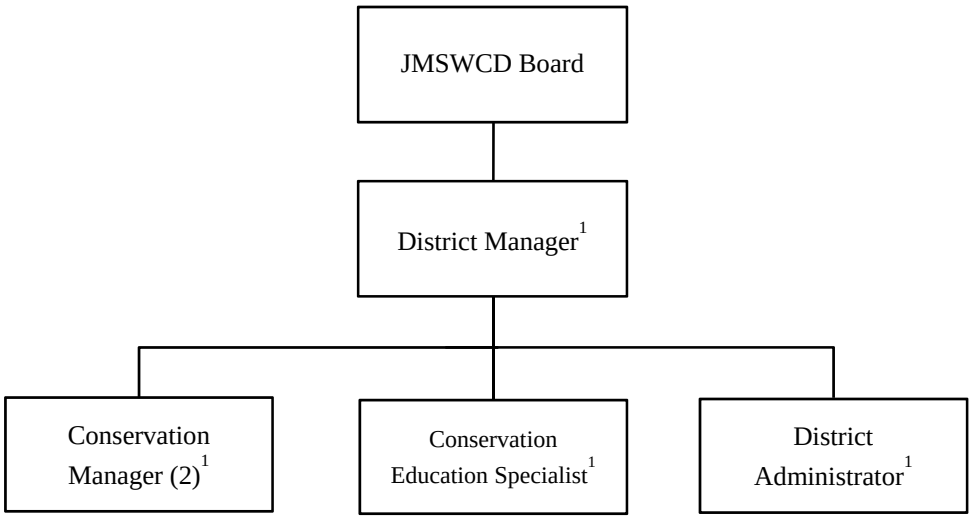
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Tourism initiatives completed	13	15	15	15
Facebook fans (Tourism & Business)	9,734	10,707	11,777	12,954
Facebook post impressions[1] (Tourism & Business)	639,267	703,193	773,512	850,863
Total leisure spending in Fauquier County[2]	$174m	$179m	$184m	$189m
Persons employed in tourism industry[2]	1,836	1,891	1,947	2,005
Payroll from tourism jobs[2]	$34.8m	$35.8m	$36.8m	$37.9m
Lodging tax revenue, Fauquier County	$100,692	$110,761	$121,837	$134,020
Lodging tax revenue, Town of Warrenton	$238,418	$245,570	$252,937	$260,525
Meals tax, Town of Warrenton	$2.38m	$2.45m	$2.52m	$2.59m
Visits to Visitor Center	4,194	4,320	4,449	4,582

[1]Facebook measurements for the year are available for individual post impressions. Facebook page visits are only available for 180 days.
[2]Source: Virginia Tourism Corporation.

John Marshall Soil And Water Conservation District

ORGANIZATIONAL PURPOSE:

The John Marshall Soil & Water Conservation District (JMSWCD) provides leadership, technical assistance, and education to the citizens of Fauquier County in proper soil stewardship and water quality protection to ensure the wise use of the County's natural resources. The 1987 Amendment to the Clean Water Act identified non-point source pollution as a major threat to the physical, chemical, and biological integrity of the nation's waters. The JMSWCD administers the Virginia Agricultural Cost Share Program which is a primary means to reduce non-point source pollution on agricultural lands in Fauquier County.



[1]*Positions partially supported by local funds.*

GOALS:

- Administer the Virginia Agricultural Cost-Share and Tax Credit Programs to reduce non-point source pollution on farmland.
- Provide agricultural producers with technical assistance and incentives to implement conservation practices that improve water quality and protect soil resources in the Rappahannock and Potomac Watersheds.
- Strive to achieve the goals of the Chesapeake Bay Agreement through participation in Virginia's Watershed Implementation Plan (WIP III) process.
- Administer components (agricultural) of the Upper Goose Creek TMDL Implementation Plan.
- Provide educational programs for schools, civic organizations, and the general public concerning the protection of our soil and water resources.
- Provide technical assistance to Natural Resources Conservation Service (NRCS) in the implementation of various Federal conservation programs.
- Improve water quality, reduce soil loss, and enhance wildlife habitat through the installation of riparian forested buffers along streams in Fauquier County.

John Marshall Soil And Water Conservation District

KEY PROJECTS FOR FY 2020:

- Continue to implement Agricultural Best Management Practices (BMPs) to reduce non-point source pollution entering the Chesapeake Bay through the implementation of the Virginia Agricultural Cost-Share and Tax Credit Programs.
- Support and assist NRCS with the implementation of federal conservation programs such as the Environmental Quality Incentives Program and the Conservation Reserve Enhancement Program.
- Present environmental education programs for K-12 students and community groups. Topics to include non-point source pollution, soil erosion, and water quality monitoring. Learning activities include Conservation Field Day Programs and student water quality monitoring projects.
- Implement the Agricultural TMDL Plan for Goose Creek by directing resources at those problems contributing to non-point source pollution.
- Serve as a Technical Advisory Review Committee for farms that request Resource Management Plans.
- Conduct riparian buffer restoration projects throughout the County.
- Partner with federal, state, and local government agencies, as well as various community organizations to expand public awareness of, and access to, our local rivers.
- Conduct voluntary Agricultural Best Management Practice verifications to support the advancement of Virginia's Watershed Implementation Plan.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	157,726	183,177	159,186	162,346
Capital	0	0	0	0
Total	**$157,726**	**$183,177**	**$159,186**	**$162,346**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$157,726**	**$183,177**	**$159,186**	**$162,346**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the John Marshal Soil and Water Conservation District includes operating expenditure adjustments in accordance with the jurisdictional funding formula.

PROGRAM 1: ***Virginia Agricultural BMP Cost-Share Program***

This program provides financial incentives for farmers and landowners to install more than 75 different Best Management Practices (BMPs) that improve water quality and conserve valuable soil resources.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Stream bank protection (linear feet)	198,710	178,283	150,000	150,000
Cropland conservation measures (acres)	1,179	2,036	1,500	1,500
Restored riparian forest buffers (acres)	6.5	5.8	10.0	10.0
Riparian vegetated buffers (acres)	435	466	300	300
Agricultural incentives issued (C-S and T.C.)	$1,237,140	$600,847	$850,000	$750,000

OBJECTIVES:

- Provide technical assistance and/or cost-share to farmers and landowners in the design, installation, and implementation of Best Management Practices (BMPs) in Fauquier County to reduce non-point source pollution levels as required by the Chesapeake Bay Agreement and Tributary Strategies.
- Implement the Upper Goose Creek TMDL Implementation Plan to address water quality impairments in the Goose Creek watershed.
- Assess Resource Management Plans, in collaboration with the Department of Conservation & Recreation. These plans, once fully implemented, will provide farmers a “safe harbor” from new state regulations for a period of nine years. Resource Management Plans will be regularly spot checked by District personnel.
- Provide technical assistance to NRCS to implement Farm Bill Conservation Programs.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Percent of Allocation Issued to Landowners	100%	100%	100%	100%
Percent of Funds Allocated	100%	100%	100%	100%
Number of Projects Completed	58	58	75	75
Outreach (# of farm visits) [1]	N/A	362	400	400
Acres under Conservation Planning	2,913	3,202	3,500	3,500
Agricultural Tax Credits Issued	$6,589	$8,023	$10,000	$10,000

[1]*New measure in FY 2018.*

PROGRAM 2: ***Education Programs***

The District provides SOL-based resources and support for classroom teachers in the areas of science, natural resources, and the environment. Additionally, the District provides programs for groups such as Master Naturalists, Boy Scouts, Girl Scouts, and the community at large.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Conservation & Farm Tour Field Days	4	3	4	4
Conservation education programs	195	265	200	200
Water monitoring programs	28	34	30	30
Conservation newsletter/annual report	5	5	5	5

OBJECTIVES:

- Educate citizens of Fauquier County about the importance of protecting and conserving the County's soil and water resources.
- Increase community awareness of educational programs and services offered by the John Marshall SWCD. Outreach targets teachers, students, County departments, citizens, engineers, and local businesses.
- Provide a meaningful Bay watershed educational experience for students as outlined in the 2014 Chesapeake Bay Agreement.
- Provide assistance in organizing Fauquier County Fall Farm Tour and conducting Third Grade Farm Field Days.
- Continue seventh grade Conservation Field Days.
- Manage stream monitoring programs in high schools. Also, continue citizen monitoring program and provide data to Virginia Save Our Streams and the Department of Environmental Quality.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Student audience	4,094	5,323	4,500	4,500
Adult audience	937	1162	900	900
Articles/news releases	51	32	50	50
Water quality tests performed	313	259	300	300
Online hits (Facebook and webpage)	10,615	7,872	10,000	10,000

Planning Commission – Board of Zoning Appeals – Architectural Review Board

ORGANIZATIONAL PURPOSE:

The Code of Virginia requires the County to have a Planning Commission and Board of Zoning Appeals (BZA). The Code also allows for the establishment of an Architectural Review Board (ARB).

Planning Commission:

- The five-member Planning Commission reviews proposed text amendments to the Subdivision and Zoning Ordinances and Comprehensive Plan, as well as rezoning, special exceptions and other waiver applications, and provides recommendations to the Board of Supervisors. The Planning Commission reviews and approves preliminary subdivision applications. Additional key responsibilities include periodic review and revision of the County's Comprehensive Plan, Design Standards Manual, other associated land development regulations, and the Six-Year Capital Improvement Program.

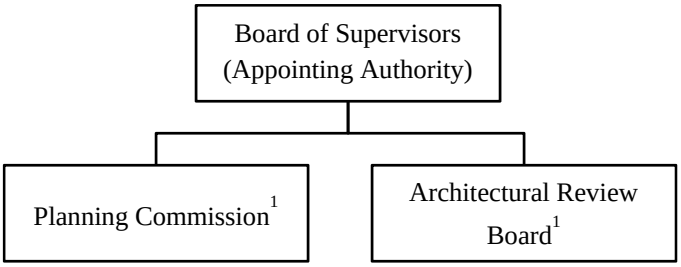
Board of Zoning Appeals:

- The Board of Zoning Appeals is a quasi-judicial body, consisting of five members appointed by the Circuit Court. The BZA considers and acts upon appeals regarding Zoning Administrator decisions, as well as applications for interpretation of the Zoning Map where uncertainty exists. It conducts public hearings, and acts upon special permits, appeals, variances and related requests.

Architectural Review Board:

- The seven-member Architectural Review Board is appointed by the Board of Supervisors to identify, protect and educate the community on the County's historic and cultural resources in a proactive, non-regulatory manner. The ARB undertakes projects related to documentation of historic resources, recognition and enhancement of rural and village historic districts, battlefield protection, and approaches to maintaining Fauquier County's architectural character. The ARB also serves as the County clearinghouse on historic issues, and provides educational materials and workshops regarding County-wide historic resources.

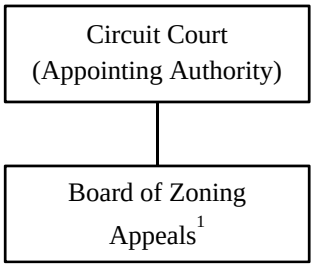
Planning Commission/Architectural Review Board



[1]*Each group receives staff support from Community Development.*

Planning Commission – Board of Zoning Appeals – Architectural Review Board

Board of Zoning Appeals



[1]*The BZA receives staff support from Community Development.*

GOALS:

- Promote the orderly development of Fauquier County, with a focus on sustainability of the community through appropriate land use and development patterns, and stewardship of its environment.
- Improve public health, safety, convenience, and welfare of County citizens.
- Ensure that Service Districts and future transportation systems are carefully planned, and developed with a focus towards enhancing the County's quality of life through adequate roadways, services, and facilities, and maintaining a balance of residential and business development.
- Recognize agriculture, industry and business needs in future growth.
- Preserve agricultural and forestal land, natural resources and habitat and historic resources as key elements in the overall community of service districts, towns, villages, and rural areas.
- Ensure growth of the community is consistent with the efficient and economical use of public funds.

KEY PROJECTS FOR FY 2020:

Planning Commission:

- Evaluate and make recommendations on the proposed Capital Improvement Program.
- Complete review of the Comprehensive Plan chapters on Villages and Rural Lands, and implement ordinances.
- Review implementing ordinances related to telecommunications
- Participate in any follow-up activities related to the strategic plan for 2020.
- Work with the Town of Warrenton and Remington on joint planning issues.
- Participate in community meetings related to the Comprehensive Plan updates.
- Review the design guidelines and overlay ordinance for the Route 29 North Corridor.
- Review recommended changes to ordinances related to the implementation of service district plans and telecommunications.
- Evaluate and make recommendation on development applications.
- Complete review of the Comprehensive Plan chapters on Housing, Zoning, Land Use and Economics, and work on any implementing ordinances.

Planning Commission – Board of Zoning Appeals – Architectural Review Board

Board of Zoning Appeals:

- Focus on scheduled casework regarding special permits, appeals and variances.

Architectural Review Board:

- Participate in the development of any designated historic districts.
- Continue to undertake surveys of historic properties in southern Fauquier.
- Provide information regarding Federal and State tax credits and other incentives for renovations of historic structures.
- Host public education events on Fauquier County history, preservation and design issues.
- Implement a public workshop in archaeology for Virginia Archaeology Month (October 2019) and in architecture for National Historic Preservation Month (May 2019).
- Complete the County Historic Preservation Plan.
- Continue to evaluate approaches to the protection of historic resources.
- Maintain a historic resource website to serve as a clearinghouse for County-wide historic resource data and documentation.
- Host public education events on Fauquier County history, preservation and design issues.

BUDGET SUMMARY:

	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$92,099	$91,256	$95,486	$95,486
Operating	67,839	40,567	56,145	56,145
Capital	0	0	0	0
Total	**$159,938**	**$131,823**	**$151,631**	**$151,631**
Revenue	$0	$0	$0	$0
Net Local Revenue	**$159,938**	**$131,823**	**$151,631**	**$151,631**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Planning Commission, Board of Zoning Appeals, and Architectural Review Board includes no budgetary adjustments in comparison to prior years.

Non-Departmental

Lake Brittle
Warrenton, Virginia

Department/Agency	Amount
Non-Departmental	$ 3,346,203
Total	**$ 3,346,203**

Non-Departmental

ORGANIZATIONAL PURPOSE:

The Non-Departmental budget addresses programs and issues that are not attributable to a single department. The Non-Departmental budget also includes funding for utilities at County facilities, various reserves, an allowance for estimated vacancy savings, and a contingency account for unanticipated needs, which is disbursed by the Board of Supervisors.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$0	$0	$0	$0
Operating	754,858	904,725	3,117,031	3,346,203
Capital	0	0	0	0
Total	**$754,858**	**$904,725**	**$3,117,031**	**$3,346,203**
Revenue	$274,090	$349,562	$96,992	$42,510
Net Local Revenue	**$480,768**	**$555,163**	**$3,020,039**	**$3,303,693**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Non-Departmental includes the first year of a three-year plan to address compression. In addition, the budget includes adjustments in reserves as part of the Five-Year Plan, and includes funding to provide a 2.0% compensation increase for permanent staff in FY 2020 based on a 1.4% cost-of-living adjustment and a 0.6% merit increase.

Capital Improvement Program

Groundbreaking at Central Sports Complex
Warrenton, Virginia

Department/Agency		**Amount**
Capital Improvement Program	$	8,122,725
Total	**$**	**8,122,725**

Capital Improvement Program

The Capital Improvement Fund provides a mechanism to fund the County's Capital Improvement Program (CIP). The fund is supported by a combination of local funding and debt issuance. The County's CIP is guided by the County Administrator in conjunction with the annual budget process, providing a five-year outlook of the capital needs of the County as determined by the Board of Supervisors. The County Administrator's planning process for the CIP is based on the County's Strategic Plan, Comprehensive Plan, and the Board of Supervisors' guidance as to the their understanding of the key needs and priorities of the stakeholders of the County; while maintaining sound, financial planning practices.

As presented, the Capital Improvement Plan (CIP or plan) continues to focus on addressing the identified capital needs and priorities of the County, while ensuring compliance with the County's fiscal policies. The CIP is prepared in a manner that sets the framework for the implementation of the County's capital project needs and priorities over the next five years. The plan also creates realistic expectations for timing and designation of these and future projects.

The Board of Supervisors' spends significant time within the annual budget cycle considering each capital project in the CIP, including reviewing the timing, projected budgets, and scope of the various capital projects at individual work sessions. Over the past two budget cycles, the Board of Supervisors has not only readjusted timing and scope given committing needs and funding availability, but also has spent time reviewing all undeveloped land assets of the County that could support capital needs either through the sale of such properties with the proceeds supporting cash to capital, or repurposing such properties for alternate capital needs such as locations for broadband infrastructure.

The Board of Supervisors' adopted Capital Improvement Plan totals $64.5 million from FY 2020 through FY 2024, with an additional $195.6 million designated for future fiscal years. Over the five-year planning period (FY 2020-FY 2024), $5.1 million would be allocated for public safety and fire and rescue projects, $2.95 million for parks and recreational projects, $0.97 million for environmental services projects, $14.5 million for utility and infrastructure projects including $12.0 million for broadband development, $0.13 million for Airport projects, and $40.8 million for school division projects.

The adopted CIP contains a significant cash funding commitment totaling $13.05 million, with $7.65 million anticipated from General Fund contribution and $5.4 million from non-General Fund sources, including donations and agency specific funds. The $13.05 million in cash funding equates to approximately 20.2% of total appropriations over the course of the five-year planning period, with 58.6% from General Fund sources and 41.4% sourced from non-General Fund sources. The General Fund cash component is anticipated to be fully funded in the FY 2020 adopted budget transfer to the CIP Fund.

The remaining $51.4 million would be financed by debt issuances, through a variety of financing methods including approved Virginia bonding authority pools or bank financing, as well as available grant or private donation support. Total projected debt would increase by $3.7 million, which includes $28.5 million of bond funding approved in prior years not yet issued, to a total projected debt amount of $122.4 million in FY 2024. Annual debt service expenditures are projected to increase by about $3.74 million from FY 2020 to FY 2024, which would require funding as additional revenue growth or increases in tax revenues as anticipated in the five-year planning period of approximately $0.026 at the current yield per penny. The projected increase in annual debt service expenditures will place the adopted CIP below the Board's 10% policy limit for debt service, in comparison with overall revenue over the course of the five-year planning period, moving to a high of 7.8% in FY 2024.

FY 2020-2024 Adopted Capital Improvement Program by Function

Functional Area	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total
Fire, Rescue & Emergency Services	$ -	$ -	$ -	$ -	$ 600,000	$ 600,000
General Services – Sheriff's Ofc Reno	-	-	-	-	500,000	$ 4,500,000
Parks & Recreation	200,000	400,000	1,200,000	450,000	450,000	$ 2,950,000
Environmental Services	6,659,803	828,000	138,000	-	-	$ 966,000
Utilities/Infrastructure	7,775,000	5,700,000	4,200,000	4,200,000	200,000	$ 14,500,000
Warrenton-Fauquier Airport Projects[1]	48,000	40,000	5,000	6,100	70,600	$ 134,845
School Division	3,000,000	30,000,000	-	-	1,300,000	$ 40,800,000
Total	$21,858,803	$36,968,000	$ 5,543,000	$ 4,656,100	$ 3,120,600	$ 64,450,845

[1]*Local matching funds only, projects are primarily funded under Federal and State capital grant funding programs for airports.*

Population Estimates

County

The Weldon Cooper Center for Public Service provides the official population projections for Fauquier County and the Commonwealth of Virginia as established in §15.2-2223.1 of the Code of Virginia. Weldon Cooper projects the County population will grow at an average annual rate of 1.28% through 2020. Applying the projected rate to the five-year planning period provides an estimate of 74,118 residents by 2020, an increase of 8,915 residents over the 2010 census population.

School Division

In November 2018, School Division staff provided the School Board with an updated ten-year student enrollment projection based on 2018-2019 actual enrollment. The projections list a current district-wide program capacity of 13,734 students. Current enrollment totals 11,153 students, with a total projected enrollment growth 5.1% to 11,722 students by 2029. The following table provides a summary of the School Division's student enrollment projections through the 2028-2029 school year.

School Division Ten-Year Student Enrollment Projections						
Description	**Current Capacity**	**2018-2019 Enrollment**	**2019-2020 Projection**	**2020-2021 Projection**	**2021-2022 Projection**	**2022-2023 Projection**
Elementary Schools	6,176	4,837	4,745	4,823	4,864	4,930
Middle Schools	3,194	2,553	2,568	2,582	2,561	2,560
High Schools	4,364	3,763	3,726	3,702	3,757	3,735
District Total	**13,734**	**11,153**	**11,039**	**11,107**	**11,182**	**11,225**

	2023-2024 Projection	**2024-2025 Projection**	**2025-2026 Projection**	**2026-2027 Projection**	**2027-2028 Projection**	**2028-2029 Projection**
Elementary Schools	4,990	5,001	5,011	5,011	4,988	5,017
Middle Schools	2,575	2,655	2,739	2,792	2,787	2,766
High Schools	3,794	3,752	3,740	3,804	3,832	3,939
District Total	**11,359**	**11,408**	**11,490**	**11,607**	**11,607**	**11,722**

Debt Issuance and Debt Service Projections

The County's institutional debt limits require the County Administrator to develop a capital improvement program in compliance with the Board of Supervisors' debt management financial policy, while ensuring the availability of resources to fund the near-term operating and debt service impacts of the capital program. The Adopted CIP ensures growth in the County's projected debt, and debt service requirements meet the Board's debt policy over the course of the five-year planning period.

The CIP plan anticipates $122.4 million in overall projected debt in FY 2024, which is approximately $13.2 million less than the amount of overall outstanding debt anticipated through the end of FY 2019. Specific detail on projected debt service for 2020 can be found in the Debt Service Fund in the Other Funds section. Below is an overview of the projected debt service based on the FY 2019 – 2024 Adopted Capital Improvement Plan.

The following provides an overview of debt and debt services from the CIP, and the potential impact of the capital cash funding requirement and annual debt service requirements on the County's real estate tax rate. This additional section of analysis demonstrates the required growth in revenue or funding through tax increases necessary to meet the cash and debt service requirements of the Adopted CIP per fiscal year, based on the adopted FY 2020 budget, tax rates, and per penny yield.

Capital Improvement Program

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Financing Scenarios						
Projected Outstanding Debt	$111,356,577	$111,929,080	$ 106,168,539	$111,637,583	$101,276,121	$118,425,377
Projected Additional Debt	24,269,125	15,394,000	18,700,000	3,225,000	30,175,000	4,000,000
Total Projected Debt	**$135,625,702**	**$127,323,080**	**$ 124,868,539**	**$114,862,583**	**$131,451,121**	**$122,425,377**
Projected Debt Service - County	$ 12,139,521	$ 12,783,447	$ 13,534,366	$ 14,422,067	$ 14,229,892	$ 16,521,673
Projected Debt Service - F&R	1,121,480	1,270,321	1,268,467	1,265,908	1,267,964	1,269,508
Total Projected Debt Service	**$ 13,261,001**	**$ 14,053,768**	**$ 14,802,833**	**$ 15,687,975**	**$ 15,497,856**	**$ 17,791,181**
Revenue Estimate - General Fund	$183,104,669	$188,218,295	$ 191,982,661	$197,220,109	$201,164,511	$206,193,624
Revenue Estimate - Other Funds	18,593,017	19,791,639	20,088,514	20,389,841	20,695,689	21,006,124
Total Revenue Estimate	**$201,697,686**	**$208,009,934**	**$ 212,071,174**	**$217,609,950**	**$221,860,200**	**$227,199,748**
Revenue % Chg. from Prev. Year		3.1%	2.0%	2.6%	2.0%	2.4%
Debt Service % of Projected Revenue[1]		**6.8%**	**7.0%**	**7.2%**	**7.0%**	**7.8%**

[1] The School Division issued debt in mid-FY 2019 for an energy savings and management project (ESCO) which is issued and funded by the School Division's operating budget, and not the County government. As such, the overall impact of the annual debt service for the project are not included in the County's debt capacity calculation for the CIP but is included in the annual CAFR. If included, the debt capacity impact is

Potential Capital Improvement Program Impact on Real Estate Tax Rate

Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Additional Debt Service, per fiscal year[23]		$ -	$ 750,919	$ 1,205,420	$ 105,756	$ 2,291,781
Additional Cash Contributions, per fiscal year[2]		-	197,015	(756,635)	(413,105)	(500,000)
Net Impact of Capital Improvement Plan		**$ -**	**$ 947,934**	**$ 448,785**	**$ (307,349)**	**$ 1,791,781**
Equivalent increase in either the tax rate or growth necessary to fund listed projects, based on current per penny yield[4]			**$0.009**	**$0.004**	**($0.003)**	**$0.016**

[2] The FY 2020 budget includes sufficient cash funding for the Capital Improvement Fund's cash component. Beginning in FY 2021, 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. From year to year, debt service funding levels can vary with retirement of debt and issuance of new debt. When debt service declines from year to year, previously allocated resources will be held in the budget for future debt service needs or pay-

[3] As the fire and rescue levy fund currently has sufficient capacity to fund the annual debt service for station renovation projects through the Orlean renovation project based on the approved CIP budget, the calculation for the potential impact to the tax rate does anticipate impact from fire and rescue projects, beyond that project which would either include an increase in the general tax rate with funding from the General Fund,

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

Projected Operating Costs

The adopted CIP includes 49 projects during the planning period and in future years, excluding VDOT funded grant programs. Projected operating expenses are identified in the individual project descriptions. The following table provides a summary of projected, additional operating expenses through FY 2024 including staffing, utilities, maintenance, and ongoing technology costs. The noted costs do not include existing operating costs in department or agency budgets that support these projects. All annual costs include an estimated annual increase in projected costs of approximately three percent, unless otherwise restricted by contract terms.

Operational Cost Category	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Additional Personnel	$ 213,368	$ 219,769	$ 226,362	$ 233,152	$ 240,147
Utilities/Insurance	16,624	17,123	17,637	18,166	18,711
Maintenance/Service Contracts	76,529	81,480	86,580	89,177	92,744
Other Operational Costs	17,741	18,273	18,821	19,386	20,161
Total Operating Costs	**$324,262**	**$336,645**	**$349,400**	**$359,881**	**$371,763**

Project Descriptions

The following section provides a brief description of each project, listed by functional area. For projects with a designated site location, a map of the project site is included in the description.

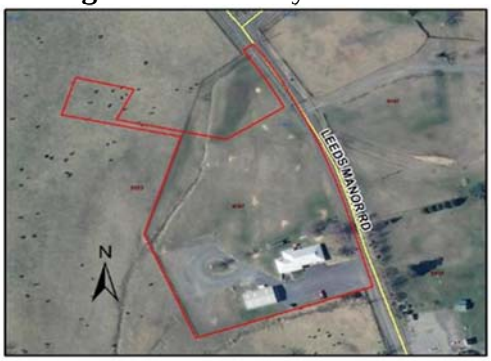
Fire, Rescue, and Emergency Services

The following is an overview of the five projects within the Fire, Rescue, and Emergency Services section of the CIP. Fire, rescue, and emergency services provisions are provided by the Volunteer Fire and Rescue Association (VFRA) comprised of eleven, independent companies and the Department of Fire, Rescue, and Emergency Management's career component. The County's Public Facilities and Utilities section of the Comprehensive Plan, related to Fire and Rescue, contemplates Phase 2 of the VFRA's modernization plan for existing facilities, including the below noted stations.

The Orlean project, as approved beginning in FY 2014, is the first of the slated Phase 2 projects. In addition, the Comprehensive Plan notes the construction of the Bealeton Fire and Rescue Station as the most critical need, given increasing population and other mitigating factors. Given this increasing need in the Bealeton area, the adopted CIP continues to rank the station as the nearest term project with The Plains and Upperville projects in the future years. The Fire and Rescue Training Facility and a Public Safety Building are placed in future years given the recent renovation of existing space at the Armory, located in Warrenton, for a fire and rescue training facility and estimated costs for a new, comprehensive Public Safety Building.

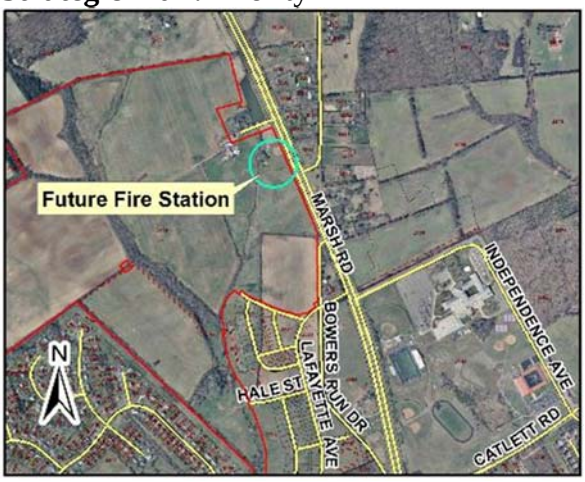
Orlean Fire & Rescue Station

CIP Budget: $6.996 million ($2.2 million cash funding and $4.8 million financing)**.** Currently finalizing construction and close-out of project.
Adopted CIP Year: FY 2014. Construction commenced spring 2018 with debt issued May 2018.
FY 2020 Budget Impact: $0, recurring costs built into prior years budget.
Five-Year Plan Impact: $0, recurring costs built into prior years budget.
Strategic Plan: Priority 2



This project is included as it is an active project for which construction began in spring 2018 and debt issued in May 2018. The project is near completion with active, 24/7 career staffing in the building. The project provides for the construction of a replacement fire and rescue station on the existing station site. Debt service costs would be supported by the Fire and Rescue Levy Fund. Operating costs for the Station are funded by the independent station through varied sources of funding, including annual allocation from the Fire and Rescue Levy Fund. In compliance with the Board's debt policies, a cash contribution was provided from existing fund balance in the Volunteer Fire and Rescue Fund.

Bealeton Fire & Rescue Station
CIP Budget: $3.7 million. Combination of cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 2



This project provides for the construction of a new fire and rescue station on a proffered site. Construction of the station would address future growth within the Bealeton area and require additional fire and rescue staffing. Construction, debt service, and operating costs would be supported by the Fire and Rescue Levy through existing funds or by a future increase to the levy or alternate sources of funding. Annual operating costs are approximately $125,000, not including any additional staffing, based on stations of similar size and purpose.

The Plains Fire & Rescue Station Project

CIP Budget: $4.3 million. Combination of cash and financing.

Adopted CIP Year: FY 2024 ($300,000) & Future Years ($4 million). FY 2024 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0.3 million or $0.003 cents on tax rate in FY 2024, debt service costs impact future years.

Strategic Plan: Priority 2

This project provides for the renovation and an addition for The Plains station. Construction, debt service, and operating costs would be supported by the Fire and Rescue Levy through existing funds, non-County company funds, or by a future increase to the levy.

Upperville Fire & Rescue Station Project

CIP Budget: $3.8 million. Combination of cash and financing.

Adopted CIP Year: FY 2024 ($300,000) & Future Years ($3.5 million). FY 2024 consists of the preliminary engineering and permitting phase, with construction subsequent to the completion of the permitting.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0.3 million or $0.003 cents on tax rate in FY 2024, debt service costs impact future years.

Strategic Plan: Priority 2

This project provides for the renovation and addition of Upperville station and the construction of a new facility at the Upperville site. Construction, debt service, and operating costs would be supported by the Fire and Rescue Levy through existing funds or by a future increase to the levy.

Southern Fire and Rescue Station
CIP Budget: $4.0 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($300,000) and Future Years ($3.7 million). All phases of engineering, permitting, and construction will occur in future years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 2

In 2018, the Board of Supervisors in conjunction with the leadership of the Volunteer Fire and Rescue Association determined the need to identify a location of a future, centralized fire and rescue station. This project allocated funding in FY 2019 to allow for the purchase of a site for such a station. Currently, County leadership including representation from the career and volunteer fire and rescue association leadership are investigating and reviewing feasibility of potential sites. Once a site is determined and acquired, the placeholder for the construction of the station will be shifted to the appropriate planning year(s) for design and construction. Staffing for such a station would be determined once the ultimate location is determined, either through additional staffing for shift of existing staffing.

Fire/Rescue Training Facility Project
CIP Budget: $2.25 million. Combination of cash and financing.
Adopted CIP Year: Future Years. All phases of engineering, permitting, and construction will occur in future years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 2

This project provides for the construction of centralized fire and rescue training facility for all members. The facility would allow for both classroom and practical training. Current training is conducted in space within the Armory in Warrenton and various fire and rescue facilities throughout the County. Additional annual operating costs are estimated at approximately $16,000 for facilities related operating expenses in future years.

Public Safety Building Project
CIP Budget: $25.0 million. Combination of cash and financing.
Adopted CIP Year: Future Years. All phases of engineering, permitting, and construction will occur in future years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 2

This project provides for the construction of centralized public safety facility for fire and rescue and the Sheriff's Office. This is a placeholder project for the long-term planning for a future comprehensive public safety structure, with or without the movement of the adult detention center. Currently the offices for both the Department of Fire and Rescue and Sheriff's Office are housed in multiple buildings. This would relocate all offices into one facility within the Town of Warrenton, with either a remodel/expansion of a current County-owned structure or the construction of a new facility. Additional annual operating costs will be dependent on the ultimate configuration of the facility and services housed in the facility.

Sheriff's Office

The following is an overview of a major equipment replacement project within the Sheriff's Office section of the CIP.

Public Safety Communications System

CIP Budget: $8.62 million. Combination of cash and financing.
Adopted CIP Year: FY 2015 & 2016 ($500,000 and $3.6 million) & FY 2018 & 2019 ($324,000 and $4.2 million). Each phase includes a cash funded component in the first year for engineering. The second year financing is through a master capital lease issued in fall 2016, with a funding provision for the second phase of the project in FY 2019 to be issued in FY 2020.
FY 2020 Budget Impact: $473,270, increase debt service costs for phase 2.
Five-Year Plan Impact: No further impact beyond the FY 2019 adopted budget. Operational costs, including annual maintenane service contract, were funded within the existing budget.
Strategic Plan: Priority 2

This project upgrades the computer-based elements of the County's public safety communications system in phase one initiated in the fall 2016, including the replacement of radio towers. The second phase, including replacement of individual subscriber radios, is in the testing phase with the full purchase of radios anticipated in the beginning of fiscal year 2020. The current equipment requires upgrades to replace aging equipment, which will become functionally obsolete and will no longer meet various regulatory requirements. This is a collaborative effort with Culpeper and Rappahannock Counties, the other partner counties in the system. The annual operating costs of the system are within the existing budget of the Communications Division of the Sheriff's Office, with no overall increase from the current maintenance service or tower lease costs above the present budget.

General Services

The following is an overview of the three projects within the General Services section of the CIP. The County's Public Facilities and Utilities section of the Comprehensive Plan, provides an overview for Government Office Space including subsections related to Administration and Government Office Space, Sheriff and Emergency Services, and General Services Complex. Each of these sections addresses the priority need to expand current facilities due to lack of space for expansion or the facilitation of additional space in alternate locations. Each of the following projects contemplate a primary or alternate locations/options.

Stafford Property Development

CIP Budget: $46.3 million. Combination of cash and financing.
Adopted CIP Year: FY 2015 ($400,000), FY 2017 ($300,000) & Future Years ($45.6 million). FY 2015 consists of the engineering phase including various hydrogeological studies, which will continue throughout FY 2016. Complete engineering and construction of the project will be held until future years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3

This project provides for the construction of joint use facilities to replace the existing fleet maintenance, general maintenance, and shared office facilities currently located at the Manor Court site in Warrenton. The current site is overcrowded which limits the ability for expansion. The new site is located to the southeast of the Town of Warrenton adjacent to the County landfill site. Additional operating costs would be dependent upon final design, primarily increased for utilities and maintenance costs estimated at $76,000 annually.

Sheriff's Office Renovation

CIP Budget: $4.5 million. Combination of cash and financing.

Adopted CIP Year: FY 2023 ($500,000) and FY 2024 ($4 million). FY 2023 consists of the engineering and permitting phase, with construction subsequent to the completion of the permitting in FY 2024. FY 2023 would be cash funded with the balance of the project financed in Future Years.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0.5 million cash FY 2023 and $0.01 cent on tax rate in FY 2024 for debt service costs impact.

Strategic Plan: Priority 3.5

This project provides for renovation of the existing 19,000 square-foot facility located at 78 Lee Street in Warrenton and construction of a 10,000 square foot addition. The project will consist of a complete structural overhaul to provide suitable office space for agency staff and the construction of an addition to house public safety resources during construction and accommodate future growth. Renovations to the existing structure will address compliance issues with the current Fire code and access requirements under the Americans with Disabilities Act. In addition, the current aging HVAC system is overdue for replacement. It is estimated that such a renovation will provide sufficient additional space for up to 35 employees. Additional operating costs would be dependent upon final design, primarily increases for utilities estimated at $45,000 annually.

School/County Office Space

CIP Budget: $11 million. Combination of cash and financing.

Adopted CIP Year: Future Years.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0, future years impact.

Strategic Plan: Priority 3.5

This project provides for the construction of general office space for the County government and the school system. The location, configuration and scope of the project would be determined through the work of the Board of Supervisors and School Board including new construction, renovation and/or expansion of existing or acquired facilities. Additional operating costs would be dependent upon final design and location.

Library

The following is an overview of the three projects within the Library section of the CIP. The County's Public Facilities and Utilities section of the Comprehensive Plan related to the Libraries contemplates the need to build a library in the New Baltimore Service District as well as the expansion/renovation of the current Central Library or a new Central Library facility. Due to funding constraints, based on necessary infrastructure projects and School Division capital funding, and other budgetary constraints, the Board of Supervisors has currently moved both library projects to future years. The budgets for both projects have been adjusted to reflect inflationary adjustments. The project descriptions below maintain the project scopes as anticipated in the adopted CIP.

Central Library

CIP Budget: $17.9 million. Combination of cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3

This project provides for the construction of a 30,000 square foot facility in Warrenton. The current facility does not meet the recommended seating capacity of the Library of Virginia based upon population. Additionally, the current space limits expansion of collections or introduction of new collections without removal of materials from existing collections. Operating costs would depend upon the ultimate configuration of the proposed facility, annual operating costs are estimated at $100,000 for additional related operating utility costs and maintenance based on the construction of a new facility and reuse of existing space for alternate County purposes. In addition, personnel costs are projected to increase by $33,000 annually for adjustment in current staffing structures based on service needs, which would be partially offset by the restructure of duties of existing staff.

New Baltimore Library

CIP Budget: $11.3 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($426,400) and Future Years ($10.9 million). Prior year funding expensed from Department's budget for preliminary design schematics of a potential, proffer site that has not been determined to be the site of construction. Future Years will include final engineering and construction.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3

This project provides for the construction of a 15,000 square foot branch library in the New Baltimore Service District. Design work for the proposed facility was completed in prior years. However, the Board of Supervisors has deferred the project given the anticipated operating expenses. Operating costs are projected to total approximately $700,000 annually, primarily related to the costs to staff and purchase books and materials for a new library, upon completion of the project in future years.

Parks & Recreation

The following is an overview of the nine projects within the Parks and Recreation section of the CIP. The funding noted under the project, Ball Fields, Greenways/Trails & Playground Facilities is for the ongoing renovation and repair for these facilities, in addition to use as matching funds for grant programs for these assets. The County's Public Facilities and Utilities section of the Comprehensive Plan related to Parks and Recreation contemplates the need to site recreational facilities within the four service areas of the Parks and Recreation department: Central, Eastern, Southern, and Northern. This section of the Comprehensive Plan is currently in the process of updating, after the completion of a community needs assessment for parks and recreational services in the County.

Ball Field Renovations, Greenways/Trails, & Playground Projects

CIP Budget: $2.8 million. Cash funding.
Adopted Budget Year: Prior Years and FY 2017-21 ($200,000 annually) and FY 2022-Future Years ($450,000 annually).
FY 2020 Budget Impact: $0, FY 2020 funding was reallocated to the Central Sports Complex project based on action of the Board of Supervisors in December 2018 to allow for the completion of the base bid and alternate projects components, which allowed for the construction of additional fields.
Five-Year Plan Impact: $250,000 or $0.003, increasing annual amount in FY 2022.
Strategic Plan: Priority 3.3

This project provides for $200,000 to $450,000 annually for the ongoing renovation and repair of the County's public ball fields, development of various greenways/trails projects, and to expand/upgrade playgrounds or build new playgrounds to meet demand. The funds shift annually based on needs within the categories or as matching funds for grant funding opportunities. Annual operating costs would only be impacted with the addition of new trail segments, the expansion of current playgrounds or additional playground facilities. Annual trails maintenance costs are approximately $12,000 per mile and playground maintenance is estimated at $2,750 per additional or expanded facility.

Northern Swimming Pool

CIP Budget: $6.0 million. Combination of cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.4

This project provides for the development of a swimming pool facility in the area around Marshall as contemplated in the Mellon Estate agreement. A site has been donated by a developer and is currently under review for feasibility, as well as the potential for a site at the Marshall Community Center. Annual operating costs are estimated to total approximately $165,000 for staffing, contractual services, annual maintenance, and utility costs. These costs will be partially offset with revenues generated by facility user fees by approximately $65,000 per year.

Central Sports Complex

CIP Budget: $13.19 million. Combination of cash, grant, and financing.
Adopted CIP Year: Prior Years ($12.99 million) and FY 2020 ($200,000). The project is currently under construction.
FY 2020 Budget Impact: $0, recurring costs built into prior years budget.
Five-Year Plan Impact: $0, recurring costs built into prior years budget.
Strategic Plan: Priority 3.4

The project is actively under construction, with bids and additional appropriation of funding allowing the construction of eleven ball fields, a combination of rectangle and diamond playing fields, bike and pedestrian paths, and base infrastructure for the site. Annual operating costs are estimated to total approximately $100,000 beginning for maintenance costs, which will be phased based on the various project schedule, completion deadlines.

Vint Hill Community Center & Vint Hill Theater Renovation and ADA work

CIP Budget: $2.2 million. Combination cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.4

This project provides for the renovation of the Vint Hill Village Green Community Center and the Vint Hill Theater to address existing deficiencies in HVAC and compliance with requirements of the Americans with Disabilities Act through 5,000 square foot addition to the Community Center and a 2,000 square foot addition to the Theater. Annual operating costs are estimated to total approximately $42,000 for contractual services, annual maintenance, and utility costs.

Southern Sports Complex

CIP Budget: $5.9 million. Combination cash and financing.

Adopted CIP Year: Prior Years ($0.9 million) & Future Years ($5.0 million). Prior year's includes site acquisition. Future Years includes the engineering, permitting, and construction.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0, future years impact.

Strategic Plan: Priority 3.4

This project provides for the complete design and construction of infrastructure for a sports complex at a previously acquired site in the southern area of the County. Amenities to be provided would include roads, parking, utilities, restrooms, and concession facilities; with fields installed by public/private partnership with County leagues. The property currently has a small parking area, with limited access for frisbee golf activities. Annual operating costs are estimated to total approximately $33,000 for annual maintenance costs.

Rappahannock Station – Phase I

CIP Budget: $2.0 million. Cash funding.

Adopted CIP Year: Prior Years ($800,000) and FY 2020-2021 ($1.2 million). The prior year funding has provided to assist with the purchase of adjacent parcels, which would allow access to the Rappahannock River.

FY 2020 Budget Impact: $0, the cash funding is included in the existing budget allocation.

Five-Year Plan Impact: The operational impact is estimated at $22,000 per year, but will be dependent on the final project scope and operational model.

Strategic Plan: Priority 3.4.1

This project provides for the design and construction of infrastructure to allow for river access that includes interpretation of the ecological and historical significance of the Civil War battlefields. In addition, the project includes picnic facilities and a trail. Annual operating costs are estimated to total approximately $16,000 beginning in FY 2022 for annual maintenance costs.

Marshall Community Center

CIP Budget: $1.5 million. Projected cash or financing.

Adopted CIP Year: Future Years.

FY 2020 Budget Impact: $0, future years impact.

Five-Year Plan Impact: $0, future years impact.

Strategic Plan: Priority 3.4

This project provides for the design and construction of an addition to the main lobby area to address issues with drainage and access between the two sections of the facility including ADA accessibility within the facility. Additionally, renovations to the existing facilities would increase space efficiency to provide greater recreational opportunities. Additional operating costs are estimated to total $12,000 annually in future years for contractual services, annual maintenance, and utility costs.

Southern Community Center
CIP Budget: $3 million. Combination cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.4

This project provides for the acquisition of land and complete design and construction of a community center at a location to be determined in the southern area of the County. Amenities would include a gymnasium, classroom, meeting space, and outdoor recreational facilities. Annual operating costs are estimated to total approximately $260,000, dependent upon the ultimate configuration of the proposed facility for staffing, contractual services, annual maintenance, and utility costs.

Southern Pool
CIP Budget: $6.0 million. Combination cash and financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.4

This project provides for the acquisition of land and complete design and construction of a pool complex at a location to be determined in the southern area of the County. Annual operating costs are estimated to total approximately $250,000 upon completion of the project for staffing, contractual services, annual maintenance, and utility costs. Anticipated operating costs will be partially offset with users' fees.

Environmental Services

The following is an overview of the five projects within the Environmental Services section of the CIP. The County's Public Facilities and Utilities section of the Comprehensive Plan related to Environmental Services contemplates the need for a long-term landfill development plan, as well as the need to develop alternative collection facilities. Recent approval by the Board of Supervisors to transition the landfill operations to a transfer station model will extend the life of the current landfill facility. The following map is of the Corral Farms, Landfill Operations Center. All projected relative to the landfill are on this site. Convenience Sites in other areas of the County have separate map enclosures, as applicable.

Landfill/Transfer Station Long-term Development and Permitting

CIP Budget: $400,200. Cash funding.
Adopted CIP Year: Prior Year – FY 2021.
FY 2020 Budget Impact: Funding for all years is part of the CIP cash funding included in the existing budget allocation.
Five-Year Plan Impact: No impacts beyond the existing budget allocation.
Strategic Plan: Priority 3.2

In January 2015, the Board of Supervisors approved a plan to transition the landfill operational model from a traditional landfill to a transfer station with reduced landfill operations. The new model will reduce ongoing capital construction and debt service cost, while increasing the useful life of current landfill cells and maintain the undeveloped land at the site. The change in the operational model was based on ongoing discussion as to the long-term plan for the landfill operations given reduced tonnage and tipping revenues. This project will allow for the continued long-term engineering for future landfill cell permitting, which will allow for future transitional operational planning as dictated by market conditions.

Leachate/Gas Management
CIP Budget: $3.84 million. Combination cash or bond funding.
Adopted CIP Year: Prior Years ($1.79 million), FY 2019 ($1.3 million), and FY 2020 ($750,000). This will be a comprehensive engineering and implementation project.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $320,000 or $0.004 in full debt service costs in FY 2021, combined debt issuance with Landfill 149 environmental project.
Strategic Plan: Priority 3.2

In FY 2016, Pepco terminated its contract for gas management at the landfill. This project would include the engineering and construction of a new larger gas flare for the operating landfill and relocating the current undersized flare to the old landfill. The flare would also have the potential capacity for future use in leachate management.

Leachate has been an ongoing issue at the Corral Farms site including significant ongoing operating costs due to higher rainfall levels in recent years. This project would restructure the existing leachate management system to reduce or eliminate offsite hauling/treatment. The project includes leachate pond repairs and improvements, and a leachate evaporation system. The annual operating budget of the Landfill is significantly impacted by leachate hauling and treatment, this project is intended to reduce the ongoing annual costs which would address ongoing overages for hauling and treatment.

Landfill 149 Environmental
CIP Budget: $1.25 million. Projected bond financing.
Adopted CIP Year: FY 2019. This will be a comprehensive engineering and implementation project.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $320,000 or $0.004 in full debt service costs in FY 2021, combined debt issuance with Landfill 149 environmental project.
Strategic Plan: Priority 3.2

This project would address environmental compliance concerns at the old 149 Landfill by diverting water and installing additional wells and probes, ponds, and trenches. This project would have no ongoing operating impacts.

Landfill Closure/Post-Closure
CIP Budget: $16.0 million. Projected cash and financing.
Adopted CIP Year: Prior Years ($4.17 million) and Future Years ($11.8 million). Prior Years funding is for the closure of the old 149 Landfill. Future Years includes the closure of other cells.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: No additional impacts beyond FY 2019 adopted budget for Landfill Cell 149. Cell 575 is $0 as future years impact.
Strategic Plan: Priority 3.2

As required by Virginia's solid waste management regulations, this project provides for the closure of the old Landfill 149 cell at the County landfill currently under final design, and closure of the additional cells in future years. Post-closure activities include required ongoing monitoring and testing of closed cells which extend up to 30 years post-closure.

New Baltimore Convenience Site
CIP Budget: $950,000. Projected cash and/or financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.2

This project provides for the acquisition of land and construction of a replacement for the current New Baltimore convenience site. The current site of less than one acre is inadequate to safely accommodate the 100,000 visits per year or approximately 350-400 vehicles per weekend day. Additionally, the site is partially leased with limited opportunity for future renewals. The new convenience site is not anticipated to require any additional operating costs beyond current level of expenditures.

Marshall Convenience Site
CIP Budget: $1.16 million. Projected cash and/or financing.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.2

This project provides for land acquisition and construction of a replacement for the current Marshall Convenience site. The current one-half acre site is inadequate to safely accommodate the 112,000 visits per year or approximately 450 vehicles per weekend day. The replacement convenience site will consist of between two and three acres of usable area. The new convenience site is not anticipated to require any additional operating costs beyond current level of expenditures.

Markham Convenience Site Improvements
CIP Budget: $300,000. Projected cash funding.
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 3.2

This project provides for site improvements at the current Markham convenience site. This will address safety issues at the location. The project is not anticipated to require any additional operating costs beyond current levels of expenditure.

Utilities/Infrastructure Projects

The following is an overview of the six projects within the Utilities/Infrastructure section of the CIP. The County's Public Facilities and Utilities section of the Comprehensive Plan related to Water and Wastewater Facilities, in conjunction with the Countywide Water and Sewer Master Plan, contemplates the need to develop and construct public water and wastewater facilities within the County service districts, unless otherwise addressed in the individual Service District Plans.

Opal Water System

CIP Budget: $5.7 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($500,000) and Future Years ($5.2 million). A preliminary engineering report (PER) was completed in fall 2017. The project cost estimate was increased as a result of this report and moved to future years for further discussion and exploration of obtaining necessary well sites.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 1.1.1

This project provides public water services to the Opal Service district in order to provide the utilities needed to support the service district plan. In FY 2016, the Board of Supervisors approved a revised scope for this project which would bring the water services to the intersection of Route 29 and Opal Road. Extension beyond this point would be determined by the growth in the area, to ensure future extension of water service are located with future development within the Service District. Opal is currently served by public sewer and the addition of public water would enhance the commercial and business development potential of the district.

Hydrogeological Studies

CIP Budget: $2.0 million. Cash funding.
Adopted CIP Year: Prior Years, FY 2020-2023 & Future Years ($200,000 annually). The annual allocation of funding will provide for a phased approach to the study work.
FY 2020 Budget Impact: $0, no additional impacts as part of the existing budget.
Five-Year Plan Impact: $0, no additional impacts as part of the existing budget.
Strategic Plan: Priority 5.3

This funding provides for the ongoing hydrogeological studies needed for the County's long-term water management planning. The County is currently in the process of updating the County's subdivision ordinance relative to hydrogeologic testing, groundwater mapping, and related research by the United States Geological Survey.

Broadband Development

CIP Budget: $20.7 million. Potential for cash, financing, or grant funding. This does not include grant funding received by the County for tower incentives to provides in some of the underserved areas of the County, funded by the Path Foundation.
Adopted CIP Year: Prior Years ($8.7 million) and FY 2020-2022 ($4 million annually). This will include project management personnel; and any necessary engineering, permitting, and improvements.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: Each additional year/bond issuances will increase the funding by $380,000/year.
Strategic Plan: Priority 1.1

This project seeks to address the areas of the County that are unserved and underserved by broadband service. This project is a result of the study and funding completed by the Broadband Advisory Committee that was completed its work in fall 2016. The County currently has large areas in the north and south where limited DSL service is the only internet option and are identified as the most unserved or underserved areas of the County. The County is currently looking into potential solutions for addressing service in these areas and alternate funding options. As part of the FY 2018-2022 CIP process, the Board of Supervisors ranked this is as the number one priority for capital projects. The County is currently undergoing various procurement initiatives to partner with providers to expand service including requests for proposals and incentivizing providers that are willing to expand into those areas with limited accessibility.

Marshall Water System Improvements
CIP Budget: $2.0 million. Potential for cash, financing, or proffer funding.
Adopted CIP Year: FY 2019 ($500,000) and FY 2020 ($1.5 million). Any necessary engineering and permitting would commence in FY 2019, with construction and improvements completed in FY 2020.
FY 2020 Budget Impact: Funding for all years is in the existing budget allocation.
Five-Year Plan Impact: $0, as included in existing cash allocation.
Strategic Plan: Priority 1.1

This project provides for additional resources to improve water service in the Marshall area and renovate the existing delivery system. The existing aging system suffers from insufficient capacity, poor repair and water pressure. The system is operated by the Fauquier Water and Sanitation Authority and operating costs are incurred separately by that legal entity.

Midland/Airport Area Utility Improvements

CIP Budget: $6.4 million. Combination of cash and financing.
Adopted CIP Year: Prior Years ($6.4 million). Prior Years allows for preliminary engineering, currently underway. Once engineering and design are complete, a phased water and sewer implementation will occur based on Board of Supervisors approval.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $400,000 or $0.004 increase for full debt service costs in FY 2021.
Strategic Plan: Priority 1.1

This project provides for infrastructure development in the Midland area around the Warrenton-Fauquier Airport for development at the Airport and industrial area surrounding the airport. The Board of Supervisors approved the inclusion of this project in the CIP in January 2016 in coordination with the development of a terminal at the airport, and in consideration of potential economic development initiatives within this area including commercial and industrial projects. The project would include the construction of water and sewer services in the area that could be phased based on future determination of the Board as to the prioritization of need for water or sewer.

Midland/Bealeton Service Districts Improvements
CIP Budget: $5.0 million. Combination of cash and financing
Adopted CIP Year: Future Years. This will include any necessary engineering, permitting, and construction.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 1.1

This project provides for the extension of sewer or other related utilities to the service districts to enhance the potential for commercial and business development. Existing soil conditions in these service district areas require the provision of a public system to fully realize the development concepts of the service district plans.

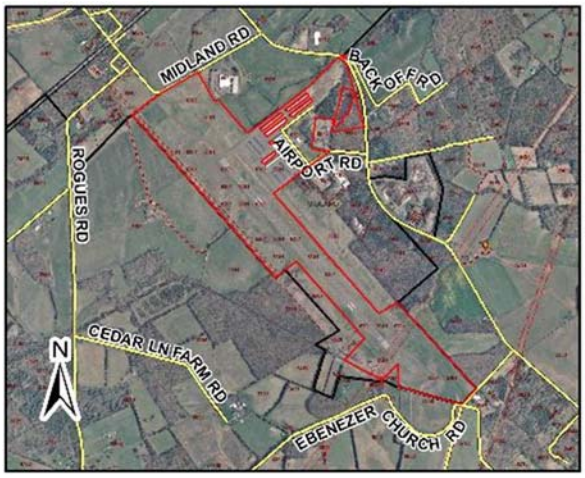
Catlett/Calverton Sewer Project
CIP Budget: $11.4 million. Combination of cash and financing
Adopted CIP Year: Prior Years. The Board of Supervisors approved a design-build contract for this project in spring 2018. Debt for this project, through a federal loan program administered by the Virginia Department of Environmental Quality and the Virginia Resource Authority was issued in May 2018 totaling $7.102 million and balance of funding derived from cash resources.

FY 2020 Budget Impact: Funding for all years is part of the existing budget allocation.
Five-Year Plan Impact: $0, as included in existing budget allocation.
Strategic Plan: Priority 1.1

The project would develop sewer within the Catlett and Calverton areas to address failing drain fields. This project is included as it is an active project for which construction has not yet commenced, with the engineering review underway prior to a determination of the approach of construction and operations.

Warrenton-Fauquier Airport Projects

The Warrenton-Fauquier Airport projects are to provide the local match funding component for Federal and State grant funding to support expansion and improvement projects at the airport. The local match funding requirements varies based on phase and type of development activity. The local matching funding will be sourced as cash or financing when multiple projects are slated in the same year, as necessary. All airport capital improvement projects are pre-approved by both the Federal Aviation Administration (FAA) and the Virginia Department of Aviation (DOAV) through a five-year development planning process. The County's Public Facilities and Utilities section of the Comprehensive Plan related to the Warrenton-Fauquier Airport contemplates the continued development of the airport with adjoining business and industrial development as part of the County's economic development activities. However, it does indicated the need for public water and sewer in the area, as part of the Midland Service District plan. The Utilities/Infrastructure sections includes a project to support this need, the Midland/Airport Area Utility Improvements as included above.



Local match funding projects:

FY 2020 Budget Impact: Funding for all years is part of the existing budget allocation.
Five-Year Plan Impact: Funding for all years is part of the existing budget allocation.
Strategic Plan: Priority 1.1

Airport Terminal Development/Construction and SR 610 Road Improvements
CIP Budget: $2,588,875. Combination aviation grant funding, cash donation, and financing.
Adopted CIP Year: Prior Years. Currently under construction.
FAA/DOAV Grant Funding: $6,318,014.

This is an active project for the construction of a new terminal building and related infrastructure as the airport. The terminal building is a full service facility with concessions, meeting rooms, and other related amenities. Minimal operating costs impacts will be incurred by the Airport Operating Fund, as current operations will be relocated from current space. This project constructed a new entrance to the airport and parking areas to the new terminal. The preliminary site development work is predominately complete, with the terminal anticipated to open late 2019.

Airport Terminal Apron/Access Taxiway Phase I & II
CIP Budget: $100,100. Combination aviation grant and cash funding, and financing.
Adopted CIP Year: Prior Years. Currently under construction.
Projected FAA/DOAV Grant Funding: $2.4 million.

This is an active project to complete the construction of the terminal ramp and access to the parallel taxiway leading to the runway.

Airport Corporate Access Road Design/Construction
CIP Budget: $682,200. Combination aviation grant and cash funding.
Adopted CIP Year: Future Year. First Year includes independent engineering fee review for grant application, second year includes design and engineering, and construction in the final year.
Projected FAA/DOAV Grant Funding: $3,355,660.

This project would construct access ways to connect the area of the corporate hangars and the older airport ramps to the new terminal area.

Design/Construct/Rehabilitate Runway 15 33
CIP Budget: $94,845. Combination aviation grant and cash funding.
Adopted CIP Year: FY 2021 ($6,740) and FY 2022 ($88,105). First Year includes independent engineering fee review for grant application, without years including design and construction.
Projected FAA/DOAV Grant Funding: $3,798,418.

This project would complete the design and rehabilitation of the existing runway 15-33 at the Warrenton-Fauquier Airport. The Virginia Department of Aviation completed a comprehensive review of all the airports in Virginia in 2016, ranking each airports runways status and when rehabilitation needed to be completed based on pavement and other related conditions. These ranking prioritized funding availability and project timelines for both FAA and DOAV funding. The Warrenton-Fauquier Airport's rehabilitation would be completed by FY 2023 under this project.

Airport Washrack
CIP Budget: $40,000. Combination aviation grant and cash funding.
Adopted CIP Year: FY 2020.
Projected FAA/DOAV Grant Funding: $179,200.

This project would design and construct a dedicated wash rack incorporating an oil-water separator, to prevent potential hazardous runoff and meet DEQ Storm Water Pollution Prevention Plan for the airport.

Airport Corporate Apron Phase I & II Design/Construction
CIP Budget: $1,754,000. Combination aviation grant and cash funding.
Adopted CIP Year: Future Year.
Projected FAA/DOAV Grant Funding: $11,237,660.

This project would design the area for the corporate hangars and prepare for bid, with construction of the area and hangars dependent upon demand but slated for the years following construction.

School Division

The School Division, annually, prepares a School Division Capital Improvement Program which is adopted and submitted by the School Board. The current adopted CIP includes, as discussed during the budget deliberations, central middle school renovation and expansion project as a near-term project but final determination between the Board of Supervisors and School Board in terms of project scope and budget is not yet finalized. As such, this project while earmarked in the CIP was not appropriated in the FY 2020 budget.

Cedar Lee Middle School Renovations/ Expansion

CIP Budget: $10.0 million. Combination cash funding and financing.
Adopted CIP Year: FY 2020 ($1 million) and FY 2021 ($9.0 million).
FY 2020 Budget Impact: $0, no funds appropriated until final project scope determined.
Five-Year Plan Impact: $1.0 million in estimated, annual debt service costs.
Strategic Plan: Priority 4

Central Middle School Renovations/ Expansion

CIP Budget: $30.0 million. Combination cash funding and financing.
Adopted CIP Year: FY 2022 ($3 million) and FY 2023 ($27.0 million).
FY 2020 Budget Impact: $0, no funds appropriated until final project scope determined.
Five-Year Plan Impact: $2.7 million in estimated, annual debt service costs.
Strategic Plan: Priority 4

As part of the FY 2020 budget deliberations, the Board of Supervisors and School Board discussed and passed resolution in support of Middle School Renovation/Addition Conceptual Plan. The plan includes the following, with the School Division currently undergoing the planning phase.

1. Cedar Lee Middle School expansion by approximately 200 seats, with an estimated cost of $10 million, and
2. A Warrenton Located Middle School renovation and potential expansion, with the repurposing of either Warrenton Middle or Taylor Middle, with an estimated cost of $30 million, and
3. Relocation of facilities from the Manor Court site to the repurposed facility, and
4. Repurposing of the alternate school facility and relocation of other school facilities such as Southeastern Alternative School.

Auburn Middle School Expansion
CIP Budget: $8.9 million
Adopted CIP Year: FY 2024 ($800,000) and Future Years ($8.1 million).
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 4

This project provides for the expansion of the Auburn Middle School not to exceed an additional 300 seats. Current enrollment at this school is less than program capacity. However, with new development and the potential increase in enrollment, building expansion may be necessary. This project plans for that possibility. Operating costs would depend on the ultimate configuration of the final project.

Kettle Run High School Expansion
CIP Budget: $3.8 million
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 4

This project provides for the expansion of the Kettle Run High School by eight classrooms. Current enrollment at this school is less than program capacity. However, with new development and the

potential increase in enrollment, building expansion may be necessary. This project plans for that possibility. Operating costs would depend on the ultimate configuration of the final project.

Greenville Elementary School Expansion
CIP Budget: $3.1 million
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 4

This project provides for the expansion of Greenville Elementary School by six classrooms. Current enrollment at this school is less than program capacity. However, with new development and the potential increase in enrollment, building expansion may be necessary. This project plans for that possibility. Operating costs would depend on the ultimate configuration of the final project.

Elementary School 12 Land Acquisition
CIP Budget: $1.8 million
Adopted CIP Year: Future Years.
FY 2020 Budget Impact: $0, future years impact.
Five-Year Plan Impact: $0, future years impact.
Strategic Plan: Priority 4

This project would provide for land acquisition for an elementary school site at a location to be determined if proffered school sites did not meet location needs. Funding previously appropriated for this project was re-designated in mid-FY 2012 as part of the Fauquier High School renovation project.

Grant Funded Capital Improvement Projects

The County as part of our supplemental appropriation process, applies and receives grants funding for various capital projects throughout the year that are not traditionally funded as part of the Capital Improvement Program. These projects are predominately grant funded projects through Virginia Department of Transportation (VDOT) funding programs for roadways and trail projects. In the following overview of the CIP, all grant funded capital projects not outlined above are presented for informational purposes. This includes previously awarded and active grant projects and future, planned applications for VDOT funding requests.

FY 2020 Budget Impact: $0, cash/grant funded projects.
Five-Year Plan Impact: $0, cash/grant funded projects
Strategic Plan: The majority of these projects are either outlined in Priority 1 or 3.

	Prior Years Appropriations[1]									
Department/Project	Cash/Grant Funding	Pending Financing	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total	Future Years	CIP Total
VDOT Revenue Share Grants										
Community Development - Transportation Projects										
Vint Hill Public Street Network Phase I	$11,485,078	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,485,078
Vint Hill Public Street Network Phase II	3,500,000	-	-	-	-	-	-	-	600,000	$ 4,100,000
Salem Avenue	2,198,748	-	-	-	-	-	-	-	-	$ 2,198,748
Sub-total, VDOT Revenue Share Grants	**$17,183,826**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 600,000**	**$ 17,783,826**
VDOT Transportation Enhancements/Alternatives Grants										
County Administration										
Marshall Streetscape Improvement Project	$ 6,219,049	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,219,049
Parks and Recreation										
M.M. Pierce Elementary School Connector Trail	$ 510,713	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 510,713
Route 28/Grace Miller Elementary School Crosswalk Connector	-	-	-	-	-	-	-	-	680,000	$ 680,000
Safe Routes To School - Cedar Lee Middle School Trail	602,271	-	-	-	-	-	-	-	-	$ 602,271
Warrenton Branch Greenway Trail	986,433	-	-	-	-	-	-	-	-	$ 986,433
Woods at Warrenton Trail	1,081,358	-	-	-	-	-	-	-	-	$ 1,081,358
Sub-total, VDOT Transportation Enhancements/Alternatives Grants	**$ 9,399,824**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 680,000**	**$ 10,079,824**
Combined VDOT Revenue Share/Transportation Alternatives Grants										
County Administration										
Waterloo Bridge (VDOT Managed Project)	$ 3,125,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,125,000
Sub-total, Combined VDOT Revenue Share/Transportation Alt. Grants	**$ 3,125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,125,000**
GRANT CASH CONTRIBUTION:	**$13,291,825**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 844,000**	**$ 14,135,825**
Non-General Fund CASH CONTRIBUTION:	**13,291,825**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**436,000**	**$ 13,727,825**
TOTAL CASH CONTRIBUTION:	**$26,583,650**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,280,000**	**$ 27,863,650**
GRANT FUNDED CIP PROJECTS TOTAL:	**$26,583,650**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,280,000**	**$ 27,863,650**

Capital Improvement Program

Bond and Cash Funded Capital Improvement Plan

Department/Project	Prior Years Appropriations[1] Cash/Grant Funding	Prior Years Appropriations[1] Debt Financing	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total	Future Years	CIP Total
Fire, Rescue & Emergency Services										
Orlean Fire & Rescue Station	$ 2,196,000	$ 4,800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,996,000
Bealeton Fire & Rescue Station	-	-	-	-	-	-	-	$ -	3,700,000	$ 3,700,000
The Plains Fire & Rescue Station	-	-	-	-	-	-	300,000	$ 300,000	4,000,000	$ 4,300,000
Upperville Fire & Rescue Station	-	-	-	-	-	-	300,000	$ 300,000	3,500,000	$ 3,800,000
Southern Fire & Rescue Station	300,000	-	-	-	-	-	-	$ -	3,700,000	$ 4,000,000
Fire and Rescue Training Facility	-	-	-	-	-	-	-	$ -	2,250,000	$ 2,250,000
Public Safety Building	-	-	-	-	-	-	-	$ -	25,000,000	$ 25,000,000
Sub-total, Fire, Rescue & Emergency Services	**$ 2,496,000**	**$ 4,800,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 600,000**	**$ 600,000**	**$ 42,150,000**	**$ 50,046,000**
Sheriff's Office										
Public Safety Communications System[1]	$ 842,088	$ 7,776,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,618,088
Sub-total, Sheriff's Office	**$ 842,088**	**$ 7,776,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,618,088**
General Services - Government-wide Projects										
Stafford Property Development - General Services Joint Use Facility	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 45,601,000	$ 46,301,000
Sheriff's Office Renovation/Expansion	-	-	-	-	-	500,000	4,000,000	$ 4,500,000	-	$ 4,500,000
School/County Office Space	-	-	-	-	-	-	-	$ -	11,000,000	$ 11,000,000
Sub-total, General Services	**$ 700,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500,000**	**$ 4,000,000**	**$ 4,500,000**	**$ 56,601,000**	**$ 61,801,000**
Library										
Central Library Project	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,926,585	$ 17,926,585
New Baltimore Library[1]	426,400	-	-	-	-	-	-	$ -	10,917,795	$ 11,344,195
Sub-total, Library	**$ 426,400**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 28,844,380**	**$ 29,270,780**
Parks & Recreation										
Ball Fields, Greenways/Trails & Playground Projects[1]	$ 800,000	$ -	$ -	$ 200,000	$ 450,000	$ 450,000	$ 450,000	$ 1,550,000	$ 450,000	$ 2,800,000
Northern Swimming Pool	-	-	-	-	-	-	-	$ -	6,000,000	$ 6,000,000
Central Sports Complex[1]	4,221,365	8,767,125	200,000	-	-	-	-	$ 200,000	-	$ 13,188,490
Vint Hill Community Ctr & Theater Reno/ADA	-	-	-	-	-	-	-	$ -	2,200,000	$ 2,200,000
Southern Sports Complex	881,099	-	-	-	-	-	-	$ -	5,000,000	$ 5,881,099
Rappahannock Station - Phase I	800,000	-	200,000	1,000,000	-	-	-	$ 1,200,000	-	$ 2,000,000
Marshall Community Center	-	-	-	-	-	-	-	$ -	1,500,000	$ 1,500,000
Southern Community Center	-	-	-	-	-	-	-	$ -	3,000,000	$ 3,000,000
Southern Pool	-	-	-	-	-	-	-	$ -	6,000,000	$ 6,000,000
Sub-total, Parks & Recreation	**$ 6,702,464**	**$ 8,767,125**	**$ 400,000**	**$ 1,200,000**	**$ 450,000**	**$ 450,000**	**$ 450,000**	**$ 2,950,000**	**$ 24,150,000**	**$ 42,569,589**

Capital Improvement Program

Department/Project	Prior Years Appropriations[1] Cash/Grant Funding	Prior Years Appropriations[1] Debt Financing	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total	Future Years	CIP Total
Environmental Services[2]										
Landfill/Transfer Station Long-term Development/Permitting	$ 184,200	$ -	$ 78,000	$ 138,000	$ -	$ -	$ -	$ 216,000	$ -	$ 400,200
Leachate/Gas Management[1]	820,000	2,268,000	750,000	-	-	-	-	$ 750,000	-	$ 3,838,000
Landfill 149 Environmental	-	1,250,000	-	-	-	-	-	$ -	-	$ 1,250,000
Landfill Closure/Post-Closure	4,166,403	-	-	-	-	-	-	$ -	11,843,274	$ 16,009,677
New Baltimore Convenience Site	-	-	-	-	-	-	-	$ -	950,000	$ 950,000
Marshall Convenience Site	-	-	-	-	-	-	-	$ -	1,160,000	$ 1,160,000
Markham Convenience Site Improvements	-	-	-	-	-	-	-	$ -	300,000	$ 300,000
Sub-total, Environmental Services	**$ 5,170,603**	**$ 3,518,000**	**$ 828,000**	**$ 138,000**	**$ -**	**$ -**	**$ -**	**$ 966,000**	**$ 14,253,274**	**$ 23,907,877**
Utilities/Infrastructure[3]										
Opal Water System	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,164,214	$ 5,664,214
Hydrogeological Studies	800,000	-	200,000	200,000	200,000	200,000	200,000	$ 1,000,000	200,000	$ 2,000,000
Broadband Development	1,677,137	7,000,000	4,000,000	4,000,000	4,000,000	-	-	$ 12,000,000	-	$ 20,677,137
Marshall Water System Improvements	500,000	-	1,500,000	-	-	-	-	$ 1,500,000	-	$ 2,000,000
Midland/Airport Area Utility Improvements	1,000,000	5,400,000	-	-	-	-	-	$ -	-	$ 6,400,000
Midland/Bealeton Service Districts Improvements	-	-	-	-	-	-	-	$ -	5,000,000	$ 5,000,000
Catlett/Calverton Sewer	4,320,778	7,102,000	-	-	-	-	-	$ -	-	$ 11,422,778
Sub-total, Utilities/Infrastructure	**$ 8,797,915**	**$ 19,502,000**	**$ 5,700,000**	**$ 4,200,000**	**$ 4,200,000**	**$ 200,000**	**$ 200,000**	**$ 14,500,000**	**$ 10,364,214**	**$ 53,164,129**
Warrenton-Fauquier Airport Projects - Local Match Components[4]										
Airport SR 610 Road Improvements	$ 245,889	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 245,889
Airport Terminal Development/Construction	2,322,986	-	-	-	-	-	-	$ -	-	$ 2,322,986
Airport Terminal Apron/Access Taxiway Phase I & II	100,100	-	-	-	-	-	-	$ -	-	$ 100,100
Airport Corporate Access Road Design/Construction	-	-	-	-	-	-	-	$ -	682,200	$ 682,200
Design/Construct/Rehabilitate Runway 15 33	-	-	-	6,740	88,105	-	-	$ 94,845	-	$ 94,845
Airport Washrack	-	-	40,000	-	-	-	-	$ 40,000	-	$ 40,000
Airport Corporate Apron Phase I & II Design/Construct	-	-	-	-	-	-	-	$ -	1,754,000	$ 1,754,000
Sub-total, Warrenton-Fauquier Airport Projects	**$ 2,668,975**	**$ -**	**$ 40,000**	**$ 6,740**	**$ 88,105**	**$ -**	**$ -**	**$ 134,845**	**$ 2,436,200**	**$ 5,240,020**
COUNTY CIP TOTAL:	**$27,804,445**	**$ 44,363,125**	**$ 6,968,000**	**$ 5,544,740**	**$ 4,738,105**	**$ 1,150,000**	**$ 5,250,000**	**$ 23,650,845**	**$178,799,068**	**$274,617,483**
School Division										
Cedar Lee Middle School Renovation/Expansion	$ -	$ -	$ 1,000,000	$ 9,000,000	$ -	$ -	$ -	$ 10,000,000	$ -	$ 10,000,000
Central Middle School Renovations/Expansions[5]	-	-	-	-	3,000,000	27,000,000	-	$ 30,000,000	-	$ 30,000,000
Auburn Middle School Expansion	-	-	-	-	-	-	800,000	$ 800,000	8,059,821	$ 8,859,821
Kettle Run High School Expansion	-	-	-	-	-	-	-	$ -	3,800,000	$ 3,800,000
Greenville Elementary School Expansion	-	-	-	-	-	-	-	$ -	3,100,000	$ 3,100,000
ES-12 Land	-	-	-	-	-	-	-	$ -	1,793,000	$ 1,793,000
Sub-total, School Division	**$ -**	**$ -**	**$ 1,000,000**	**$ 9,000,000**	**$ 3,000,000**	**$ 27,000,000**	**$ 800,000**	**$ 40,800,000**	**$ 16,752,821**	**$ 57,552,821**
CIP GRAND TOTAL:	**$27,804,445**	**$ 44,363,125**	**$ 7,968,000**	**$ 14,544,740**	**$ 7,738,105**	**$ 28,150,000**	**$ 6,050,000**	**$ 64,450,845**	**$195,551,889**	**$332,170,304**
General Fund CASH CONTRIBUTION:	**$21,545,242**	**$ -**	**$ 1,968,000**	**$ 2,319,740**	**$ 1,563,105**	**$ 1,150,000**	**$ 650,000**	**$ 7,650,845**		
Non-General Fund CASH CONTRIBUTION:	**6,259,203**	**-**	**1,000,000**	**-**	**3,000,000**	**-**	**1,400,000**	**5,400,000**		
TOTAL CASH CONTRIBUTION:	**$27,804,445**	**$ -**	**$ 2,968,000**	**$ 2,319,740**	**$ 4,563,105**	**$ 1,150,000**	**$ 2,050,000**	**$ 13,050,845**		
TOTAL BOND FINANCING:	**$ -**	**$ 44,363,125**	**$ 5,000,000**	**$ 12,225,000**	**$ 3,175,000**	**$ 27,000,000**	**$ 4,000,000**	**$ 51,400,000**		

[1] Prior Year Funding includes cash/grant and debt funding, including bonds or other financing instruments which may not have been issued by the County, but for which a project holds a prior year appropriation of the Board of Supervisors. Cash/grant funding may also be appropriated but not yet expended or may include prior year funding expended from department funds.

[2] Environmental Services capital related projects are included in the CIP for approval of funding and scope. However, projects specific to the Landfill Fund do not have an impact on the County's debt capacity by policy. Convenience site related projects, as operations are part of the General Fund, are included in the County's debt capacity calculation, as applicable.

[3] As tap fees are received on water and/or sewer utility projects, the revenue will be applied directly to the debt service of the projects or other debt related costs as determined by the County.

[4] These projects include only the local match funding for Airport capital grant projects allocated through debt, cash, or other funding means. The balance of funding is sourced through Federal and State aviation grants.

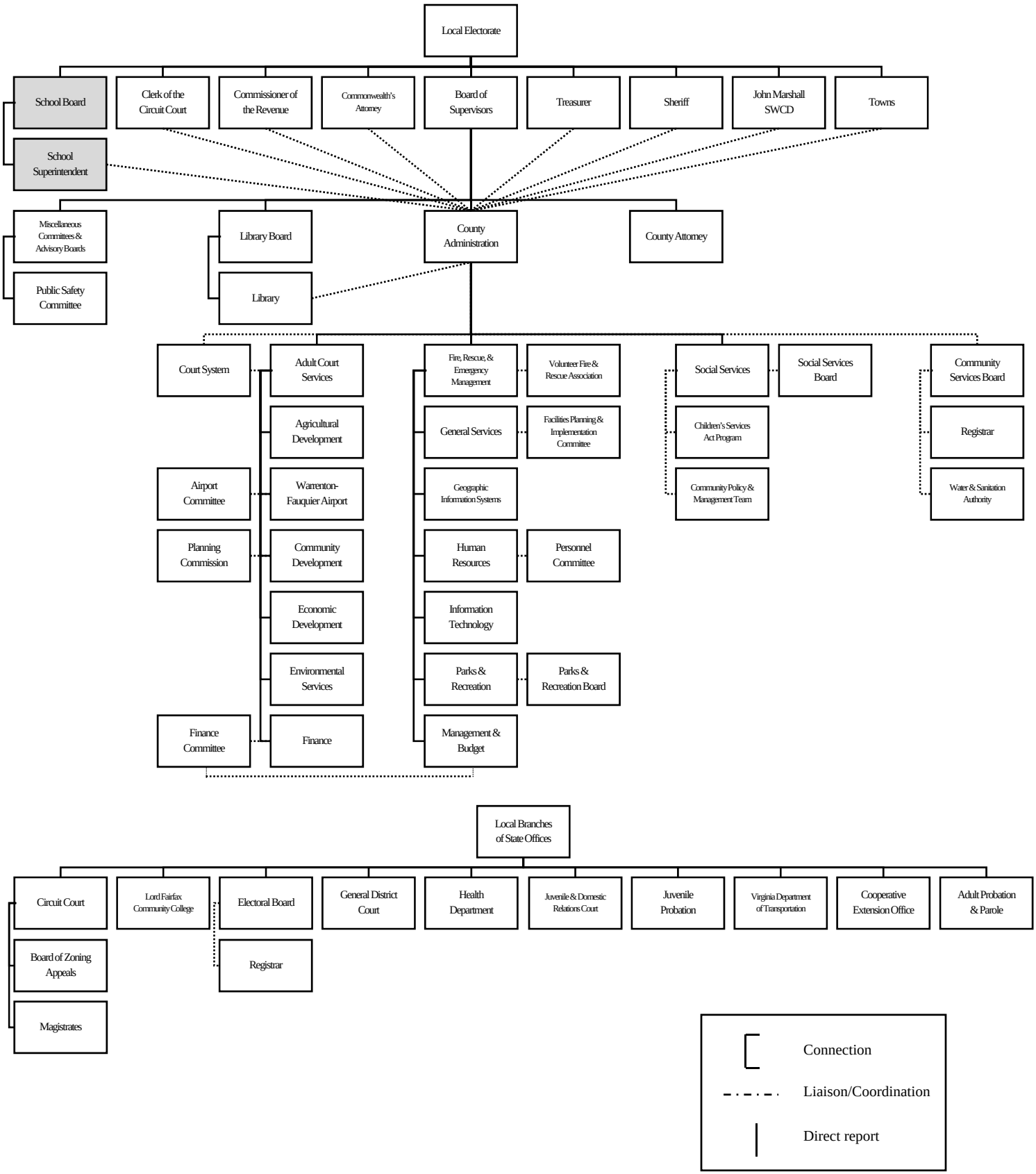
[5] The Cedar Lee Middle School and Central Middle School project budget and scope are based on the Middle School Renovation/Addition Conceptual Plan, jointly approved in form by both Boards.

School Division Funds

Kettle Run High School
Nokesville, Virginia

Department/Agency		**Amount**
School Division Operating Fund	$	148,285,310
School Nutrition Fund		5,786,346
School Textbook Fund		1,102,757
Regional Governor's School Fund		1,695,849
School Asset Replacement Fund		3,709,535
Total	**$**	**160,579,797**

School Division Funds



School Division Funds

Under the Code of Virginia, local school districts are governed by an independently-elected school board. The Board of Supervisors provides local tax funding in the form of a transfer and sets overall fund appropriations. Funding for the Fauquier County school system is budgeted in five funds: (1) School Operating Fund, (2) School Nutrition Fund, (3) Textbook Fund, (4) Regional Governor's School Fund, and (5) the School Asset Replacement Fund. Debt service expenditures related to School Division financed projects are budgeted within the Debt Service Fund, which is found in the Other Funds section of this document. Detailed information on the School Division's FY 2020 Adopted Budget can be found within the School Division's budget document at the Fauquier County Public Schools website www.fcps1.org.

School Operating Fund

For the FY 2020 Adopted Budget, the School Division's Operating Fund totals $148,285,310, a $7.51 million increase over the FY 2019 Adopted Budget, including a $3.84 million increase in the local transfer from the County's General Fund and $2.5 million in additional State funding primarily allocated for school compensation needs. The adopted budget includes an additional $1.7 million over the FY 2020 projected budget local transfer based on the School Division's efforts to address compensation primarily for instructional positions, which allows for the School Division to move teaching positions to 92% of their benchmarked personnel market for compensation and compression. In addition, the School Division intends to address the remainder of their compression and compensation needs, identified in the compensation study conducted by the School Division in fall 2018, in the upcoming budget cycle. The local support of the FY 2020 School Division's operating budget is projected to fund 65.39% of total expenditures including consolidated services within the General Fund, and debt service costs in the Debt Service Fund.

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Local Revenue	$ 1,563,914	$ 1,850,444	$ 1,824,500	$ 2,575,412
State Revenue				
Sales Tax	$ 12,438,130	$ 11,855,239	$ 12,691,073	$ 13,512,552
Basic Aid	21,401,113	21,564,112	20,397,325	20,738,264
Special Education	3,069,547	3,090,425	3,066,065	3,033,001
Retirement	2,706,287	3,030,993	2,842,139	2,815,750
Lottery Funds	1,299,318	2,590,689	3,065,353	2,667,877
Regional SPED Program	-	-	-	503,340
Technology	5,123	5,260	-	570,000
Other	3,179,466	4,090,346	3,728,065	4,476,162
Total State Revenue	**$ 44,098,984**	**$ 46,227,064**	**$ 45,790,020**	**$ 48,316,946**
Federal Revenue				
Title I	$ 829,465	$ 864,926	$ 839,234	$ 839,234
Title VI-B	2,131,042	2,560,025	2,290,300	2,590,300
Other	601,325	645,020	771,940	871,940
Total Fed. Revenue	**$ 3,561,832**	**$ 4,069,971**	**$ 3,901,474**	**$ 4,301,474**
Local Transfer	**$ 83,881,530**	**$ 85,169,711**	**$ 89,255,351**	**$ 93,091,478**
Total Revenue	**$ 133,106,260**	**$ 137,317,190**	**$ 140,771,345**	**$ 148,285,310**

Adjustments within expenditure types from the School Division's Requested Budget to the County's Adopted Budget is representative of the shift in dollar value and is not representative of final adjustments. The School Board and School Administration will make final adjustments based on the County's Adopted Budget.

Expenditure Summary by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Salaries & Benefits	$ 117,193,850	$ 120,328,049	$ 123,253,897	$ 131,758,066
Operating	12,122,746	13,535,654	13,090,626	13,054,380
Capital Outlay	499,042	209,173	94,728	67,280
Transfers	3,251,010	3,221,244	4,332,094	3,405,584
Total Expenditures	**$ 133,066,648**	**$ 137,294,120**	**$ 140,771,345**	**$ 148,285,310**

Nutrition Fund

The School Division's nutrition program provides nutrition to students under the Federal National School Lunch Act and the Child Nutrition Act. The nutrition program is supported by a combination of Federal funding and participants' fees.

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Local	$ 2,970,035	$ 2,923,303	$ 3,110,507	$ 3,186,161
State	72,433	80,537	85,518	93,594
Federal	2,131,908	2,261,734	2,299,800	2,299,800
Transfers	-	-	-	206,791
Use of Fund Balance	139,969	100,000	150,000	-
Total Revenue	**$ 5,314,345**	**$ 5,365,574**	**$ 5,645,825**	**$ 5,786,346**

Expenditure Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Salaries & Benefits	$ 2,740,326	$ 2,809,443	3,042,882	$ 3,175,740
Operating	2,445,892	2,564,787	2,602,943	2,610,606
Capital Outlay/Reserve	-	-	-	-
Total Expenditures	**$ 5,186,218**	**$ 5,374,230**	**$ 5,645,825**	**$ 5,786,346**

Textbook Fund

The Textbook Fund provides a mechanism to account for the purchase of student textbooks. The fund is supported by a combination of State funding and a transfer from the School Operating Fund.

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Local	$ 5,857	$ 5,387	$ -	$ -
State	498,484	501,874	433,598	428,531
Transfers	267,308	267,308	267,308	674,226
Use of Fund Balance	-	-	414,890	-
Total Revenue	**$ 771,649**	**$ 774,569**	**$ 1,115,796**	**$ 1,102,757**

Expenditure Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Textbooks	$ 1,163,991	$ 190,432	$ 1,115,796	$ 1,102,757
Total Expenditures	**$ 1,163,991**	**$ 190,432**	**$ 1,115,796**	**$ 1,102,757**

Regional Governor's School

The Mountain Vista Governor's School is a regional governor's school program funded through collaboration among seven area school districts. Participating students attend programming at regional community college campuses on a part-time basis. Fauquier County's share of funding consists of a transfer from the School Operating Fund.

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Local	$ 1,053,916	$ 1,053,916	$ 1,053,963	$ 1,192,609
State	525,270	497,175	507,087	503,240
Use of Fund Balance	-	-	-	-
Total Revenue	**$ 1,579,186**	**$ 1,551,091**	**$ 1,561,050**	**$ 1,695,849**

Expenditure Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Salaries & Benefits	$ 1,355,763	$ 1,391,562	$ 1,426,551	$ 1,526,585
Operating	162,222	127,306	134,499	155,999
Capital /Contingencies	-	-	-	13,265
Total Expenditures	**$ 1,517,985**	**$ 1,518,868**	**$ 1,561,050**	**$ 1,695,849**

School Asset Replacement Fund

These funds provide for the financing of major maintenance and systems replacement projects. The School Asset Replacement Fund is largely supported by a transfer from the School Operating Fund.

Revenue Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Local	$ 224,155	$ 328,534	$ 535,500	$ 555,500
State	78,866	-	-	-
Federal	14,500	-	-	-
Transfers	3,236,507	2,853,936	3,914,786	3,154,035
Total Revenue	**$ 3,554,028**	**$ 3,182,470**	**$ 4,450,286**	**$ 3,709,535**

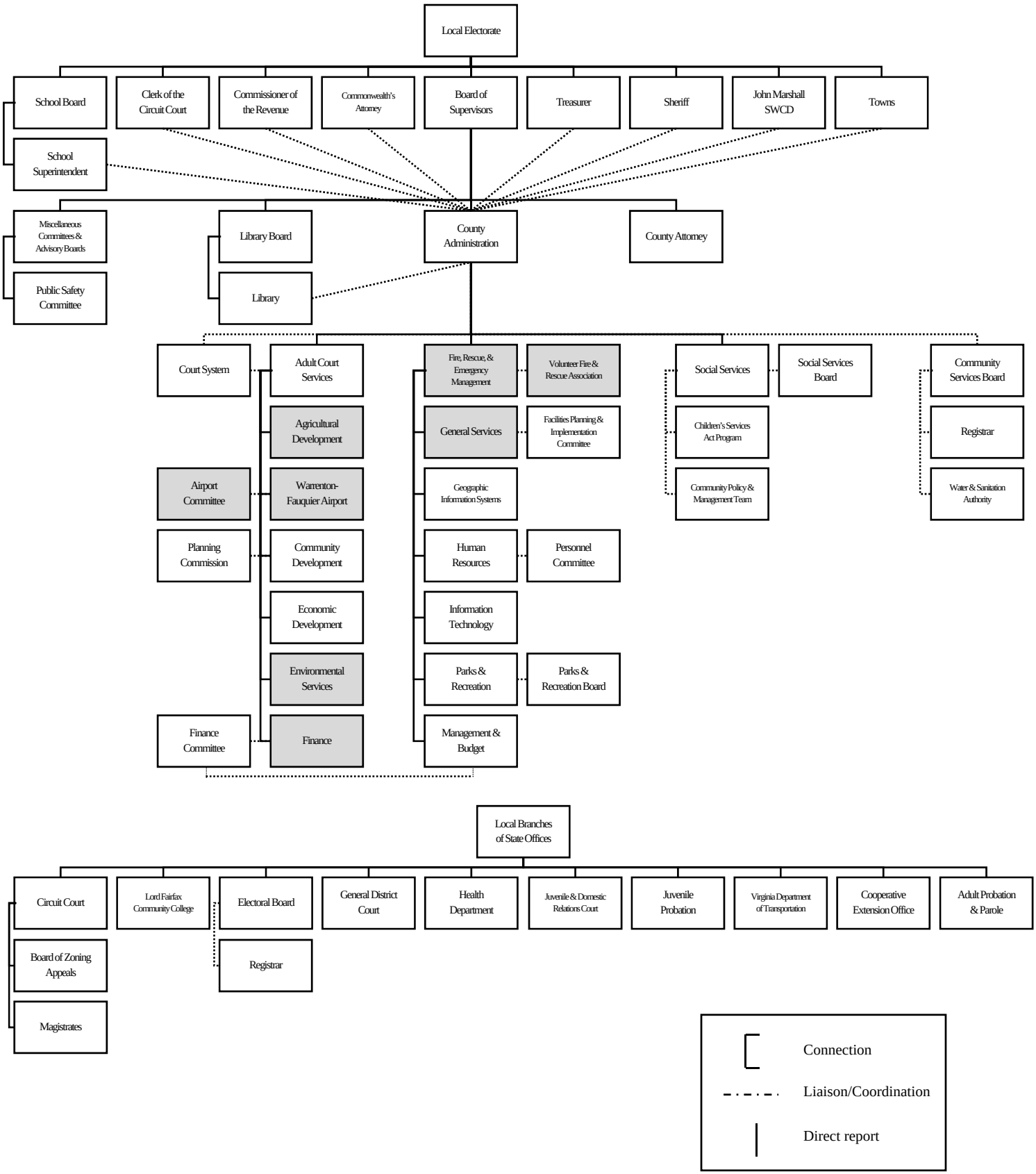
Expenditure Summary	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Instruction	$ 240,691	$ 275,233	$ -	$ 47,855
Health	48,425	80,000	-	-
Technology	348,810	243,504	200,000	50,000
Transportation	926,244	769,010	867,280	1,040,000
Nutrition	23,754	28,827	-	150,000
District-wide	188,292	30,000	535,500	1,045,966
Comprehensive Maint. Plan	613,460	592,211	945,000	870,000
Capital Improvements	815,756	1,341,943	1,902,506	505,714
Total Expenditures	**$ 3,205,432**	**$ 3,360,728**	**$ 4,450,286**	**$ 3,709,535**

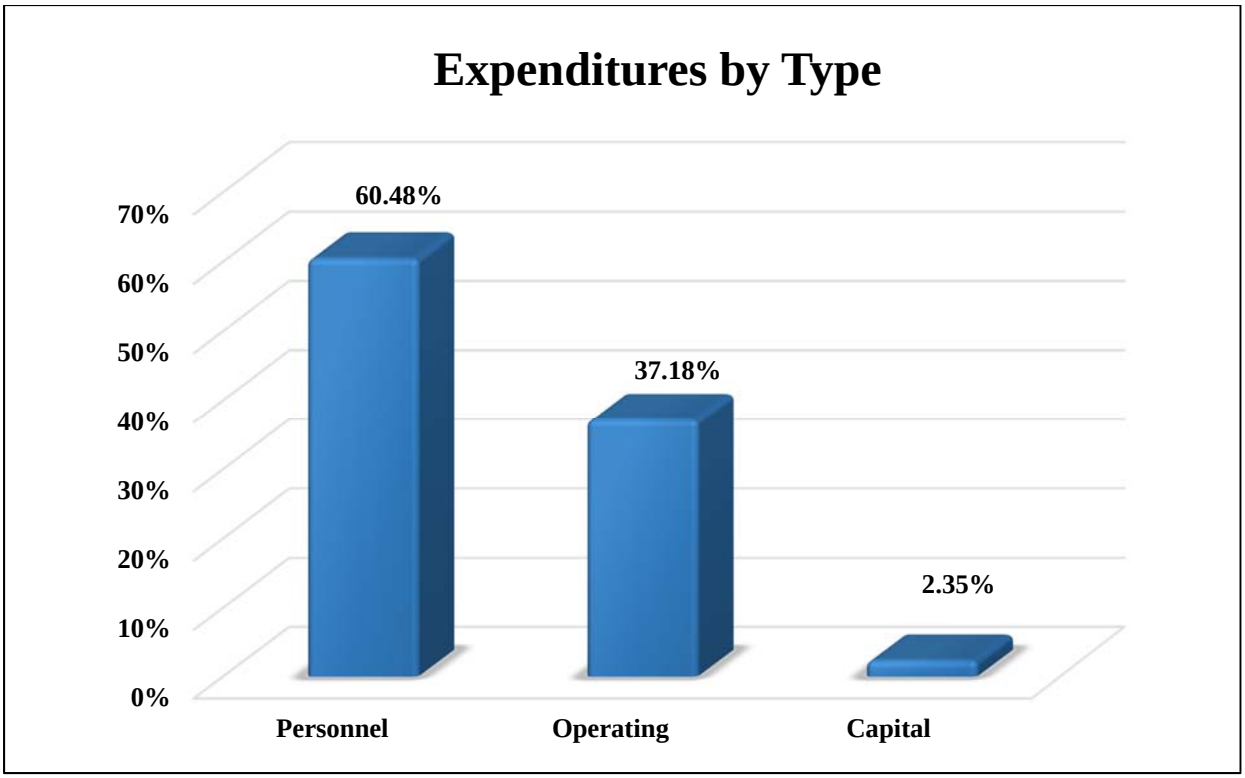
Other Funds

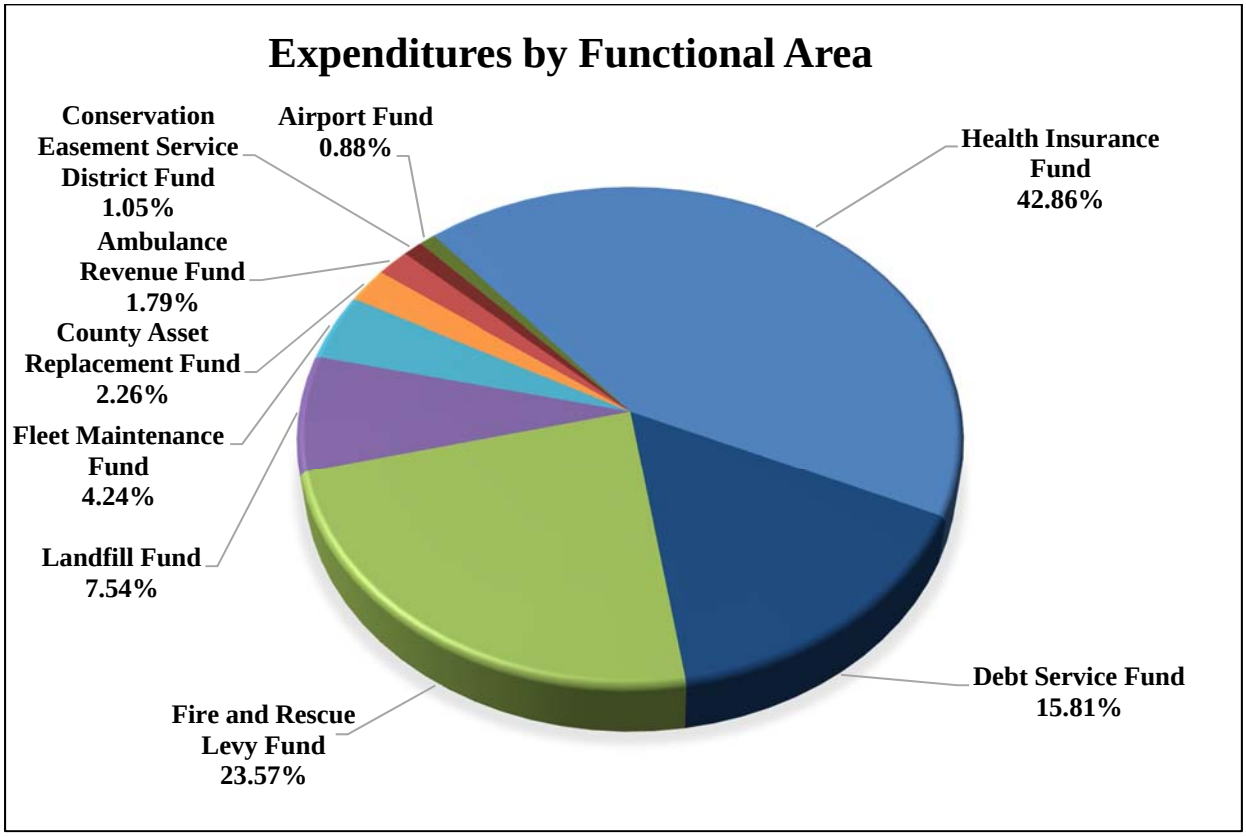
Warrenton-Fauquier Airport
Midland, Virginia

Department/Agency	Amount
Airport Fund	$ 732,851
Ambulance Revenue Fund	1,482,055
Conservation Easement Service District Fund	871,758
County Asset Replacement Fund	1,875,092
Debt Service Fund	13,116,310
Fire and Rescue Levy Fund	19,547,247
Fleet Maintenance Fund	3,517,988
Health Insurance Fund	35,545,564
Landfill Fund	6,250,625
Total	**$ 82,939,490**

Other Funds


Local Electorate
School Board
Clerk of the Circuit Court
Commissioner of the Revenue
Commonwealth's Attorney
Board of Supervisors
Treasurer
Sheriff
John Marshall SWCD
Towns
School Superintendent
Miscellaneous Committees & Advisory Boards
Public Safety Committee
Library Board
Library
County Administration
County Attorney
Court System
Adult Court Services
Agricultural Development
Airport Committee
Warrenton-Fauquier Airport
Planning Commission
Community Development
Economic Development
Environmental Services
Finance Committee
Finance
Fire, Rescue, & Emergency Management
Volunteer Fire & Rescue Association
General Services
Facilities Planning & Implementation Committee
Geographic Information Systems
Human Resources
Personnel Committee
Information Technology
Parks & Recreation
Parks & Recreation Board
Management & Budget
Social Services
Social Services Board
Children's Services Act Program
Community Policy & Management Team
Community Services Board
Registrar
Water & Sanitation Authority
Local Branches of State Offices
Circuit Court
Board of Zoning Appeals
Magistrates
Lord Fairfax Community College
Electoral Board
Registrar
General District Court
Health Department
Juvenile & Domestic Relations Court
Juvenile Probation
Virginia Department of Transportation
Cooperative Extension Office
Adult Probation & Parole
Connection
Liaison/Coordination
Direct report

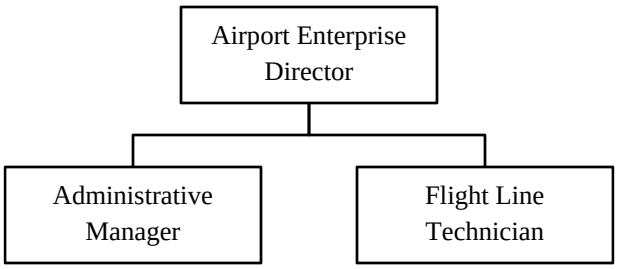

Expenditures by Type
70%
60%
50%
40%
30%
20%
10%
0%
60.48%
37.18%
2.35%
Personnel
Operating
Capital


Expenditures by Functional Area
Conservation Easement Service District Fund 1.05%
Airport Fund 0.88%
Health Insurance Fund 42.86%
Ambulance Revenue Fund 1.79%
County Asset Replacement Fund 2.26%
Fleet Maintenance Fund 4.24%
Landfill Fund 7.54%
Debt Service Fund 15.81%
Fire and Rescue Levy Fund 23.57%

Airport 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 2020:

- Design/Construct Airport wash-rack.
- Complete the Terminal Area Project, to incorporate concept and design of the terminal, terminal area access ramp, corporate hangar apron, State Route 610 design/construction for a new terminal entrance area, and terminal parking lot.
- Conduct Flight Line Training recertification for personnel.

Airport Fund

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$297,928	$275,735	$264,250	$272,370
Operating	737,406	476,651	468,601	460,481
Capital[1]	147,068	434,505	0	0
Total	**$1,182,402**	**$1,186,891**	**$732,851**	**$732,851**
Revenue[2]	$800,710	$1,760,107	$716,851	$716,851
Net Local Revenue	**$94,104**	**$1,510,461**	**$16,000**	**$16,000**
Change in Net Position[2]	**($287,588)**	**$2,083,677**	**$0**	**$0**
Full-time Equivalents	**3.00**	**3.00**	**3.00**	**3.00**

[1]Capital expenditures for FY 2017 and FY 2018 includes capital grants and annual depreciation expense.
[2]The FY 2018 budget includes the full allocation of local matching funds for capital grant projects that will be allocated over multiple years.

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Airport Fund includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

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 fee and fuel sales.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Based aircraft	170	175	170	170
Based turbine powered aircraft	3	4	5	5
Percentage of corporate-owned aircraft	15%	15%	20%	20%

OBJECTIVES:

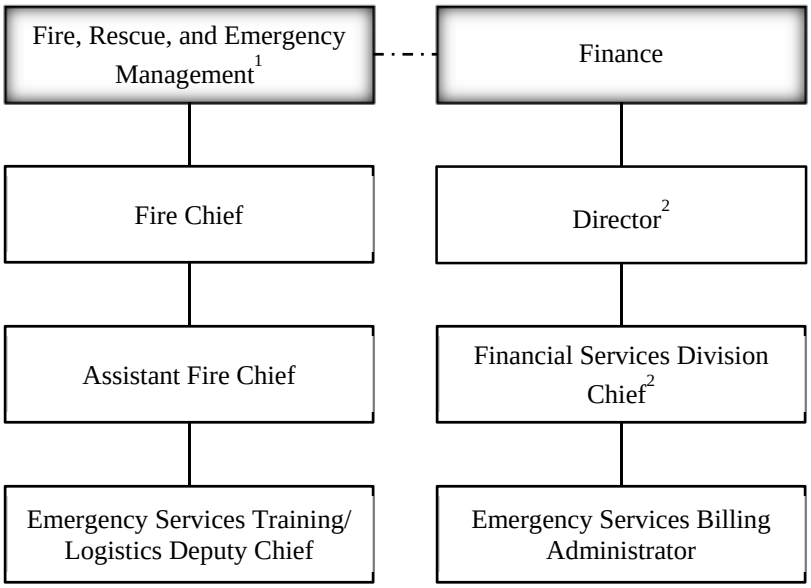
- Increase fuel sales by promoting use of Airport by based aircraft, corporate jet-based aircraft, and transient aircraft traffic.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Aviation businesses at the airport	7	7	7	7
Aircraft maintenance providers	3	2	2	2
Flight school providers	1	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons)	78,828	86,710	95,381	104,920
Fuel sales – Jet A (gallons)	32,130	35,343	38,873	42,765
Transient aircraft traffic increased	5%	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.



[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 2020:

- Continue to work in conjunction with the billing vendor on 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 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$86,824	$88,500	$89,395	$91,915
Operating	1,336,286	1,247,898	1,367,222	1,390,140
Capital	0	0	0	0
Total	**$1,423,110**	**$1,336,398**	**$1,456,617**	**$1,482,055**
Revenue	$1,551,043	$1,445,912	$1,456,617	$1,482,055
Net Local Revenue	**($127,933)**	**($109,514)**	**$0**	**$0**
Full-time Equivalents	**1.00**	**1.00**	**1.00**	**1.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Ambulance Revenue Fund includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. In addition, revenues have been adjusted based on current and historical collections, and Medicare/Medicaid allowable rate fee adjustments. Adjustments in operating expenditures include contractual adjustments.

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
EMS Transports	4,470	4,377	4,340	4,385
Average Miles/Transport	8.86	8.75	8.47	8.57
Advanced Life Support Transports	78%	75%	73%	75%
Basic Life Support Transports	22%	25%	27%	25%

OBJECTIVES:

- Maintain stable collections.

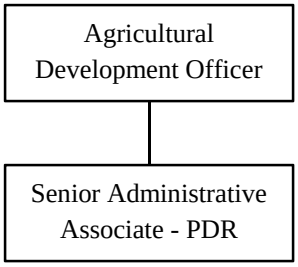
OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Collection rate of allowable amount[1]	61.22%	58.95%	60.82%	61.37%

[1]Collections 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.
- Seek additional PDR funding from County & Non-County sources.

KEY PROJECTS FOR FY 2020:

- Pursue increased funding from grants and other non-county sources for easement purchases.
- Accept and process PDR application from landowners. Review all applications with PDR Committee and conduct farm visits.
- Coordinate application scoring by PDR Committee.
- Educate landowners about PDR Program, donated conservation easements 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 Department of Conservation and Recreation (DCR).

Conservation Easement Service District Fund

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$125,975	$128,733	$149,759	$158,830
Operating	713,165	1,389,535	695,566	712,928
Capital	27,104	0	0	0
Total	**$866,244**	**$1,518,268**	**$845,325**	**$871,758**
Revenue	$289,953	$245,676	$105,000	$115,000
Net Local Revenue	**$576,291**	**$1,272,592**	**$740,325**	**$756,758**
Net Change in Fund Balance	$74,039	$0	$0	$0
Full-time Equivalents	**2.00**	**2.00**	**2.00**	**2.00**

BUDGET ANALYSIS:

The Conservation Easement Levy is a special real estate tax levy to support the purchase of conservation easements in Fauquier County. The levy is anticipated to yield $756,758 in FY 2020.

The FY 2020 Adopted Budget for Agricultural Development includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. Revenue has been adjusted to include additional grant funds from the Virginia Land Conservation Foundation.

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

The County's PDR Program 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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
PDR applications distributed and received	18	17	18	18
PDR applications approved	4	4	4	4
Landowners and advisors assisted with PDR and land conservation	25	23	25	25

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Landowners provided with PDR/easement info	23	22	23	23
Workshops offered for landowners	1	1	1	1
Landowner/advisors provided with PDR/easement info	25	25	25	25
Acres protected in PDR and donated easements (cumulative)	17,100	19,500	20,850	21,900
Conservation Easements monitored	108	118	125	135

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 2020 through FY 2024, totaled $19,596,339 of which $2,603,492 was requested for FY 2020. The requested projects were reviewed in comparison to the Five-Year Plan, Strategic Plan, and available funding. The adopted Asset Replacement Program totals $16,225,679 over the five-year planning period.

The FY 2020 Adopted County Asset Replacement Fund budget totals $1,875,092, to be funded by a transfer of $1,637,532 from the General Fund, as well as $30,000 annually in anticipated revenue from a surcharge on recordations, which is legally restricted to the ongoing maintenance of court-related facilities. In addition, fire and rescue related expenditures will be funded through transfers of $130,000 in FY 2020 from the Fire & Rescue Levy Fund. A one-time project of $77,560 in FY 2020 will be funded with re-allocated funding or year-end.

Fiscal Year 2020 Adopted County Asset Replacement Plan

Department/Project	Expenditures	Revenue	Net Local Revenue
Convenience Sites/Machinery & Equipment	$ 40,000	$ -	$ 40,000
General Services/Major Systems Replacement	269,000	-	269,000
General Services/Courthouse Maintenance	30,000	30,000	-
General Services/County Vehicle Replacement	225,000	-	225,000
Information Technology/Technology Review Board	200,000	-	200,000
Information Technology/Server & Network	149,000	-	149,000
Information Technology/Call Manager	60,000	-	60,000
Parks & Recreation/Small Projects Fund	150,000	-	150,000
Sheriff's Office/Vehicle Replacement	456,435	-	456,435
Sheriff's Office/Equipment & Systems	165,657	77,560	88,097
DFREM/VFRA/SCBA and AED Replacement	130,000	130,000	-
County Asset Replacement Fund Total:	$1,875,092	$ 237,560	$ 1,637,532

County Asset Replacement Fund

FY 2020-2024 County Asset Replacement Fund Adopted Budget

Department/Project	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2020-24 Total
Environmental Services - Convenience Sites						
Site Vehicle	$ -	$ -	$ 30,000	$ 30,000	$ -	$ 60,000
Roll Off Trucks	-	-	-	-	190,000	190,000
Equipment Replacement	-	56,000	301,000	517,000	517,000	1,391,000
Recycling Packers	-	-	32,000	33,000	33,000	98,000
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
General Services						
County Vehicle Replacement	$ 225,000	$ 275,000	$ 325,000	$ 375,000	$ 420,000	$ 1,620,000
Major Equipment Replacement	-	50,000	50,000	50,000	50,000	200,000
Major Systems Replacement	269,000	360,000	360,000	385,000	390,000	1,764,000
Courthouse Maintenance	30,000	30,000	30,000	30,000	30,000	150,000
Information Technology						
Technology Review Board	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 1,000,000
Server and Network Replacement	149,000	356,000	162,000	443,000	186,000	1,296,000
Call Manager	60,000	30,000	28,000	28,000	28,000	174,000
Parks & Recreation						
Small Projects Fund	$ 150,000	$ 250,000	$ 250,000	$ 300,000	$ 350,000	$ 1,300,000
Registrar's Office						
Voting Machines	$ -	$ -	$ 325,053	$ -	$ -	$ 325,053
Sheriff's Office						
Vehicle Replacement	$ 456,435	$ 481,500	$ 481,500	$ 481,500	$ 481,500	$ 2,382,435
In Car Camera Replacement	50,000	51,813	51,813	51,813	51,813	257,252
Equipment Replacement	38,097	38,097	22,570	22,570	41,337	162,671
DIMS System Replacement - Photo Evidence System	-	-	-	-	32,100	32,100
Access Control Server	-	12,211	-	-	-	12,211
Call Recording System refresh - CAD Server Replacement	77,560	-	-	-	-	77,560
911 CPE Refresh/Replacement	-	-	-	-	193,397	193,397
DFREM/VFRA						
SCBA Replacement	$ 100,000	$ 200,000	$ 300,000	$ 300,000	$ 300,000	$ 1,200,000
AED's Replacement	30,000	90,000	90,000	120,000	120,000	450,000
Ambulance Replacement	-	845,000	-	845,000	-	1,690,000
Total	**$ 1,875,092**	**$ 3,365,621**	**$ 3,078,936**	**$ 4,251,883**	**$ 3,654,147**	**$ 16,225,679**
Offsetting Revenue	*$ 237,560*	*$ 1,165,000*	*$ 420,000*	*$ 1,295,000*	*$ 450,000*	*$ 3,567,560*
Net Local Revenue	**$ 1,637,532**	**$ 2,200,621**	**$ 2,658,936**	**$ 2,956,883**	**$ 3,204,147**	**$ 12,658,119**

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 an 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 2020 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 2020, and certain service costs incurred on debt. The FY 2020 anticipated debt service payments are estimated to represent 6.8% of anticipated revenue.

FY 2020 Adopted Budget

Division/Description	Principal	Interest	Total
County Government			
Capital Leases	$1,316,021	$527,993	$1,844,014
Certificate of Participation	485,000	193,466	678,466
Lease Financing	355,100	-	355,100
Sub-total County Government	**$2,156,121**	**$721,459**	**$2,877,580**
School Division			
VA Public School Authority Bonds	$5,000,000	$2,028,882	$7,028,882
General Obligation Bonds	2,242,000	517,963	2,759,963
Master/Capital Lease	1,379,157	62,428	441,585
Trustee Fees	-	-	8,300
Sub-total School Division	**$7,621,157**	**$2,609,273**	**$10,238,730**
Total Debt Service Fund	**$9,777,278**	**$3,330,732**	**$13,116,310**

Debt Service in Other Funds

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

FY 2020 Adopted Budget

Fund/Description	Principal	Interest	Total
Fire & Rescue Levy Fund			
Fire Station Renovations	$411,020	$620,183	$1,031,203
Total Vol. Fire & Rescue Levy Fund:	**$496,828**	**$750,109**	**$1,031,203**
Landfill Fund			
Cell I Expansion/Transfer Station	$250,000	$344,063	$594,063
Total Landfill Fund	**$250,000**	**$344,063**	**$594,063**

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 2020 Adopted Debt Service Fund Statement

Description	Total
Revenue:	
Transfer from General Fund	$ 12,190,559
Transfer from Fire and Rescue Levy Fund	332,863
VPSA Credit	198,913
QSCB Tax Credit	393,975
Prior Years' Fund Balance	-
Total Revenues:	**$ 13,116,310**

Expenditures:	**Principal**	**Interest**	**Total**
County Government			
New Baltimore Sewer Project	$ 225,000	$ 16,734	$ 241,734
Vint Hill Sewer Expansion	260,000	176,732	436,732
Ambulance Lease	111,749	6,821	118,570
Public Safety Radio	625,916	131,049	756,965
Catlett-Calverton Sewer	355,100	-	355,100
Central Sports Complex	438,356	197,260	635,616
Orlean Fire Station Improvements	140,000	192,863	332,863
Subtotal County Government:	**$ 2,156,121**	**$ 721,459**	**$ 2,877,580**
School Division			
1999A Brumfield ES VPSA	$ 175,000	$ 5,338	$ 180,338
2000A Marshall MS VPSA	225,000	17,213	242,213
2001C Auburn MS VPSA	320,000	34,400	354,400
2003A Auburn/Thompson VPSA	580,000	131,660	711,660
2004A Liberty HS HVAC VPSA	185,000	45,649	230,649
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	183,425	758,425
2007A Kettle Run/Greenville VPSA	1,705,000	725,055	2,430,055
2011 Fauquier HS VPSA QSCB	700,000	425,000	1,125,000
2012 Kettle Run GO Bond	2,165,000	298,700	2,463,700
2012 Fauquier HS VPSA	405,000	345,904	750,904
2013 Fauquier HS VPSA	130,000	115,238	245,238
2015 Kettle Run Bank Loan	77,000	219,263	296,263
School Bus Lease Phase I	166,898	15,125	182,023
School Bus Lease Phase II	212,259	47,303	259,562
Trustee Fees	-	-	8,300
Subtotal School Division:	7,621,157	2,609,273	10,238,730
Total Expenditures:	**$ 9,777,278**	**$ 3,330,732**	**$ 13,116,310**

ORGANIZATIONAL PURPOSE:

Volunteer Fire and Rescue Association

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 nine 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."

Department of Fire, Rescue and Emergency Management

The Department of Fire, Rescue and Emergency Management (DFREM) strives to reduce threats to life, safety, property, and the environment of Fauquier County residents through education, prevention, and effective response to fire, medical, environmental, and other emergencies. Our Department is dedicated to providing fire protection, emergency medical services, and related life safety functions with fiscal integrity while maintaining a balanced volunteer and career service. The Department provides these critical services through five divisions:

- Administration - Provides support, coordination and oversight of services supporting the core mission. Including but not limited to volunteer/ career recruitment, orientation and retention, budget preparation, procurement, management, service supplementation with career firefighter and paramedics, insurance and risk management, mandatory annual medical physicals, and human resources support.
- Operations - Supplements the Volunteer Fire and Rescue companies by providing career staff and leadership that meet all required training and certifications for adequate response to firefighting, emergency medical service, and hazardous materials emergencies.
- Prevention/Life Safety - Consists of fire prevention and life safety, code enforcement, life safety inspections, plans reviews, and hazardous materials monitoring.
- Training and Logistics - Responsible for training and recertification of over 600 career and volunteer members, State Emergency Medical Services (EMS) law compliance, mandated exposure control programs, medical direction, personnel protective equipment, uniforms, fire station supplies and quality assurance at all levels.
- Emergency Management - Develops incident-specific plans and coordinates responses to natural and man-made disasters. Provides emergency planning and disaster coordination, hazard mitigation and hazardous materials transportation plans as mandated by the National Response Plan.

GOALS:

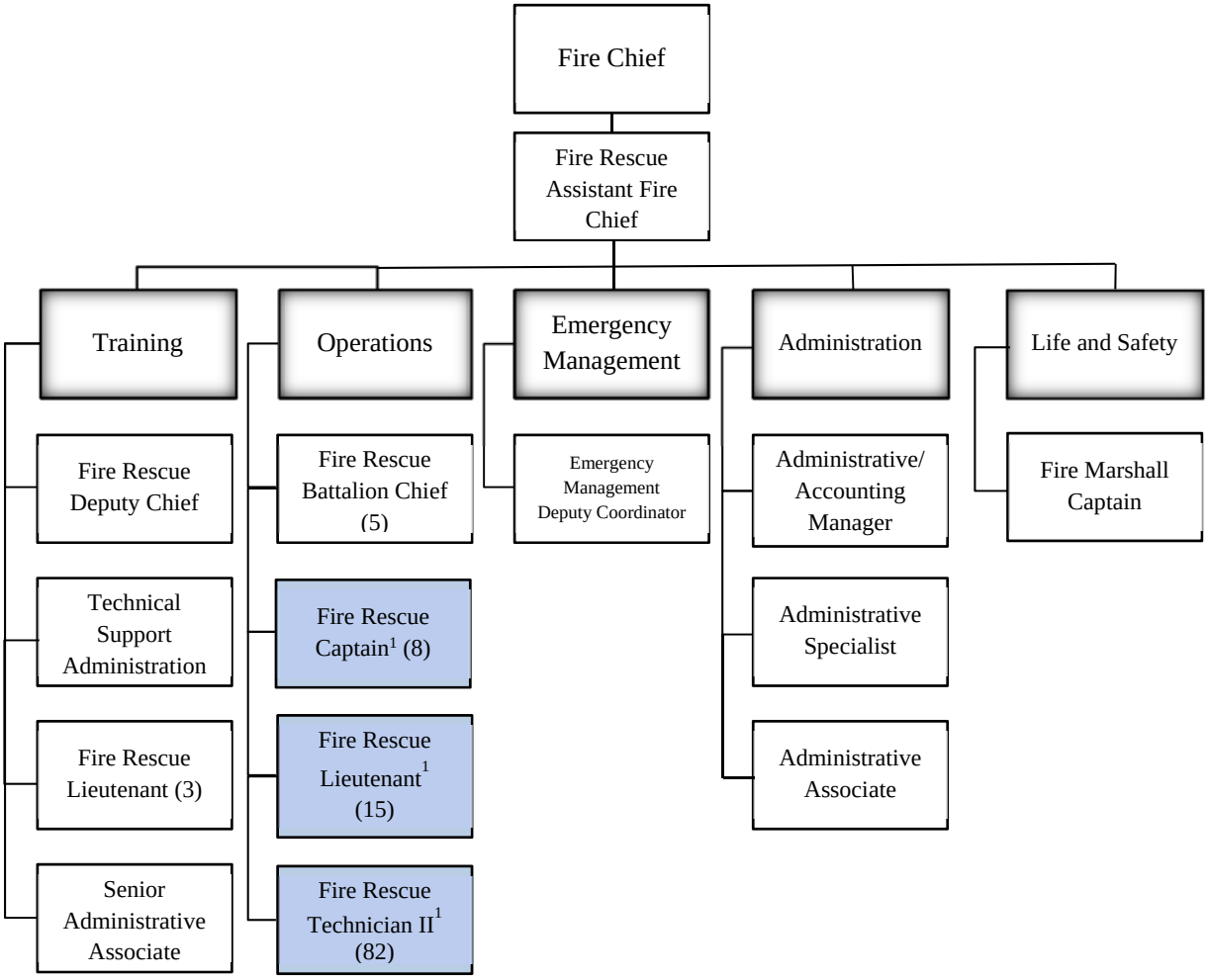
Volunteer Fire and Rescue Association

- 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.

Department of Fire, Rescue and Emergency Management

- Be 100% compliant with Local, State and Federal laws that dictate requirements for training, staffing, response capabilities and on-scene emergency management by qualified personnel.
- Develop and support a culture of "safety first" for all of our career or volunteer responders.
- Meet quantifiable service delivery standards for fire and rescue responses by providing career staffed administrative, operational firefighting and emergency medical, training, logistics and leadership positions to support to the volunteer fire and rescue companies in Fauquier County.

Department of Fire, Rescue and Emergency Management (DFREM)



[1]FY 2020 Adopted Budget establishes (3.0) Captain positions, (6.0) Technician II positions, the reclassification of (1.0) Lieutenant position to a Captain position, and reclassification of (2.0) Technician II positions to Lieutenant positions.

KEY PROJECTS FOR FY 2020:

Department of Fire, Rescue and Emergency Management

- Expand operational staffing to transition the three remaining 12 hour stations from 12 hours 5 day coverage to 12 hours 7 day coverage (The Plains, Lois and Goldvein).
- Implement an EMS Supervisor program (Captain) on each shift to manage EMS programs and provide a secondary command officer 24 hours/7 days a week.

BUDGET SUMMARY:

Combined Fire & Rescue Services	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$7,503,346	$8,878,133	$10,887,869	$12,213,976
Operating	4,092,209	4,325,704	4,870,651	5,860,273
Capital	46,974	1,998,757	0	0
Transfers[1]	2,628,444	2,409,581	2,232,998	1,472,998
Total	**$14,270,973**	**$17,612,175**	**$17,991,518**	**$19,547,247**
Revenue	$365,601	$1,520,798	$2,217,383	$1,868,011
Net Local Revenue	**$6,333,470**	**$13,397,126**	**$15,774,135**	**$17,679,236**
Change in Net Position	**($7,571,902)**	**($2,694,251)**	**$0**	**$0**
Full-time Equivalents	**83.00**	**84.00**	**114.00**	**123.00**

[1]Transfers consist of allocations for debt service expenses, transfers for capital replacement costs in the County Asset Replacement Fund, and transfers to the General Fund to support training and safety activities and positions within the Department of Fire, Rescue and Emergency Management (DFREM) in the FY 2017 and FY 2018 Adopted Budget.

Volunteer Fire and Rescue Association	**FY 2017 Actual**	**FY 2018 Actual**	**FY 2019 Adopted**	**FY 2020 Adopted**
Expenditure Summary:				
Personnel	$100,210	$88,547	$121,236	$121,236
Operating[1]	3,725,123	3,714,421	4,014,863	4,574,360
Capital[2]	10,291	1,958,872	0	0
Transfers	2,628,444	2,409,581	2,232,998	1,472,998
Total	**$6,464,068**	**$8,171,421**	**$6,369,097**	**$6,168,594**
Revenue	$253,641	$264,185	$273,802	$272,073
Net Local Revenue	**$6,352,310**	**$7,907,236**	**$6,095,295**	**$5,896,521**
Change in Net Position	**$141,883**	**$0**	**$0**	**$0**
Full-time Equivalents	**0.00**	**0.00**	**0.00**	**0.00**

[1]Includes operating contributions to independent, volunteer companies.
[2]FY 2018 capital expenditures include the Orlean Volunteer Fire and Rescue Station Project.

Fire, Rescue and Emergency Management	FY 2017 Actual[1]	FY 2018 Actual[1]	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$7,403,136	$8,789,586	$10,766,633	$12,092,740
Operating	367,086	611,283	855,788	1,285,913
Capital	36,683	39,885	0	0
Total	**$7,806,905**	**$9,440,754**	**$11,622,421**	**$13,378,653**
Revenue	$7,011	$1,256,613	$1,943,581	$1,595,938
Net Local Revenue	**$6,014,205**	**$8,184,141**	**$9,678,840**	**$11,782,715**
Full-time Equivalents	**83.00**	**84.00**	**114.00**	**123.00**

[1]FY 2017 and FY 2018 costs were incurred in the General Fund. In FY 2019 adopted budget, all DFREM costs moved to the Levy Fund.

BUDGET ANALYSIS:

The Fire and Rescue Levy is a special real estate tax levy to support the fire and rescue service of the County, operated as a combined volunteer and career service. The levy is anticipated to yield $17,679,236 in FY 2020. The reduction of non-local revenue from FY 2019 Adopted is based on the allocation of fund balance for one-time capital expenditures, funded by increased real estate collections in FY 2018 with the shift of DFREM to the Levy Fund.

The FY 2020 Adopted Budget for DFREM includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff. The FY 2020 Adopted budget for DFREM also includes increases related to the establishment of (3.0) full-time Fire Rescue Captain positions, (6.0) full-time Fire Rescue Technician II positions, as well as the reclassification of (1.0) Fire Rescue Lieutenant position to a Fire Rescue Captain position, and reclassification of (2.0) Fire Rescue Technician II positions to Fire Rescue Lieutenant positions. The adopted budget also includes the establishment of a second set of personal protective gear for volunteer and career personnel, as well as the annual cost to maintain, repair, and cleaning the personal protective gear.

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 nine 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 FY 2017, the total number of Fire and EMS incidents were 13,859.

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.

- **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 provides education on fire and life safety during events at schools and fairs etc. in our community. This committee has a volunteer membership coordinator to assist the individual stations with membership rules and regulations set forth by the state. This coordinator also works community events to recruit new members.

- **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 Battalion Chief group continues to create, provide, and implement training and operating procedures.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 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	45	45	45	45
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)	0	0	0	0
Emergency Vehicle Operator students	62	62	62	62
Pump Operator students	34	34	34	34
Smokehouse education events	0	0	0	0
Community events (fair, etc.)	3	3	3	3
SCBA equipment maintained	263	263	263	263
Radio/pager equipment maintained	725	725	725	725

OBJECTIVES:

- Continue Fire & Rescue support for the citizens of Fauquier County with volunteer personnel and career staffing.
- 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.

PROGRAM 2: ***DFREM Administrative Division***

- This division provides the following: Emergency Preparedness and Disaster Management per Title 44 of the Code of Virginia and the Homeland Security Presidential Directive-5 (HSPD-5) NIMS, provides staff support to the Volunteer Fire and Rescue Association and its committees: EMS, Training, Special Operations, Chiefs' Group, and Capital Improvements, coordinates the Volunteer Fire and Rescue Association orientation, incentive, and insurance programs, maintains knowledge of Federal and State standards applicable to the public safety industry, maintain accounts, personnel information, and the electronic records management system, supports the fire and rescue e-mail system and other communications programs, as well as computer-aided design (CAD) mapping and unit statistics, coordinates finance, budget, and procurement issues for the Volunteer Fire and Rescue Association and also coordinates preventive maintenance contracts for the Volunteer Fire and Rescue Association.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Volunteer Incentive/Insurance Programs and Workers Compensation	431	450	500	525
Grant Applications Submitted	3	3	3	3
Grant Funding Awarded[1]	$2,615,698	$17,725	$17,725	$17,725
Workers Compensation Claims	18	10	10	10

[1]*FY 2017 includes Federal Emergency Management Agency (FEMA) Staffing for Adequate Fire and Emergency Response Grant (SAFER) funding.*

OBJECTIVES:

- Conduct annual response time service delivery study to determine acceptable County-wide fire and rescue response time benchmarks.
- Respond to fire and medical emergencies with four personnel and a fire engine and/or two personnel and an ambulance within ten minutes in rural areas and eight minutes within service districts.
- Update Hazardous Materials Emergency Response Plan.
- Conduct emergency preparedness exercise (full scale and table top).

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Service delivery standard study conducted	100%	100%	100%	100%
Number of full scale or table top exercises for emergency preparedness conducted	1	2	1	2

PROGRAM 3: ***DFREM Operations Division***

Works in conjunction with the County's volunteer fire companies, provide timely 24/7 emergency responses to all fire, medical, and hazardous materials emergencies, coordinates fire and rescue programs with the volunteer fire and rescue companies, Fauquier Hospital, Virginia Office of Emergency Medical Services, Virginia Department of Fire Programs, Virginia Department of Emergency Management, and neighboring jurisdictions, provide fire, medical, and hazardous materials emergency response training to the career staff for recertification and professional development, work with the Training Division to minimize the cost of this requirement by conducting the training in-house when possible and ensure sufficient staffing and safe operating conditions through coordination of career and volunteer staff.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Meetings with Volunteer Association	12	12	12	12
Meetings with Volunteer Fire Chiefs	12	12	12	12
Emergency Responses	11,195	12,750	13,500	14,000

OBJECTIVES:

- Respond to fire and medical emergencies with four personnel and a fire engine and/or two personnel and an ambulance within ten minutes in rural areas and eight minutes within service districts.
- Ensure that all firefighting personnel receive mandatory medical clearance and face mask testing as outlined in Federal mandate 1910.134.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Rural response benchmarks	80%	80%	80%	80%
Service district response benchmarks	100%	100%	100%	100%
Annual fit testing	100%	100%	100%	100%
Medical clearance examinations	100%	100%	100%	100%

PROGRAM 4: ***DFREM Training & Logistics Division***

This division provides basic and advanced training to approximately 600 volunteers and 65 field personnel and 10 support career staff. The division also provides support for projects such as the 800MHz Radio System, Respiratory Protection Program, laptop support for EMS, gas meter maintenance program, HazMat support equipment and the Records Management Systems.

The Training Committee provides all training except Advanced Life Support. This committee reviews and authorizes all entry level training as well as management level and special seminar classes.

The division also coordinates adult education training programs, high school vocational education programs, sheltering operations that may be required as a result of natural disasters, and training with the volunteer EMS and Fire Training committees for the delivery of courses through the Virginia Office of Emergency Medical Services and the Virginia Department of Fire Programs.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Firefighter courses – for high school career technical education	1	1	1	1
Adult education courses, day & evening	68	68	68	68
New member orientation opportunities	15	15	20	20
Respiratory fit testing	410	415	420	425
ID card systems maintained	900	920	930	950
800 MHz radios maintained and upgraded	475	475	475	475
400 MHz pagers maintained and upgraded	250	250	250	250
SCBA Maintained	263	263	263	263
SCBA testing (Flow Test)	263	263	263	263
SCBA testing (Hydro Test)	192	192	192	192

OBJECTIVES:

- Deliver Fire, Rescue and Emergency Management training as required, to insure delivery of services in the most economic and effective means possible with available resources.
- Deliver Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), and International Trauma Life Support (ITLS) to Advanced Life Support (ALS) providers on an annual basis.
- 100% participation in the Respiratory Fit Test program for all members of the Department who are certified for IDLH Environments.
- Self-contained breathing apparatus (SCBA) – 275 packs placed in service as of December 31, 2015.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Fire Rescue initial and continuing education courses	68	68	68	68
Streamline new members application process	15 days	15 days	15 days	15 days
New Membership applications processed	60	75	90	100
100% of "Class A" Members Fit Tested	100%	100%	100%	100%
SCBA Flow Test on schedule	263	263	263	263

PROGRAM 5: ***DFREM Fire Prevention & Life Safety Program***

This division conducts existing facility inspections to mitigate the potential for injury or loss of life to the public and responding firefighters including public assembly buildings, such as restaurants, meeting halls, churches, and tents, as well as public and private educational facilities, conducts mandated SARA (Superfund Amendments and Reauthorization Act) Title III inspections for institutional buildings and locations using, storing, or selling extremely hazardous substances (EHS), flammable and combustible liquids, and liquefied petroleum gas (LPG), issue permits for operations involving the transportation, storage, and use of commercial explosives, as well as fireworks sales, storage, and displays, in compliance with Code of Virginia mandates, reviews site plans for fire code compliance in conjunction with Community Development and responds to life safety code complaints and questions regarding inspections, education, and assistance attaining code compliance.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Fire Inspections	120	120	250	300
Plans Reviews	37	90	110	125
Explosive Storage, Use and Display Permits	12	15	15	16

OBJECTIVES:

- Conduct life safety fire prevention inspections at all day care centers, assisted living facilities, and public assembly buildings.
- Conduct mandated SARA Title II hazardous materials inspections.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Life safety fire prevention inspections conducted at all day care centers and assisted living facilities	53	53	53	53
Life safety fire prevention inspections conducted at all public assembly buildings	40	40	40	40
Mandated SARA Title II hazardous materials inspections conducted	51	55	55	55
Staff events for distribution of materials for emergency events to the citizens	4	4	4	4
Emergency Operations Center exercises	1	2	1	2

PROGRAM 6: ***DFREM Emergency Management Division***

This division facilitates biannual Emergency Operations Center (EOC) tabletop exercise to acquaint EOC staff with their specific roles and responsibilities and enhance EOC operations during response and recovery phases, facilitates one drill focusing on specific threat/hazard, maintains Emergency Operations Plan, Hazard Mitigation Plan and Hazardous Materials Emergency Response plan, coordinates post disaster recovery activities, manages Emergency Management grants and organizes resources (personnel, equipment, supplies, and services) necessary for response and recovery.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Drills and Regional Exercise	1	2	1	2
Table Top Exercise	1	1	1	1
Maintain plans	2	2	2	2
Coordinate post disaster recovery activities	1	1	1	1
Manage grants in support of Emergency Management	1	1	1	1
Organize resources	50%	50%	50%	50%

OBJECTIVES:

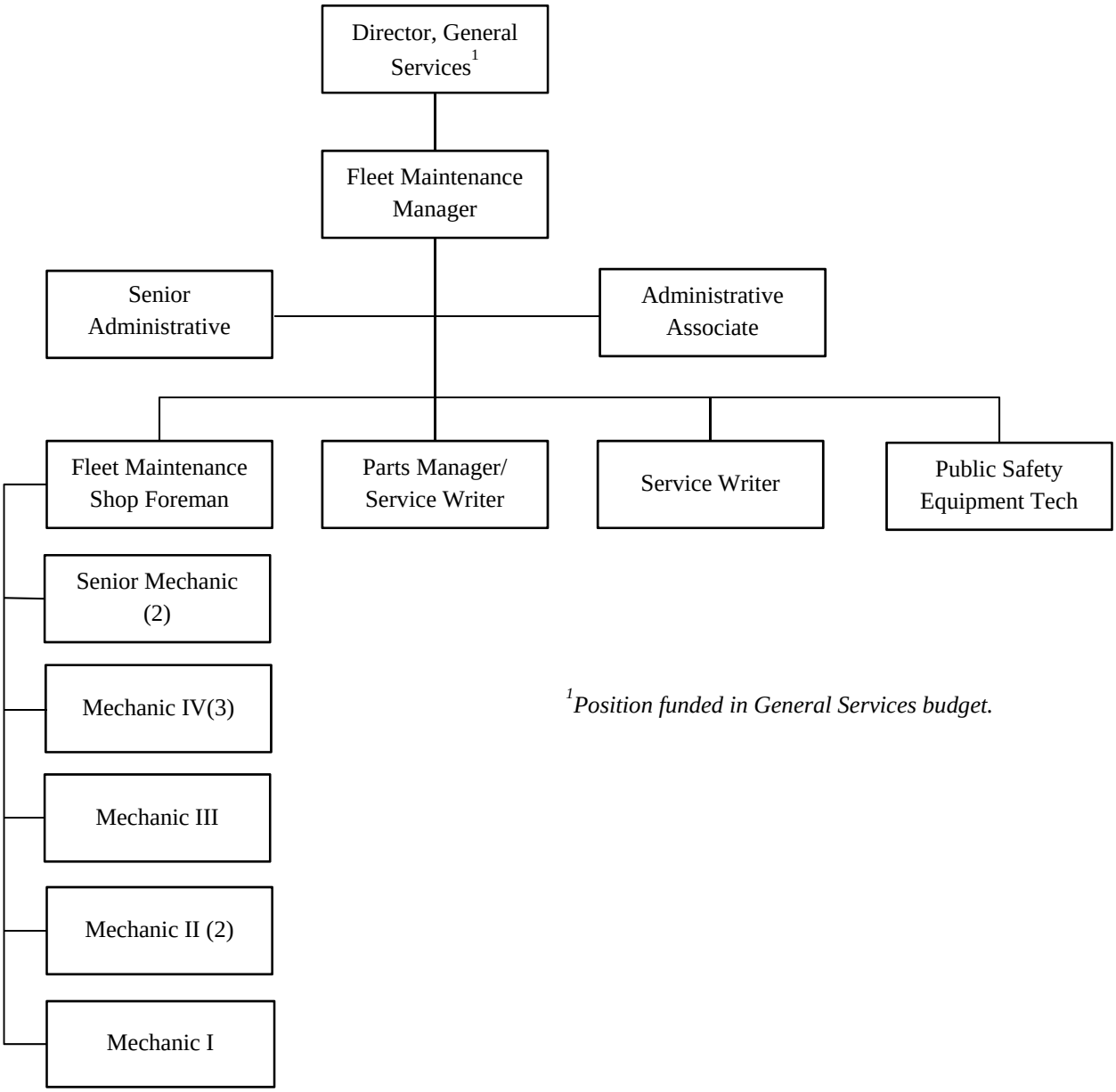
- Provide ongoing education to the citizens of Fauquier County for disaster events.
- Continue to educate our staff and volunteers with training at the Emergency Operations Center.

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Staff events for distribution of materials for emergency events to the citizens. (Warrenton Day, Heritage Day, Fauquier County Fair, First Friday)	1	1	1	1
Emergency Operations Center exercises	1	1	1	1

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.



[1]*Position funded in General Services budget.*

Fleet Maintenance Fund

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.

KEY PROJECTS FOR FY 2020:

- Remove motor oil tank in shop and install new larger tank with cover and heat on the outside of the building.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$994,815	$1,072,012	$1,130,227	$1,166,510
Operating	1,760,417	1,831,312	2,303,765	2,278,978
Capital	21,857	42,721	72,500	72,500
Total	**$2,777,089**	**$2,946,045**	**$3,506,492**	**$3,517,988**
Revenue	$2,784,422	$2,828,021	$3,506,492	$3,517,988
Net Retained Earnings	**($7,333)**	**$118,024**	**$0**	**$0**
Full-time Equivalents	**15.00**	**15.00**	**16.00**	**16.00**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Fleet Maintenance includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

PROGRAM 1: ***Fleet Maintenance Fund***

Fleet Maintenance provides vehicle and equipment maintenance and repair for the County, Public Schools and other external customers. The division is self-supported via charged services provided to those customers plus fuel purchases.

SERVICE VOLUME	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
County and School customers	45	46	46	46
External customers	13	15	15	15
Vehicles/small engine repairs	6,073	6,500	6,500	6,500

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 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Meet goals of Consolidated Services Agreement	96%	96%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	98%	98%	98%	98%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	100%	100%	100%	100%
Scheduled vehicle downtime for PM <1 day annually	92.93%	95.00%	95.00%	95.00%
Average age of non-public safety vehicles (years)	9.25	8.25	7.25	6.25

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. As part of the provision of health benefits provided to employees includes health insurance and an onsite employee health clinic.

BUDGET SUMMARY:

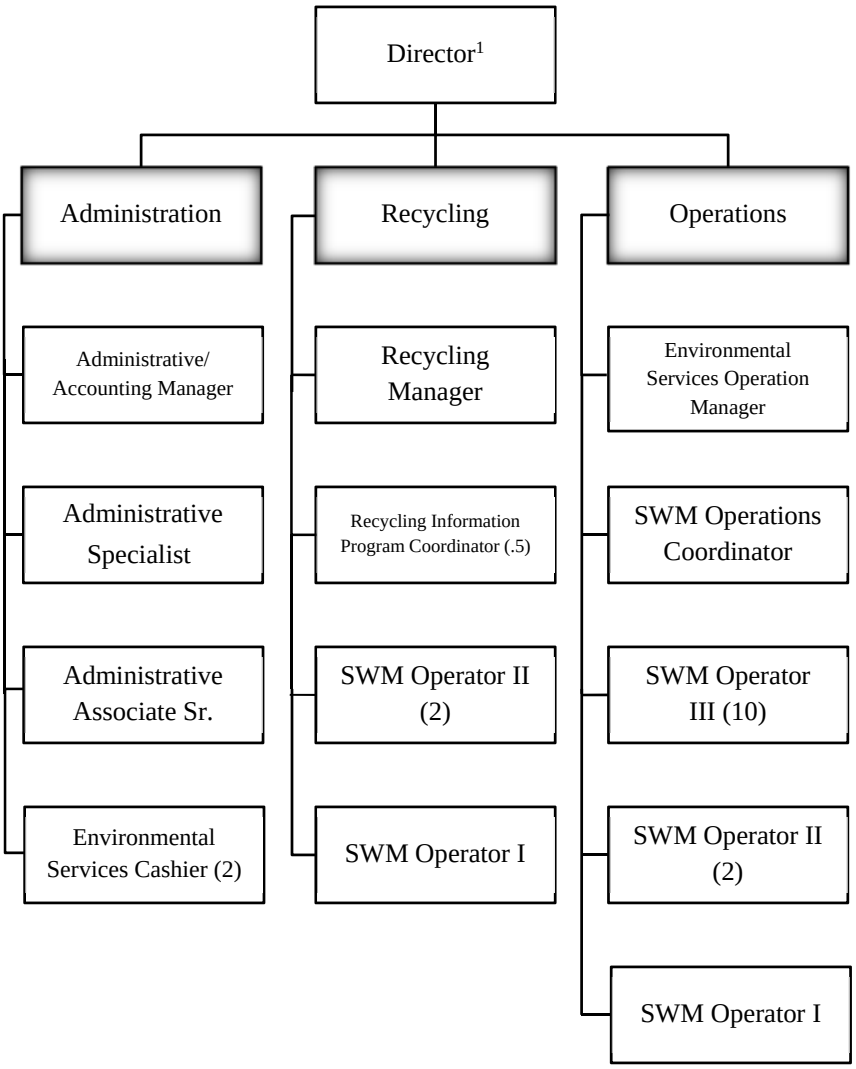
	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$28,778,482	$28,703,224	$32,661,027	$34,331,800
Operating	1,224,337	1,650,554	1,512,286	1,213,764
Capital	179,975	2,680	0	0
Total	**$30,182,794**	**$30,356,458**	**$34,173,313**	**$35,545,564**
Revenue	$29,010,631	$31,118,765	$34,173,313	$35,545,564
Change in Net Position	**$1,172,163**	**($762,307)**	**$0**	**$0**

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for the Health Insurance Fund includes projected increases to the health insurance (medical and prescription drug services) component of five-percent, based on market guidance from the County's health insurance consultant and the historical average annual cost increase. The County portion of the Health Insurance Fund for the adopted budget includes an allocation of increased costs in health insurance to employee premiums, to share the projected increased costs between employer/employee at a ninety/ten-percent split as included in the FY 2020 Approved Budget. During the FY 2020 adopted budget process, the County completed an RFP process for the provision of the County's medical, dental, and prescription drug program. Subsequent to the budget adoption, savings derived from the RFP process and vendor selection was allocated toward the expansion of services provided by the Fauquier Wellness Center to include dependents (spouses and children over age 5) and mental health services in FY 2020. This initiative is part of the County's efforts to improve the wellness services available to employees of the County government and schools, while mitigating or containing health insurance cost increases in the budget.

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.



[1]*The Departments of General Services and Environmental Services have a combined department head, as approved by the Board of Supervisors subsequent to the adoption of FY 2020 budget. In future years, the position budget will be split between the General Services and Landfill Fund budgets equally.*

Landfill Fund

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.

KEY PROJECTS FOR FY 2020:

- Landfill 149 Closure and Environmental improvements and completion.
- Implement planned capital improvement projects.
- Continue planning future development.

BUDGET SUMMARY:

	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Expenditure Summary:				
Personnel	$1,885,370	$1,835,270	$1,856,240	$1,923,092
Operating[1]	$3,624,332	$3,917,957	$4,236,999	$4,327,533
Capital[2]	$1,350,313	$1,939,609	$0	$0
Total	**$6,860,015**	**$7,692,836**	**$6,093,239**	**$6,250,625**
Revenue	$3,965,036	$4,020,312	$5,019,200	$5,069,206
Net Local Revenue	**$864,085**	**$1,055,666**	**$1,074,039**	**$1,181,419**
Change in Net Position	**($2,030,894)**	**($2,616,858)**	**$0**	**$0**
Full-time Equivalents	**25.50**	**25.50**	**25.50**	**25.50**

[1]*Operating expenditures include debt service; FY16 $489,635; FY17 $656,474; FY18 $738,481; FY19 $737,263; FY20 $736,281.*
[2]*Previous year's actuals includes capital projects, depreciation, and closure/post closure accruals.*

BUDGET ANALYSIS:

The FY 2020 Adopted Budget for Landfill Fund includes personnel expenditure adjustments related to rising benefit costs, the FY 2019 2.4% compensation increase, and salary scale adjustments for those impacted permanent staff.

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.

SERVICE VOLUME[1]	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Transferred, Landfilled, and Recycled	71,201	70,831	71,510	73,190
MSW Transferred	43,635	44,643	49,960	50,900
Construction & Debris Landfilled (Residuals)	7,730	6,720	4,500	4,500
Recycled	19,536	19,167	16,750	17,490
Public Presentations (Youth & Adult)	116	123	120	150
Cubic Yards of Landfill Space Used	13,383	11,700	12,517	12,883

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

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Reduce MSW Transfer/Landfill Tons to Total MSW	82.9%	79.9%	83.7%	83.3%
Increase MSW Recycled Tons to Total MSW	17.1%	17.1%	16.3%	16.7%

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Textiles Processed & Recycled	88	83	95	95
Truck Loads - Textiles	5	5	5	5
Plastics Processed & Recycled	226	268	250	250
Truck Loads - Plastics	16	18	17	17
Cardboard Processed & Recycled	434	430	475	480
Truck Loads - Cardboard	21	21	21	21
Mixed Paper Processed & Recycled	760	732	750	750
Truck Loads – Mixed Paper	35	33	35	35

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

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[1]	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
Textiles: pounds processed/week	125	118	135	135
Plastics: pounds processed/week	321	381	355	355
Cardboard: pounds processed/week	616	610	675	682
Mixed paper: pounds processed/week	1,079	1,040	1,065	1,065
Pounds of Textiles per load	37,800	36,000	38,000	38,000
Pounds of Plastic per load	28,215	30,629	29,412	29,412
Pounds of Cardboard per load	41,333	40,913	46,000	46,000
Pounds of Mixed Paper per load	43,411	44,369	42,600	42,600
Annual County Recycling Rate	43%	44%	45%	45%

[1]*Source: Virginia Department of Environmental Quality (DEQ); annual rates by Calendar Year (CY)*

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 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Projected
Incoming C&D Tons Processed	14,290	12,331	8,600	8,800
Reuse/Recycled C&D Tons	6,557	5,609	4,100	4,300
Total Incoming Inert Material	3,993	2,321	2,900	3,000

OBJECTIVES:

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

OUTCOME MEASURES	FY 2017 Actual	FY 2018 Actual	FY 2019 Goal	FY 2020 Goal
C&D Recycled Tons to Total Incoming Mixed C&D Tons	46%	45%	48%	49%
C&D Recycled Tons to Total Incoming C&D Tons (Mixed + Inert)	58%	54%	61%	62%

Terms

501(c) 3:	A not-for-profit organization afforded tax exempt status according to criteria established by the United States Internal Revenue Service.
Accrual Accounting:	Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.
Actual:	Revenues and expenditures that occurred in a given fiscal year. Actuals differ from budgeted figures as they represent the disbursements and/or collections over a given period of time subsequent to budget adoption.
Adopted Budget:	The County's financial plan as approved by the Board of Supervisors and administered by the County Administrator.
Advanced Cardiac Life Support (ACLS):	A certified method of specialized care provided to victims of cardiac arrest or other cardiac related emergencies.
Advanced Life Support (ALS):	A certified method of pre-hospital care provided to adult victims to sustain life. ALS goes beyond Basic Life Support to include invasive care and/or medications.
Americans with Disabilities Act (ADA):	A wide-ranging civil rights law that prohibits discrimination based on disability.
Appropriation:	An authorization made by the Board of Supervisors which permits the County's administrative staff to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
Appropriations Resolution:	A legally binding document prepared by the Office of Management and Budget which delineates by fund and department all expenditures and revenues adopted by the Board of Supervisors, as reflected in the adopted or amended budget.
Assessed Value:	A value that is established for real or personal property for use as a basis of levying property taxes. The value used represents fair market value.
Assessment:	A process to value property for tax purposes. The County assesses personal property on an annual basis and real property on a quadrennial basis.

Asset Replacement Fund: A governmental fund that provides for the financing of major maintenance and systems replacement, renovations and major asset replacement, principally through the accumulation of cash funding and various grants. The County maintains separate asset replacement funds for the General Government and the School Division.

Audit: A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the financial statements to determine compliance with Generally Accepted Accounting Principles (GAAP) by reviewing how governmental funds were collected and expended and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals. An annual financial audit of each municipality by an independent certified public accountant is required by the Commonwealth of Virginia.

Auditor of Public Accounts (APA): An independent, external auditor of the executive and judicial branches of the Commonwealth of Virginia that serves at the behest of the legislative branch.

Automated Clearing House (ACH) Processing: Automated payment process that allows for the electronic debit and credit processing of banking accounts. A current initiative of the County Treasurer's Office is to implement an ACH program to provide the opportunity to taxpayers to utilize VISA or MasterCard to pay taxes.

Automated External Defibrillator (AED): A portable, electronic device that automatically diagnoses and treats life-threatening cardiac arrhythmias of ventricular fibrillation.

Balanced Budget: In Virginia, localities are statutorily required to adopt a balanced budget. The Commonwealth defines a balanced budget as wherein available revenues and appropriated fund balance equal estimated expenditures for the fiscal year.

Basic Life Support (BLS): A level of care provided to victims which is characterized by non-invasive procedures and does not include the administration of medicines.

Best Management Practices (BMP or BMPs): A practice or practices used with effluent limitations to prevent or control the discharge of pollutants through nonpoint sources. BMPs may include a schedule of activities, prohibition of practices, maintenance procedure, or other management practice.

Biennial Budget: A budget in which budgetary allocations are committed for a period of two years. Since the Code of Virginia restricts adoption of a final budget to the first year only, the second year of a biennial budget is treated as a commitment of its fiscal plan by the Board of Supervisors for that fiscal year. Accordingly, a budget for the second year is formally adopted by the Board of Supervisors one year after adoption of the initial budget.

Board of Zoning Appeals (BZA): Through the authority enacted by the Code of Virginia, and as established by the Fauquier County Board of Supervisors, the Board of Zoning Appeals has approval authority for Variance and Special Permit applications. The Board of Zoning Appeals is also charged with hearing all appeals of Zoning Administrator determinations, with the authority to uphold or overturn such decisions.

Bond: A type of financing used by governmental entities, by which a fixed-income security is sold in the investment market that creates essentially a loan agreement. The investor is paid interest periodically and the principal at a future date. In Virginia, localities can issue general obligation debt after an affirmative vote in referendum or through the State's financing authority in a pooled bond program.

Budget Calendar: The schedule of key dates which a government follows in the preparation and adoption of the budget.

Budgetary Control: The control or management of governmental operations in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Business, Professional, and Occupational License (BPOL): Businesses, professions, trades, and occupations are required to obtain a BPOL upon which a tax is levied based on gross receipts.

Capital Assets: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets. The associated expense of the asset is recorded over its useful life.

Capital Improvement Program (CIP): A multi-year plan for capital outlay to be incurred annually over a fixed number of years to meet capital needs arising from the government's long-term infrastructure requirements.

Capital Improvements: Expenditures related to the acquisition or expansion of an element of the government's physical plant; sometimes referred to as infrastructure.

Capital Project: Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life.

Capital Reserve: An account used to segregate a portion of the government's equity to be used for future capital program expenditures.

Cash Basis: A basis of accounting in which transactions are recognized only when revenue is received or expenditures are paid.

Central Fauquier Sports Complex (CFSC): A 70-acre site located east of Warrenton to be developed into a community sports facility and grounds.

Certified Automotive Fleet Manager (CAFM): Fleet Management industry's highest level of certification covering essential core competencies of fleet management.

Child Nutrition Act: A federal program originally enacted in 1966 to provide breakfast at school for needy students and increase funding to the National School Lunch Program. The program has had several amendments and reauthorizations since the original enactment.

Children's Services Act (CSA): A 1993 State law that consolidated eight funding sources which were utilized to support at-risk youth and their families. State law defines the purpose of the program as to provide high quality, child centered, family focused, cost effective, community-based services to high-risk youth and their families. Funds received by the locality for this purpose require a local match.

Community Policy and Management Team (CPMT): A team of individuals established by the locality to oversee the management and implementation of services provided under the Comprehensive Services Act. The team appoints members of the same agencies to the Family Assessment and Planning Team (FAPT).

Conservation Easement: The cession of development rights on privately owned property by an individual landowner. The County purchases conservation easements through its Purchase of Development Rights program.

Conservation Easement Service District Fund: A special revenue fund established to fund and administer Fauquier County's Purchase of Development Rights program.

Consumer Driven Health Plan (CDHP): A health plan which incorporates several healthcare strategies that heightens consumer awareness of the cost and utilization of healthcare services through plan design incentives.

Consumer Price Index (CPI): A statistical description of price changes provided by the U.S. Department of Labor.

Contingency: A budgetary reserve set aside for emergencies, unforeseen expenditures, and/or revenue shortfalls not otherwise budgeted.

Contractual Services: Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cooperative Extension: Virginia Cooperative Extension is an agricultural-based educational outreach program in cooperation with Virginia Polytechnic Institute and State University (Virginia Tech) through a network of faculty, 107 county and city offices, 11 agricultural research and Extension centers, and six 4-H educational centers.

Cost-of-Living Adjustment (COLA): An increase in salaries to offset the adverse effect of inflation on compensation.

Crisis Intervention Team (CIT): An initiative designed to enhance the way law enforcement and the community respond to people experiencing mental health crises.

Debt: The cumulative total of all loans, financing, and related funding raised to fund programs in lieu of cash for which the County owes money and often interest on that money. The County limits debt to projects in excess of $1 million.

Debt Service: Payments of principal and interest on debt issued by the County.

Debt Service Fund: A governmental fund providing for the payment of debt service, both principal and interest, on municipal debt issued to acquire equipment or develop facilities.

Deficit: A circumstance when projected or actual expenditures exceed projected or actual revenues.

Department: A basic organizational unit of government that is functionally unique in its mission and/or delivery of services.

Depreciation: Expiration in the useful life of capital assets attributable to wear and tear, deterioration, action of the physical elements, or inadequacy.

Development Related Fees: Fees and charges generated by building, development, and growth in a community. Fee collections are associated with building permits, development or plan review, zoning, planning, and subdivision fees.

Disbursement: The expenditure of moneys from an account.

Distinguished Budget Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Extremely Hazardous Substances (EHS) Flammable and combustible liquids, liquefied petroleum gas.

Electronic Incarceration Program (EIP): A state program which allows localities to utilize cost-effective alternative incarceration methods using electronic monitoring of inmates while they remain productive members of society.

Employee or Fringe Benefits: A form of compensation in addition to an employee's salary or wage. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit budget authority for a specified future expenditure.

Engineering & Surveyors Institute (ESI): A nonprofit organization that forms public/private partnerships to oversee engineering plan review and comments. The County currently outsources to ESI for analysis, plan solutions, and resolution of complaints.

Enterprise Funds: Enterprise funds house activities that are financed and operated as self-supporting activities.

Entitlements: Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the funding, usually the State or the Federal government.

Executive Summary: The opening section of the budget document, which provides the Board of Supervisors and the public with a general summary of the most important aspects of the budget, including changes from the current and previous fiscal years.

Expenditure: The payment for goods or services for the purpose of acquiring an asset, service, or settling a loss.

Expense: Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges.

Facilities Planning and Implementation Committee (FPIC): A standing committee of the Board of Supervisors, who consider general government capital projects exceeding $100,000 intended to improve or expand facilities, reviews and provides recommendations to the Board of Supervisors as part of the annual Capital Improvement Program planning process, and provides general oversight regarding approved projects' scope, schedule, and budget.

Family Access to Medical Insurance Security Plan (FAMIS): Virginia's low-cost health insurance program for children.

Family Assessment and Planning Team (FAPT): A team of individuals appointed by the CPMT who develop service plans for youth and families referred to the CSA program. The team is comprised of supervisory level staff from the same agencies as the CPMT.

Family Nutrition Program (FNP): A program for those eligible for the federal Supplemental Nutrition Assistance Program that educates low income families and children how to eat and live healthier through food choices and exercise.

Fauquier Education Farm (FEF): The Fauquier Education Farm promotes agriculture, agriculture education, and demonstrates social responsibility relating to fresh, local foods. FEF works in cooperation with local associations, businesses, and governmental agencies to provide agricultural educational to all in the community.

Financial Policies: A government's financial management policies with respect to revenue, spending, fund balance and debt management as they relate to government services, programs, and capital investment.

Fiscal Year (FY): A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. Fauquier County's fiscal year runs from July 1 through June 30.

Fixed Assets: Assets of long-term character held or used for an extended period of time, such as land, buildings, machinery, furniture, and other equipment.

Freedom of Information Act (FOIA): A federal law that grants the public access to information possessed by government agencies. All Executive Branch departments, agencies and offices, federal regulatory agencies and federal corporations are subject to the Freedom of Information Act.

Full Faith and Credit: A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent (FTE) Position: A measure of the size of the workforce that takes into account the fact that some staff members work part-time. A part-time position is converted to the decimal equivalent of a full-time position based on number of hours worked per week. For example, a 0.50 FTE is a part-time position that is funded half-time using the County's standard 37.5 hour work week.

Function or Functional Area: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e. g., public safety).

Fund Balance: The excess available to a fund when assets are reduced by liabilities, reserves, and carryover.

General Fund: A type of governmental fund used to account for revenues and expenditures for regular, day-to-day operations of the County government.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards for financial accounting and reporting, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Governmental Funds: Funds generally used to account for tax-supported activities. The Fauquier County budget contains ten distinct governmental funds.

Grants: A contribution by a separate governmental body or organization to support a particular function or program. Grants may be classified as either operational or capital, depending upon the grantee.

Household Hazardous Waste (HHW) A program that reduces toxic contaminants entering the landfill, improving leachate quality and landfill emissions which as required by the transfer contract.

Health Maintenance Organization (HMO): An organization that provides comprehensive health care to participants by member physicians and professional staff, financed by fixed periodic payments determined in advance.

Health Savings Account (HSA): A tax-advantaged medical savings account available to taxpayers who are enrolled in a high-deductible health plan.

Indirect Cost: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to a particular function or program.

Infrastructure: The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

Integrated Revenue Management System (IRMS): The software program utilized by the Virginia Department of Taxation to allow Virginia's government units and courts to file debt collections against Virginia Individual Income Tax refunds and certain Virginia state lottery prizes. The debt set-off program allows governmental units and courts to collect citizen's State tax refunds or lottery winnings to offset delinquent debts.

Interfund Transfers: The movement of moneys between funds of the same governmental entity.

Intergovernmental Revenue: Funds received from Federal, State and other local government sources in the form of grants, shared revenues, or payments in lieu of taxes.

Internal Service Charges: Charges to user departments for internal services provided by another government department or agency, such as data processing or insurance funded from a central pool.

Internal Service Funds: Internal service funds are used to account for goods or services provided by one department or agency to another governmental unit on a cost reimbursement basis. The County maintains two internal service funds: Fleet Maintenance and Health Insurance.

International Trauma Life Support (ITLS): International standardized care for first responders for treatment of trauma patients.

John Marshall Soil and Water Conservation District (JMSWCD): The John Marshall Soil and Water Conservation District is one of 47 Soil and Water Conservation Districts in Virginia. Virginia's Soil and Water Conservation Districts are "subdivisions of State Government," that utilize State, Federal and private sector resources to solve today's conservation problems. Conservation Districts focus on decision-making for soil and water conservation issues at the local level, by local people, with technical assistance provided by government agencies. Each conservation district is led by a Board of Directors made up of local people interested in soil and water conservation.

LEOS: The Law Enforcement Retirement System provides enhanced retirement benefits to Fire, Rescue, and Emergency Management personnel.

Levy: To impose taxes for the support of government activities.

Line-Item Budget: A budget prepared along expenditure lines that focuses in detail on what is to be spent.

Line of Duty Act (LODA): State legislation enacted in 2010 that transitioned the funding mechanism for line of duty benefits to State and local government employees, including volunteers, who hold certain hazardous duty positions such as fire, rescue, and police services to local government. Local governments were provided the option to participate in a state run funding program, LODA Fund, or to opt out. Localities that opted out of the LODA Fund could provide for benefits on a pay-as-you-go basis or pre-fund future claims through their own funding mechanism.

Liquefied Petroleum Gas (LPG): Flammable mixtures of hydrocarbon gases used as fuel in heating appliances, cooking equipment, and vehicles.

Local Funds: Indicates funding from local sources only and does not include funds received from Federal, State, and other sources.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Major Governmental Funds Funds associated with primary governmental activities.

Materials and Supplies: Expendable materials and operating supplies necessary to conduct departmental operations.

Mission Statement: Declaration of purpose for an entire organization.

Modified Accrual Basis of Accounting: The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash.

Municipal Separate Storm Sewer System - 4 (MS-4): The U.S. Environmental Protection Agency's stormwater permit program aimed at reducing contamination of stormwater runoff.

National Association of Fleet Administrators (NAFA): Professional society serving the needs of members who manage fleets of vehicles.

National Highway Transportation Safety Administration (NHTSA): A federal agency focused on highway and transportation safety programs and standards.

National Incident Management System: A standardized approach to incident management developed by the Department of Homeland Security.

National Resources Conservation Service (NRCS): A division of the United State Department of Agriculture that provides conservation planning and assistance to benefit all natural resources for productive lands and healthy ecosystems.

National School Lunch Act or National School Lunch Program: A program federally enacted in 1946 to provide nutritionally balanced, low-cost, or free lunches to children each school day. The program is operated in public or nonprofit private schools and residential child care facilities.

Neighborhood Stabilization Program (NSP): A program established by the U.S. Department of Housing and Urban Development for the purpose of stabilizing communities that have suffered from foreclosures and abandonment.

Net Local Revenue: The adopted budget less departmental revenue and transfers.

Non-Major Governmental Funds: Governmental funds dedicated for a specific purpose and minor in scale compared with major governmental funds.

Objective: A target intended to be achieved within a specific, well-defined, and measurable term.

Obligations: Amounts which a government may be legally required to meet out of its resources. Obligations include actual liabilities and encumbrances not yet paid.

Occupational Safety and Health Administration (OSHA): A federal agency that oversees the federal laws requiring employers to provide employees with a workplace free from hazardous conditions.

Operating Expenses: The cost for personnel, materials, and equipment required for a department to function.

Operating Revenue: Funds that a government receives as income to pay for ongoing operations or day-to-day services. Income includes such items as taxes, fees from specific services, interest earnings, and grant revenues.

Other Postemployment Benefits (OPEB): Benefits that state and local governments provide to their retired employees.

Outcome Measure: Data collected to determine the effectiveness or efficiency with which a program achieves its objectives.

Pay-As-You-Go Basis: A term used to describe a financial policy by which capital outlays are financed through current revenues rather than through borrowing.

Pediatric Advanced Life Support (PALS): A certified method of care to treat critically ill infants or children. PALS certification requires specialized training recognized by the American Heart Association.

Personal Property Tax Relief Act (PPTRA): Provides tax relief for certain vehicles registered within the Commonwealth of Virginia.

Personal Services: Expenditures for salaries, wages, and fringe benefits of a government's employees.

Preliminary Engineering Report (PER): A planning document completed by an engineer or related professional to determine the technical and financial impacts of a project, prior to the formal design or engineering.

Prior Year Encumbrances: Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved.

Program: A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Program Revenue/Income: Revenues earned by a program, including fees for services, license and permit fees, and fines.

Proprietary Funds: Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are enterprise funds and internal service funds.

Purchase of Development Rights (PDR): A voluntary program that pays landowners to protect the farmland and natural resource assets of their property. Fauquier County's PDR program is funded by the Conservation Easement Service District Levy.

Purpose: A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

Reassessment: The process by which the County determines the fair market value of property for taxation purposes. Fauquier County conducts a County-wide reassessment of real property on a quadrennial basis and personal property on an annual basis.

Reserve: An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

Resolution: A special or temporary order of the legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue: Sources of income funding the operations of government.

Self-Contained Breathing Apparatus (SCBA): Respiratory protective equipment worn by firefighters in working environments deemed immediately dangerous to life and health. The use of SCBA equipment is mandated by Federal regulations and standards by the National Institute of Occupational Safety and Health and the National Fire Protection Agency.

Service District: A zoning configuration established by the County's Comprehensive Plan that is designed to accommodate requirements for areas of greater density in support of residential, commercial and/or industrial activity.

Service Lease: A lease under which the lessor maintains and services the asset.

Service Volume: Services or products which comprise actual or expected output of a given program.

Site-based Budgeting: A decentralized budget process whereby budget preparation and development are based on individual locations and/or sites.

Solid Waste Management (SWM): Systematic control of generation, collection, storage, transport, source separation, processing, treatment, recovery and disposal of solid waste.

Source of Revenue: Revenues are classified according to their points of origin.

Staffing for Adequate Fire and Emergency Response (SAFER) Grant: An annual grant awarded by the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) to enhance local fire and rescue departments' ability to comply with federal staffing, response, and operational standards.

State/Local Hospitalization Program (SLH): A state program to provide coverage of inpatient and outpatient health care services for individuals who are not Medicaid recipients. The program was suspended in 2010 by the Commonwealth of Virginia and subsequently by Fauquier County due to budget reductions.

Superfund Amendments and Reauthorization Act (SARA): A federal program administered by the Environmental Protection Agency to mitigate damage from hazardous waste. Emergency Services must follow SARA regulations in cases of hazardous waste spills and clean-up.

Supplemental Appropriation: An additional appropriation made by the governing body after the annual budget has been adopted.

Supplemental Nutrition Assistance Program (SNAP): A federal program to provide resources to low-income families to purchase food. Formerly known as food stamps, the program now functions on an electronic system similar to a debit card.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

Tax Levy: The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Tax Year: A twelve-month period that runs concurrent with the calendar year. County tax rates are set annually in conjunction with the budget adoption by the Board of Supervisors.

Technology Trust Fund: A trust fund prescribed under the Code of Virginia that allows courts to collect fees on deed instruments and civil actions to help fund technological enhancements.

Temporary Assistance for Needy Families (TANF): A federal block grant initiative to provide programs to children and their families to promote self-sufficiency. Assistance is provided to community agencies and not directly to individuals or families.

Title I: A federal program to provide funding for elementary and secondary education to improve the academic achievements of disadvantaged students.

Title VI-B: A federal program to supplement funding for elementary and secondary special education services and instruction for students with disabilities.

Total Maximum Daily Loads (TMDL): A regulatory standard from the United State Clean Water Act that calculates the maximum pollutants that a body of water can take in and still meet water quality standards.

Transfers In/Out: Amounts transferred from one fund to another to assist in financing services for the recipient fund.

Transportation Enhancement Act (TEA)/Transportation Alternatives (TAP or TA): A federal grant funding program involving transportation-related activities that are designed to strengthen the cultural, aesthetic and environmental aspects of the nation's intermodal transportation system.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered.

User Charges: The payment of a fee for direct receipt of a public service by the party who benefits from the service.

VIA3: A company that provides secure web conferencing applications.

Virginia Department of Business Assistance (VDBA): A state agency that provides a one-stop-service for technical assistance related to the business formation, access to capital, and workforce development.

Virginia Department of Transportation (VDOT): A state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

Virginia Economic Development Partnership (VEDP): A state authority to assist businesses seeking prime business locations and increased trade opportunities for the expansion of Virginia's economy.

Virginia Initiative for Employment Not Welfare (VIEW): A state program for TANF recipients to limit long-term welfare dependency. VIEW works with TANF recipients to establish job readiness skills and training.

Virginia Juvenile Community Crime Control Act (VJCCA): A state program focused on limiting repeat juvenile offenders by the level of punishment and accountability placed on the juvenile at the time of the first offense.

Virginia Polytechnic Institute and State University (VPI&SU or Virginia Tech): Virginia Polytechnic Institute and State University is public land-grant university of the Commonwealth of Virginia that established the Virginia Cooperative Extension, an agricultural-based educational outreach program, throughout the Commonwealth of Virginia through partnerships with local, State, and Federal governments and agencies (see Cooperative Extension).

Virginia Public School Authority (VPSA):	An organization that operates cost-effective financing programs for public primary and secondary education.
Virginia Resources Authority (VRA):	An organization that provides cost effective financial solutions to help build healthy communities.
Virginia Retirement System (VRS):	The Virginia Retirement System administers a defined benefit plan for Virginia's public sector employees. Fauquier County participates in VRS' defined benefit plan to provide retirement benefits to all full-time employees.
Virginia Stormwater Management Program (VSMP or VSM):	A State-wide mandated program for nonpoint source pollution control programs to protect the Commonwealth's water quality and quantity.
Virginia Tourism Corporation (VTC):	A state authority that supports, maintains, and expands domestic and international inbound tourism for the expansion of Virginia's economy.
Warrenton Branch Greenway (WBG):	A 1.5 mile-long recreational trail which follows a segment of the old Warrenton Branch Spur railroad.

Acronyms

4-H:	Head, Heart, Hands, and Health
ACH:	Automated Clearing House
ACLS:	Advanced Cardiac Life Support
ADA:	Americans with Disabilities Act
ADC:	Adult Detention Center
AED:	Automated External Defibrillator
ALS:	Advanced Life Support
APA:	Auditor of Public Accounts
ARB:	Architectural Review Board
ASE:	Automotive Service Excellence
BLS:	Basic Life Support
BMP:	Best Management Practices
BOS:	Board of Supervisors
BPOL:	Business, Occupational, and Professional License
BPP:	Business Personal Property
BZA:	Board of Zoning Appeals
C&D:	Construction and Demolition or Construction and Debris
CA:	Commonwealth's Attorney
CAD:	Computer-Aided Design
CADRE:	Community Alliance for Drug Rehabilitation and Education
CAFM:	Certified Automotive Fleet Manager
CAFR:	Comprehensive Annual Finance Report

Acronyms

CALEA:	Commission on Accreditation for Law Enforcement Agencies
CAO:	County Administrator Office
CDHP:	Consumer Driven Health Plan
CFSC:	Central Fauquier Sports Complex or Central Sports Complex
CID:	Criminal Investigations Division
CIP:	Capital Improvement Program
CIT:	Crisis Intervention Team
CMP:	Comprehensive Maintenance Plan
COLA:	Cost-of-Living Adjustment
CPI:	Consumer Price Index
CP/CS:	Civil Process/Court Security Division
CMP:	Comprehensive Maintenance Plan
CPMT:	Community Policy and Management Team
CSA:	Children's Services Act
CSU:	Court Services Unit
CY:	Calendar Year
DAI:	Detention Assessment Instrument
DCJS:	Department of Criminal Justice Services
DCR:	Virginia Department of Conservation and Recreation
DEQ:	Virginia Department of Environmental Quality
DFREM:	Department of Fire, Rescue and Emergency Management
DMV:	Department of Motor Vehicles

Acronyms

DOAV:	Virginia Department of Aviation
DUI:	Driving Under the Influence
E&S:	Erosion and Sediment
EHS:	Extremely Hazardous Substances
EIP:	Electronic Incarceration Program
EMS:	Emergency Medical Services
EMT:	Emergency Medical Technician
EOC:	Emergency Operations Center
ES:	Elementary School
ERIC:	Electronic Registration Information Center
ESI:	Engineering & Surveyors Institute
ESRI:	Environmental Systems Research Institute
FAA:	Federal Aviation Administration
FAMIS:	Family Access to Medical Insurance Security Plan
FAPT:	Family Assessment and Planning Team
FCDED:	Fauquier County Department of Economic Development
FCSO:	Fauquier County Sheriff's Office
FDIC:	Federal Depository Insurance Corporation
FEF:	Fauquier Education Farm
FEMA:	Federal Emergency Management Agency
FNP:	Family Nutrition Program
FOG:	Fire Operations Group

Acronyms

FOIA:	Freedom of Information Act
FPD:	Farm Product Directories
FPIC:	Facilities Planning and Implementation Committee
FTE:	Full-time Equivalent Position
FY:	Fiscal Year
GAAP:	Generally Accepted Accounting Principles
GASB:	Governmental Accounting Standards Board
GFOA:	Government Finance Officers Association
GO:	General Obligation
GIS:	Geographic Information Systems
HHW:	Household Hazardous Waste
HMO:	Health Maintenance Organization
HR:	Human Resources
HRIS:	Human Resources Information System
HS:	High School
HAS:	Health Savings Account
HSPD-5:	Homeland Security Presidential Directive-5
HVAC:	Heating, Ventilation, and Air Conditioning
IDLH:	Immediate Danger to Life and Health
IFB:	Invitation for Bids
IP:	Internet Protocol
IRMS:	Integrated Revenue Management System

IRS:	Internal Revenue Service
IT:	Information Technology
ITLS:	International Trauma Life Support
JMSWCD:	John Marshall Soil and Water Conservation District
JDRDC:	Juvenile & Domestic Relations District Court
LAW:	Legal Aid Works
LEOS:	Virginia Law Enforcement Retirement System benefits
LFCC:	Lord Fairfax Community College
LGIP:	Local Government Investment Pool
LODA:	Line of Duty Act
MDT:	Mobile Data Terminal
MS-4:	Municipal Separate Storm Sewer System
MSR:	Major Systems Replacement
MSW:	Municipal Solid Waste
NAFA:	National Association of Fleet Administrators
NCOA:	National Change of Address
NFCP:	Northern Fauquier Community Park
NFPA:	National Fire Protection Association
NHTSA:	National Highway Transportation Safety Administration
NIOSH:	National Institute for Occupational Safety and Health
NRCS:	National Resources Conservation Service
NSP:	Neighborhood Stabilization Program

OCC:	Old Corrugated Container
OMB:	Office of Management and Budget
ONP:	Old Newsprint
OPEB:	Other Postemployment Benefits
OSHA:	Occupational Safety and Health Administration
PALS:	Pediatric Advanced Life Support
PDR:	Purchase of Development Rights
PER:	Preliminary Engineering Report
PM:	Preventative Maintenance
PO:	Purchase Order
PPO:	Preferred Provider Organization
PPTRA:	Personal Property Tax Relief Act
QSCB	Qualified School Construction Bond
REMS:	Rappahannock Emergency Medical Services
RFP:	Request for Proposals
RNR:	Risk, Need, Responsivity
RRCSB:	Rappahannock-Rapidan Community Services Board
RRRC:	Rappahannock-Rapidan Regional Commission
SAFER:	Staffing for Adequate Fire and Emergency Response
SARA:	Superfund Amendments and Reauthorization Act
SB:	School Board
SCB:	State Compensation Board

SCBA:	Self-Contained Breathing Apparatus
SERCAP:	Southeast Rural Community Assistant Project
SLH:	State/Local Hospitalization Program
SNAP:	Supplemental Nutrition Assistance Program
SPCA:	Society for the Prevention of Cruelty to Animals
SWM:	Stormwater Management or Solid Waste Management
TAP:	Transportation Alternatives Program
TANF:	Temporary Assistance for Needy Families
TDO:	Temporary Detention Order
TEA:	Transportation Enhancement Act
TMDL:	Total Maximum Daily Loads
TRB:	Technology Review Board
TTF:	Technology Trust Fund
USDA:	U.S. Department of Agriculture
VACo:	Virginia Association of Counties
VCE:	Virginia Cooperative Extension
VDBA:	Virginia Department of Business Assistance
VDOT:	Virginia Department of Transportation
VDSS:	Virginia Department of Social Services
VEDP:	Virginia Economic Development Partnership
VFRA:	Volunteer Fire and Rescue Association
VERIS:	Vocabulary for Event Recording and Incident Sharing

Acronyms

VIEW:	Virginia Initiative for Employment Not Welfare
VJCCCA:	Virginia Juvenile Community Crime Control Act
VoIP:	Voice Over Internet Protocol
VOSH:	Virginia Occupational Safety and Health Compliance Program
VPI&SU:	Virginia Polytechnic Institute and State University/Virginia Tech
VPSA:	Virginia Public School Authority
VRA:	Virginia Resources Authority
VRS:	Virginia Retirement System
VSM or VSMP:	Virginia Stormwater Management Program
VTC:	Virginia Tourism Corporation
WBG:	Warrenton Branch Greenway
WIP:	Watershed Implementation Plan
WR/HI:	Work Release/Home Incarceration
ZDS:	Zoning and Development Services

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VJCCCA:	Virginia Juvenile Community Crime Control Act
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VRS:	Virginia Retirement System
VSM or VSMP:	Virginia Stormwater Management Program
VTC:	Virginia Tourism Corporation
WBG:	Warrenton Branch Greenway
WIP:	Watershed Implementation Plan
WR/HI:	Work Release/Home Incarceration
ZDS:	Zoning and Development Services

Appendix

Fiscal Year 2020 Adopted Budget Resolution

FY 2018-2022 Strategic Plan

Fauquier County Pay Scales

Financial Policies:

- Budget Adjustment Guidelines
- County Funds Structure & Uses
- Debt Issuance & Management
- Fund Balance Management
- Grant Management
- Investments and Deposits

RESOLUTION

A RESOLUTION TO ADOPT AND APPROPRIATE THE FISCAL YEAR 2020 BUDGET, ADOPT THE TAX RATES FOR CALENDAR YEAR 2019, AND ADOPT THE FISCAL YEAR 2020-2024 CAPITAL IMPROVEMENT PROGRAM

WHEREAS, it is the responsibility of the Fauquier County Board of Supervisors (the Board of Supervisors or the Board) to approve and control the County's fiscal plan for Fiscal Year (FY) 2020; and

WHEREAS, it is the responsibility of the Fauquier County Board of Supervisors to set the tax rates for Calendar Year 2019; and

WHEREAS, the Board of Supervisors has established an objective to adopt a Capital Improvement Program (CIP) each year; and

WHEREAS, the Board of Supervisors established an objective to adopt a two-year budget with the second year serving as a commitment by the Board of Supervisors, with adjustments being made only as a result of changes in revenue projections, imposition of newly mandated or regulatory requirements, or other significant events constituting an emergency that would require additional consideration by the Board of Supervisors; and

WHEREAS, the Board of Supervisors held a work session on the upcoming budget cycle at each of their regular monthly meetings from November 2018 through February 2019; and

WHEREAS, on February 27, 2019, the County Administrator submitted the Proposed FY 2020 Budget, Calendar Year 2019 Tax Rates, and the Proposed FY 2020-2024 CIP to the Board of Supervisors; and

WHEREAS, on March 7, 2019, the Board of Supervisors held a budget work session on the Proposed Capital Improvement Program; and

WHEREAS, the Board of Supervisors received comments on the proposed budget, the proposed tax rates, and the proposed Capital Improvement Program from citizens of Fauquier County at a duly advertised public hearing on March 12, 2019; and

WHEREAS, it is the intent of the Board of Supervisors that departments and agencies shall adhere to the budgeted funds in accordance with departmental and agency budgets presented by the County Administrator and adjusted by the Board of Supervisors; and

WHEREAS, annually the Board of Supervisors authorizes the carryover of fund balance in the Conservation Easement Service District Fund, as the funds are limited in use to the established purpose of the Fund; and

WHEREAS, annually the Board of Supervisors authorizes the carryover of fund balance in the Regional Governor's School Fund, Textbook Fund, and Nutrition Fund, as the funds are limited in use to the established purpose of the Funds; and

WHEREAS, annually the Board of Supervisors authorizes the carryover of 50% of fund balance in the General Fund, in order to replenish the County Capital Reserve, per year-end policy; and

WHEREAS, authorizes the carryover of fund balance in the Fire & Rescue Levy Fund to support the one-time purchase of a program to establish a second set of Personal Protective Equipment for volunteer and career fire & rescue support in FY 2020; therefore, be it

RESOLVED by the Fauquier County Board of Supervisors this 21st day of March 2019, that the following tax rates for Calendar Year 2019 be, and are hereby, approved, as set forth below; and, be it

RESOLVED FURTHER, That projects which have been included in the Capital Improvement Program may be funded in future years at the discretion of the Board of Supervisors using a combination of County funds, proffers, or funding from third parties including grants and donations; and, be it

RESOLVED FURTHER, That the following budget totaling $330,750,771 is, and is hereby, approved effective July 1, 2019, as set forth below; and, be it

RESOLVED FURTHER, That local tax supported expenditures of the School Division's overall Operating Fund budget of $148,285,310 shall not exceed $93,091,478 of local funds; and, be it

RESOLVED FURTHER, That the Board of Supervisors does hereby grant a salary increase of two percent (2.0%) be given with the beginning of fiscal year 2020, which includes a one and four-tenths percent (1.4%) cost-of-living adjustments (COLA) and six-tenths percent (0.6%) merit increase, as eligible, to all full-time permanent and part-time permanent employees of the Fauquier County Government who are actively employed as of the day of this Resolution, and are still actively employed at such time as the salary adjustment is provided and in compliance with any County policies related to pay and performance matters; and be it

RESOLVED FURTHER, That all outstanding encumbrances as of June 30, 2019, are hereby re-appropriated to FY 2020 to the same department or account for which they are encumbered in FY 2019, as approved by the County Administrator or his designee; and, be it

RESOLVED FURTHER, That all unencumbered appropriations lapse for budget items other than capital projects, contracts and grants, economic development reserves, asset replacement projects, and capital/asset replacement amounts in the Fire and Rescue Levy Fund and County Enterprise Funds as previously approved by the Board of Supervisors, or otherwise re-appropriated by the Board of Supervisors; and, be it

RESOLVED FURTHER, That appropriations designated for capital projects and asset replacement projects that are unexpended as of June 30, 2019, are hereby re-appropriated to FY 2020 to the same projects; and, be it

RESOLVED FURTHER, That the County Administrator may approve necessary accounting transfers between funds to enable the proper accounting such as pass-through funding or capital and asset replacement projects; and, be it

RESOLVED FURTHER, That all outstanding encumbrances and unencumbered appropriations in the General Fund associated with the specific one-time projects as of June 30, 2019, are hereby re-appropriated to FY 2020; and be it

RESOLVED FURTHER, That the FY 2019 fund balance of the Conservation Easement Service District Fund, Regional Governor's School Fund, Textbook Fund, and Nutrition Fund is hereby re-appropriated to the same fund for FY 2020; and be it

RESOLVED FURTHER, That the approval by the Board of Supervisors of any grant funds to the County constitutes the appropriation of both the revenue to be received from the grant and the County's expenditures required by the terms of the grant, if any. Grant appropriations unexpended as of June 30, 2019, are hereby re-appropriated to FY 2020 for those purposes. Upon completion of a grant project, staff is authorized to close out the grant and transfer any remaining balances back to the funding source; and be it

RESOLVED FINALLY, That all financial activities, purchases, travel, personnel actions, etc., shall be in accordance with the policies and procedures established by the Board of Supervisors and administered by the County Administrator.

CALENDAR YEAR 2019 COUNTY TAX RATES

REAL ESTATE	
General Real Estate	$0.855 per $100 of assessed valuation
Special District Levy (Countywide)	
Fire and Rescue	$0.133 per $100 of assessed valuation
Conservation Easement	$0.006 per $100 of assessed valuation
Stormwater Management Fee[1]	$13.64 per parcel
Special District Levy (District Only)	
Marshall Electric Light and Business Improvement District Levy	$0.005 per $100 of assessed valuation
PERSONAL PROPERTY	
Tangible Personal Property	$4.65 per $100 of assessed valuation
Business Furniture, Fixtures, and Equipment	$2.30 per $100 of assessed valuation
Machinery and Tools	$2.30 per $100 of assessed valuation
Motor Homes, Campers, and Boats	$1.50 per $100 of assessed valuation
Motor Vehicle Carriers (30+ passengers)	$1.00 per $100 of assessed valuation
Fire & Rescue Volunteer Vehicles	$0.25 per $100 of assessed valuation
Handicap Equipped Vehicles	$0.05 per $100 of assessed valuation
Aircraft[2]	$0.001 per $100 of assessed valuation
Mobile Homes	$0.994 per $100 of assessed valuation

[1]The Stormwater Management Fee is a countywide special assessment, on a per parcel basis with the exception of any parcels excluded by act of the Board of Supervisors.
[2]Aircraft stored at the Warrenton-Fauquier Airport are subject to a special maintenance fee assessment.

FY 2020 Revenue

Source	Amount
LOCAL REVENUE	
General Property Tax	
Real Estate	$ 100,452,188
Public Service	6,300,000
Personal Property	26,622,000
Rollback Taxes	85,000
Delinquent Real Property	700,000
Delinquent Personal Property	400,000
Penalties	885,000
Interest	350,000
Total General Property Tax	**$135,794,188**
Other Local Taxes	
Sales Tax (Local)	$ 9,880,328
Utility Tax	1,465,000
Utility Consumption Tax	190,000
BPOL Tax	1,455,000
License Fee	2,000,000
Bank Stock Tax	150,000
Recording Tax & Fees (Deeds)	1,800,000
Recording Tax & Fees (Wills)	40,000
Transient Occupancy Tax	115,000
Total Other Local Taxes	**$ 17,095,328**
Permit, Fees, and Licenses	
Dog Tags	$ 38,000
Land Use Fees	10,000
Transfer Fees	2,400
Concealed Weapon Permits	10,000
Police Background Checks	30,000
Community Development Fees	1,330,160
Total Permits, Fees, and Licenses	**$ 1,420,560**

FY 2020 Revenue

Source		Amount
Fines and Forfeitures		
Local Fines	$	492,000
Zoning Violation Fines		500
Interest on Local Fines		10,500
Total Fines and Forfeitures	**$**	**503,000**
Use of Money and Property		
Interest Income - General Fund	$	500,000
Rental of County Property		142,904
Rental Health Department		25,700
Rental Hospital Hill Property		118,332
Total Use of Money and Property	**$**	**786,936**
Charges for Services		
Excess Fees	$	80,000
Remote Access Clerk Fee		6,000
Sheriff Fees		3,742
Courtroom Security		145,000
Detention Fee		2,000
Law Library Fees		9,600
Local Cost		30,000
Inmate DNA		900
Inmate Processing Fee		10,000
Commonwealth's Attorney Fees		7,000
Correction & Detention Charges		30,000
Street Signs		2,000
Police Report/Fingerprinting Fees		8,500
Parks & Recreation		500,491
Library Fees		79,000
Sales of GIS Maps		5,000
Total Charge for Services	**$**	**919,233**

FY 2020 Revenue

Source	Amount
Miscellaneous Revenue & Recovered Costs	
Miscellaneous Donations	$ 8,854
Admin Fees - Debt Set-Off	60,000
Lien Fees - Treasurer	43,200
Commonwealth's Attorney Collection Fees	160,000
Circuit Court Collection Fees	1,000
General District Court Collection Fees	3,500
J&DR Court Collection Fees	250
HR Background Checks	25,000
Wellness Dollars	25,000
HR Miscellaneous Revenue	15,681
Town Election Reimbursements	3,300
Miscellaneous Revenue	111,210
Other Government Charges	10,500
Work Release	65,000
Canteen Medical Reimbursements	6,500
Home Incarceration Fees	3,000
CSA Refunds	10,000
Warrenton Community Center Recovered Costs	19,000
Miscellaneous Recoveries	2,000
Total Miscellaneous Revenue & Recovered Costs	**$ 572,995**
Total Local Revenue	**$157,092,240**
STATE REVENUE	
Non-Categorical Aid	
Rolling Stock Tax	$ 88,500
Mobile Home Titling Tax	25,000
Rental Car Tax	10,000
Personal Property Tax Relief	13,657,827
Communication Tax	2,650,000
Total Non-Categorical Aid	**$ 16,431,327**

FY 2020 Revenue

Source	Amount
Shared Expenses	
Commonwealth's Attorney	$ 546,956
Sheriff	3,918,603
Commissioner of the Revenue	204,974
Treasurer	184,519
Registrar	47,447
Clerk of the Court	512,309
Adult Confinement – Detention	187,127
Total Shared Expenses	**$ 5,601,935**
Categorical Aid	
Social Services	$ 1,665,078
Comprehensive Services Act	2,721,008
Child Support Payments	5,000
VDSS DV Grant	33,193
DCJS VOCA Grant	66,433
Recordation Tax	435,000
Library Aid	159,058
Jury Duty Reimbursement	25,000
Adult Court Services – Pretrial	246,348
Community Corrections	271,745
Juv. Community Crime Control	36,836
E-911 Wireless Program	117,716
SRO Incentive Grant Program	46,632
Prisoner Transportation	15,000
Armory	17,751
Commissioner of the Arts	3,510
Miscellaneous	3,000
Total Categorical Aid	**$ 5,868,308**
Total State Revenue	**$ 27,901,570**

Adopted Budget Resolution

FY 2020 Revenue

Source	Amount
FEDERAL REVENUE	
Welfare Administration	$ 2,550,324
VDSS DV Grant	99,579
DCJS VOCA Grant	199,302
Commissioner of the Arts	990
Public Safety	39,248
Total Federal Revenue	**$ 2,889,443**
INTERGOVERNMENTAL	
Capital Improvement Fund	$ 118,865
Stormwater Management Fund	358,657
Total Intergovernmental	**$ 477,522**
Use of Fund Balance	**$ 987,697**
Total General Fund	**$189,348,472**
OTHER FUNDS	
Airport Fund	$ 732,851
Ambulance Revenue Recovery Fund	1,482,055
Capital Improvement Fund	8,122,725
Conservation Easement Service District Fund	871,758
County Asset Replacement Fund	1,875,092
Debt Service Fund	13,116,310
Fire & Rescue Levy Fund	19,547,247
Fleet Maintenance Fund	3,517,988
Health Insurance Fund	35,545,564
Landfill Fund	6,250,625
School Division Operating Fund	148,285,310
School Nutrition Fund	5,786,346
School Textbook Fund	1,102,757
School Asset Replacement Fund	3,709,535
Regional Governor's School Fund	1,695,849
Total Other Funds	**$251,642,012**
Total All Funds	**$440,990,484**
Less Local Support	(110,239,713)
Total Revenue	**$330,750,771**

Adopted Budget Resolution

FY 2020 Expenditures

Fund/Department	Amount
General Government	
Board of Supervisors	$ 293,621
Commissioner of the Revenue	1,666,013
County Administration	986,538
County Attorney	817,183
Finance	1,540,694
Geographic Information Systems	366,019
Human Resources	3,014,078
Independent Auditor	210,895
Information Technology	4,178,679
Management & Budget	593,307
Registrar	483,047
Treasurer	1,386,926
Subtotal General Government	**$ 15,537,000**
Judicial Administration	
Adult Court Services	$ 1,027,856
Circuit Court	140,382
Clerk of the Circuit Court	1,302,257
Commissioner of Accounts	15,600
Commonwealth's Attorney	1,611,787
General District Court	32,700
Juvenile and Domestic Relations Court	17,726
Magistrates	87,773
Subtotal Judicial Administration	**$ 4,236,081**
Public Safety	
Juvenile Detention and Probation	$ 309,532
Sheriff's Office	21,126,612
Subtotal Public Safety	**$ 21,436,144**
Public Works	
Environmental Services - Convenience Sites	$ 2,780,204
General Services	5,510,630
Subtotal Public Works	**$ 8,290,834**

Adopted Budget Resolution

FY 2020 Expenditures

Fund/Department	Amount
Health & Welfare	
Community Services Board	$ 489,482
Public Health	616,995
Social Services/CSA	11,808,393
Subtotal Health & Welfare	**$ 12,914,870**
Culture	
Library	$ 2,555,601
Lord Fairfax Community College	75,197
Parks and Recreation	4,259,050
Subtotal Culture	**$ 6,889,848**
Community Development	
Agricultural Development	$ 71,647
Community Development	3,796,807
Contributions	1,095,202
Cooperative Extension	162,418
Economic Development	917,728
John Marshall Soil & Water Conservation	162,346
Planning Commission & Board of Zoning Appeals	151,631
Subtotal Community Development	**$ 6,357,779**
Non-Departmental	
Non-Departmental	$ 3,346,203
Subtotal Non-Departmental	**$ 3,346,203**
Transfers	
Airport Fund	$ 16,000
Capital Improvement Fund	2,122,725
County Asset Replacement Fund	1,637,532
Debt Service Fund	12,190,559
Landfill Fund	1,181,419
School Division Operating Fund	93,091,478
Utility Fund	100,000
Subtotal Transfers	**$110,339,713**
Total General Fund	**$189,348,472**

Adopted Budget Resolution

FY 2020 Expenditures

Fund/Department	Amount
Other Funds	
Airport Fund	$ 732,851
Ambulance Revenue Recovery Fund	1,482,055
Capital Improvement Fund	8,122,725
Conservation Easement Service District Fund	871,758
County Asset Replacement Fund	1,875,092
Debt Service Fund	13,116,310
Fire & Rescue Levy Fund	19,547,247
Fleet Maintenance Fund	3,517,988
Health Insurance Fund	35,545,564
Landfill Enterprise Fund	6,250,625
School Division Operating Fund	148,285,310
School Nutrition Fund	5,786,346
School Textbook Fund	1,102,757
School Asset Replacement Fund	3,709,535
Regional Governor's School Fund	1,695,849
Total Other Funds	**$251,642,012**
Subtotal All Funds	**$440,990,484**
Less Transfers	(110,239,713)
Total Appropriations:	**$330,750,771**

Investments and Deposits

The duties to collect funds, make payments, and invest funds for the County are duties of the Treasurer, an elected office of Fauquier County Government, as provided for in the Constitution of the Commonwealth of Virginia. All County investments and deposits are invested and held in conformance, as statutorily required, to the Virginia Public Finance Act and the Virginia Security of Public Deposits Act. Below is an overview of the requirements of these statutes and protection afforded to the County for funds invested and deposited within the statutes.

Investments:
Statutes authorize the County to invest in obligations of the United States or agencies thereof, obligations of the Commonwealth of Virginia or political subdivisions thereof, obligations of other states not in default, obligations of the International Bank for Reconstruction and Development (World Bank), the Asian Development Bank, the African Development Bank, "prime quality" commercial paper and certain corporate notes, bankers' acceptances, repurchase agreements, the State Treasurer's Local Government Investment Pool (LGIP), and the Virginia State Non-Arbitrage Program (SNAP). Bond proceeds subject to arbitrage rebate are invested in the SNAP. Capital lease proceeds are held in escrow and invested in money market funds. External Investment Pools − The County invests in an externally managed investment pool, the LGIP, which is not SEC-registered. Pursuant to Section 2.2-4605 of the Code of Virginia, the Treasury Board of the Commonwealth sponsors the LGIP and regulatory oversight of the pools rests with the Virginia State Treasury. The LGIP reports to the Treasury Board at their regularly scheduled meetings, and the fair value of the position in the LGIP is the same as the value of the pool shares. Investments authorized by the LGIP are the same as those authorized for local governments in Section 2.2-4500 et seq. of the Code of Virginia.

Deposits:
Deposits with banks are covered by the Federal Depository Insurance Corporation (FDIC) and collateralized in accordance with the Virginia Security for Public Deposits Act (the "Act") Section 2.2-4400 of the Code of Virginia. Under the act, banks and savings institutions holding public deposits in excess of the amount insured by the FDIC must pledge collateral to the Commonwealth of Virginia Treasury Board. Financial institutions may choose between two collateralization methodologies and, depending upon that choice, will pledge collateral that ranges in the amounts from 50% to 130% of excess deposits. Accordingly, all deposits are considered fully collateralized. The Act provides for a pooling of collateral pledged with the Treasurer of Virginia to secure public deposits as a class. No specific collateral can be identified as security for any one public depositor and public depositors are prohibited from holding collateral in their name as security for deposits. The State Treasury Board is responsible for monitoring compliance with the collateralization and reporting requirements of the Act and notifying local governments of compliance by banks and savings and loan associations. A multiple financial institution collateral pool that provides for additional assessments is similar to depository insurance. If any member financial institution fails, the entire collateral pool becomes available to satisfy the claims of governmental entities. If the value of the pool's collateral is inadequate to cover the loss, additional amounts would be assessed on a pro rata basis to the members of the pool. Funds deposited in accordance with the requirements of the Act are considered fully secured.