

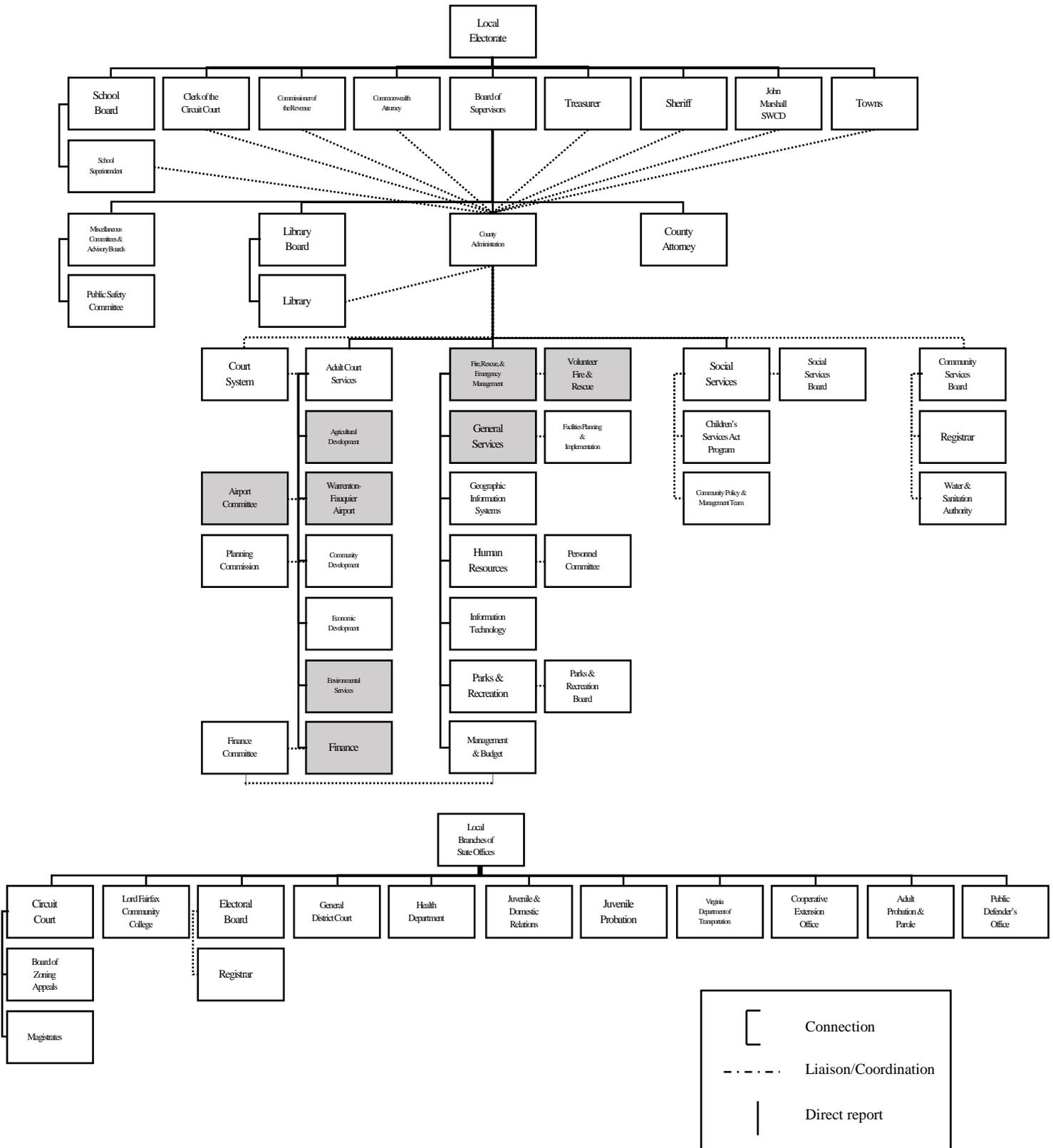
Other Funds



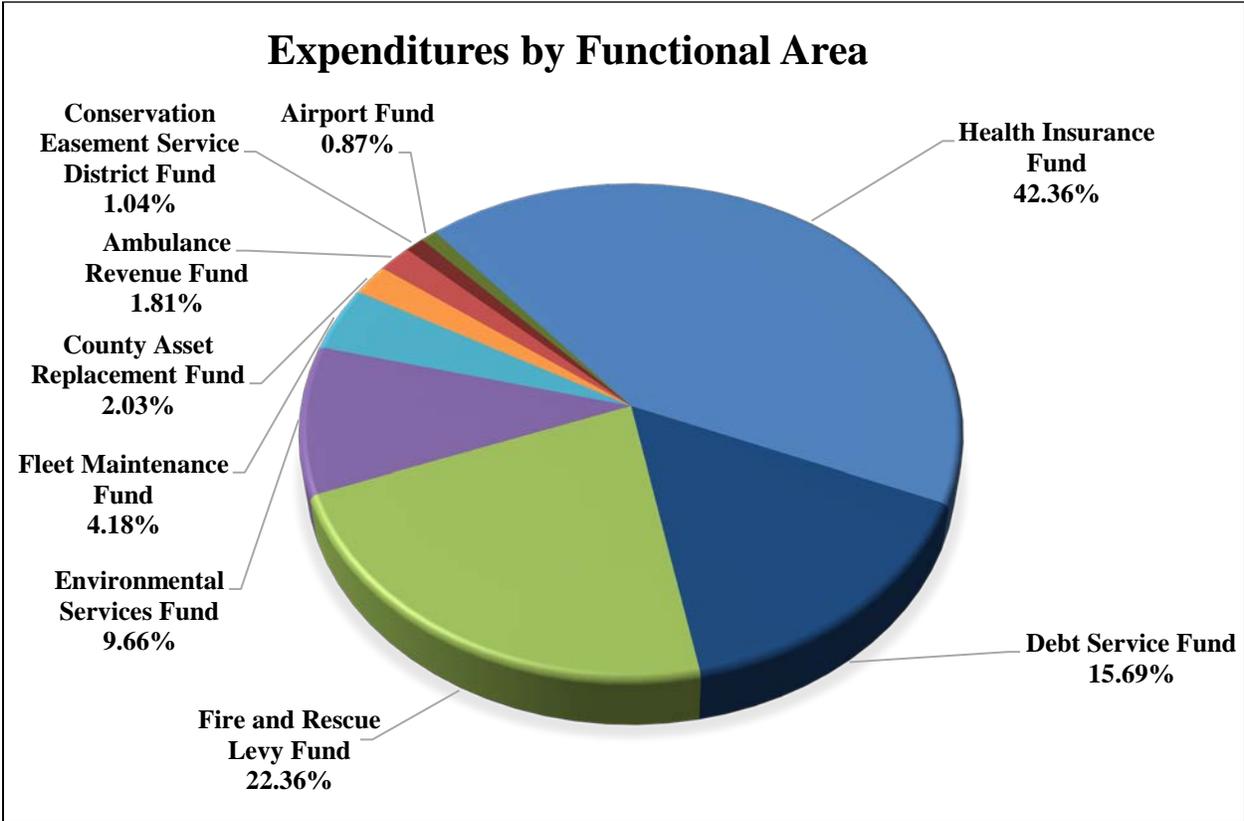
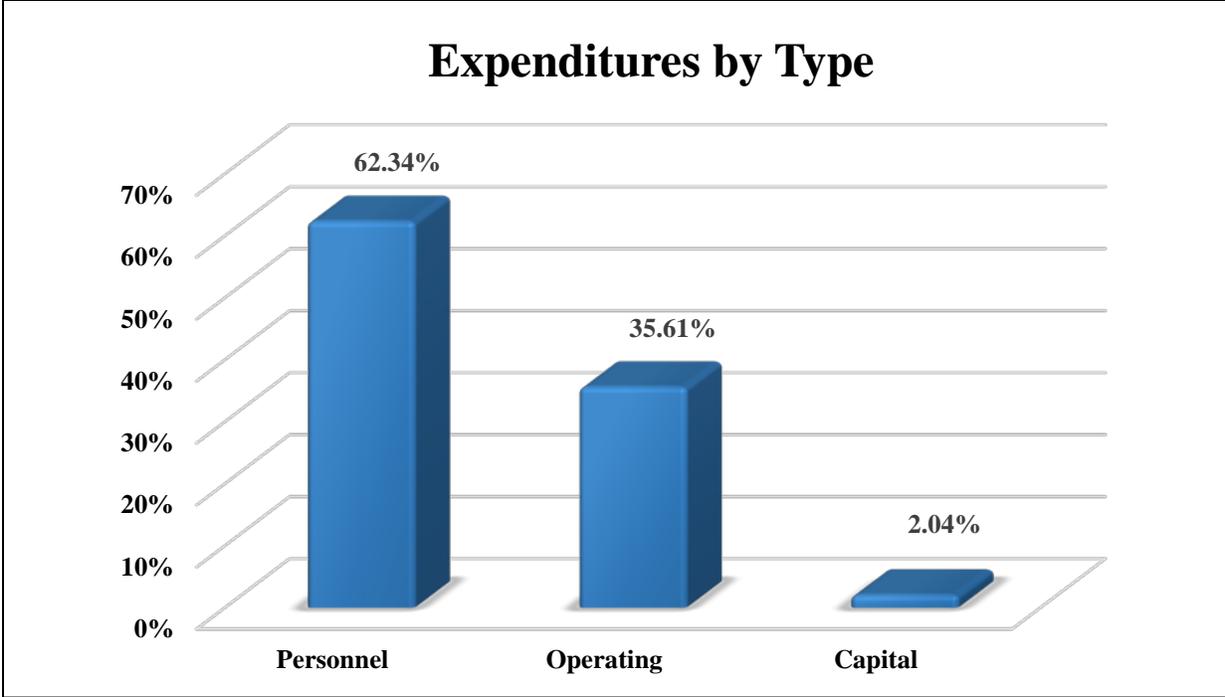
**Warrenton-Fauquier Airport
Midland, Virginia**

<u>Department/Agency</u>	<u>Amount</u>
Airport Fund	\$ 738,019
Ambulance Revenue Fund	1,527,015
Conservation Easement Service District Fund	875,290
County Asset Replacement Fund	1,719,410
Debt Service Fund	13,255,794
Environmental Services Fund	8,159,696
Fire and Rescue Levy Fund	18,894,137
Fleet Maintenance Fund	3,533,461
<u>Health Insurance Fund</u>	<u>35,798,972</u>
Total	\$ 84,501,795

Other Funds



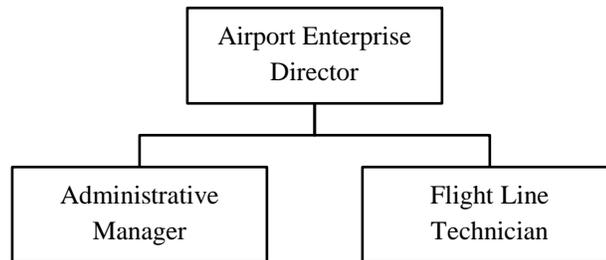
Other Funds



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. With the opening of the new terminal building, we will enhance services to the corporate aviation community.



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 2021 & FY 2022:

- Design and Rehabilitate Runway 15-33.

Airport Fund

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$275,735	\$252,986	\$272,370	\$283,053	\$284,484
Operating	476,651	500,273	460,481	454,966	454,966
Capital ¹	434,505	4,526	0	0	0
Total	\$1,186,891	\$757,785	\$732,851	\$738,019	\$739,450
Revenue	\$1,760,107	\$2,365,866	\$716,851	\$721,794	\$721,794
Net Local Revenue	\$1,510,461	\$23,274	\$16,000	\$16,225	\$17,656
Change in Net Position²	\$2,083,677	\$1,631,355	\$0	\$0	\$0
Full-time Equivalents	3.00	3.00	3.00	3.00	3.00

¹Capital expenditures for FY 2018 includes capital grants and annual depreciation expense.

²FY 2018 and FY 2019 includes the full allocation of local matching funds for capital grant projects that will be allocated over multiple years.

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Warrenton-Fauquier Airport includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase for permanent staff, salary scale, and compression adjustments for permanent staff. In addition, the FY 2021 Adopted Budget includes increased operating expenditures based on historical costs and revenue has been adjusted to more accurately reflect current projections and historical collections. The FY 2022 Adopted Budget anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Based aircraft	175	140	170	170	170
Based turbine powered aircraft	4	4	5	5	5
Percentage of corporate-owned aircraft	15%	15%	20%	20%	20%

Airport Fund

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Aviation businesses at the airport	7	7	7	7	7
Aircraft maintenance providers	2	2	2	2	2
Flight school providers	2	2	2	2	2
Fuel sales – 100 Low Lead – AvGas (gallons) ¹	68,938	63,063	104,920	105,200	106,000
Fuel sales – Jet A (gallons)	29,808	40,820	42,765	44,300	45,000
Transient aircraft traffic increased ²	5%	50%	5%	5%	5%

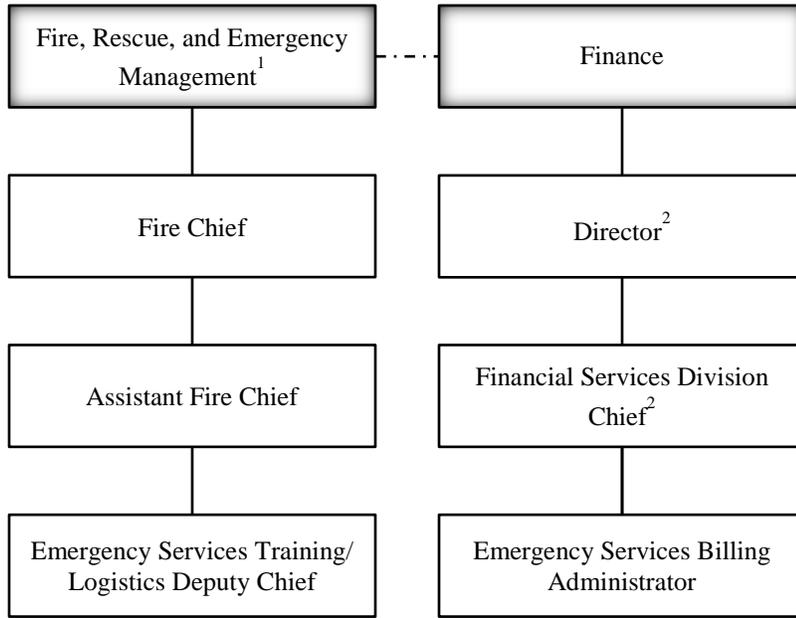
¹FY 2019 Decrease in 100 LowLead fuel sales is believed to be due to weather conditions that were unfavorable for flying General Aviation aircraft throughout this fiscal year.

²FY 2019 Transient aircraft traffic statistics reflect increased patronage due to economy fuel pricing and customer preference.

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 the Department of Fire, Rescue, and Emergency Management budget.

² Positions funded in Finance Department 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 2021 & FY 2022:

- 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$88,500	\$91,051	\$91,915	\$95,000	\$95,477
Operating	1,247,898	1,339,958	1,390,140	1,432,015	1,474,828
Capital	0	0	0	0	0
Total	\$1,336,398	\$1,431,009	\$1,482,055	\$1,527,015	\$1,570,305
Revenue	\$1,445,912	\$1,406,796	\$1,482,055	\$1,527,015	\$1,570,305
Net Local Revenue	\$0	\$1,865	\$0	\$0	\$0
Change in Net Position	\$109,514	(\$22,348)	\$0	\$0	\$0
Full-time Equivalents	1.00	1.00	1.00	1.00	1.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Ambulance Revenue Fund includes an adjustment to personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustment for permanent staff. In addition the FY 2021 Adopted Budget includes increased operating expenditures based on historical costs and revenue has been adjusted to more accurately reflect current projections and historical collections. The FY 2022 Project Budget anticipates personnel expenditure increases due to rising benefit costs.

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
EMS Transports	4,377	4,737	4,637	4,680	4,781
Average Miles/Transport	8.75	8.48	8.70	8.64	8.60
Advanced Life Support Transports	75%	79%	79%	78%	79%
Basic Life Support Transports	25%	21%	21%	22%	21%

Ambulance Revenue Fund

OBJECTIVES:

- Maintain stable collections.

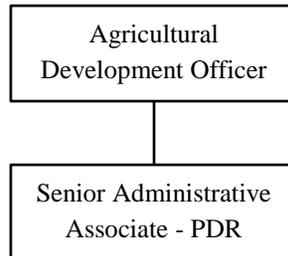
OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Collection rate of allowable amount ¹	58.95%	52.89%	61.37%	57.74%	57.33%

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

Conservation Easement Service District Fund

ORGANIZATIONAL PURPOSE:

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



GOALS:

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

KEY PROJECTS FOR FY 2021:

- Pursue increased funding from grants and other non-county sources for easement purchases.
- Accept and process PDR applications from landowners. Review all applications with PDR Committee and conduct farm visits.
- Coordinate application scoring by PDR Committee.
- Educate landowners about PDR Program, 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

KEY PROJECTS FOR FY 2022:

- 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).

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$128,733	\$148,929	\$158,830	\$165,072	\$165,868
Operating	1,389,535	540,749	712,928	710,218	714,141
Capital	0	0	0	0	0
Total	\$1,518,268	\$689,678	\$871,758	\$875,290	\$880,009
Revenue	\$245,676	\$136,986	\$115,000	\$115,000	\$115,000
Net Local Revenue	\$1,272,592	\$552,692	\$756,758	\$760,290	\$765,009
Full-time Equivalents	2.00	2.00	2.00	2.00	2.00

BUDGET ANALYSIS:

The Conservation Easement Levy is a county-wide, special real estate tax levy to support the purchase of conservation easements in Fauquier County. The levy is anticipated to yield \$760,290 in FY 2021 and \$765,009 in FY 2022.

The FY 2021 Adopted Budget for Conservation Easement includes an adjustment in personnel expenditures due to changes in benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. The FY 2022 Projected Budget includes an adjustment to personnel expenditures due to changes in benefit costs.

Conservation Easement Service District Fund

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
PDR applications distributed and received	17	18	18	18	18
PDR applications approved	4	4	4	5	5
Landowners and advisors assisted with PDR and land conservation	23	25	25	25	25

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Landowners provided with PDR/easement info	22	23	23	23	23
Workshops offered for landowners	1	1	1	1	1
Landowner/advisors provided with PDR/easement info	25	25	25	28	28
Acres protected in PDR and donated easements (cumulative)	19,500	20,900	21,900	23,000	24,000
Conservation Easements monitored	118	135	135	140	160

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 2021 through FY 2025, totaled \$20,270,862 of which \$3,972,061 was requested for FY 2021. The requested projects were reviewed in comparison to the Five-Year Plan, Strategic Plan, and available funding. The adopted Asset Replacement Program totals \$12,159,172 over the five-year planning period.

As a part of the budget process and due to the economic uncertainty brought on by the COVID-19 pandemic, the re-proposed FY 2021-2025 Asset Replacement Plan maintained similar net local revenue impacts in both FY 2021 and FY 2022. As such, the FY 2021 and FY 2022 Adopted County Asset Replacement Fund budgets total \$1,719,410 and \$3,071,850, respectively, to be funded by a transfer of \$1,609,410 and \$2,026,665, respectively, from the General Fund, as well as \$29,000 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 a transfer of \$893,637 in FY 2022 from the Fire & Rescue Levy Fund. A one-time project of \$122,548 in FY 2022 will be funded with re-allocated funding or year-end.

Fiscal Year 2021 Adopted County Asset Replacement Plan

<u>Department/Project</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Local Revenue</u>
Convenience Sites/Machinery & Equipment	\$ 195,000	\$ -	\$ 195,000
General Services/Major Systems Replacement	269,000	-	269,000
General Services/Courthouse Maintenance	29,000	29,000	-
General Services/County Vehicle Replacement	125,000	-	125,000
Information Technology/Technology Review Board	200,000	-	200,000
Information Technology/Server & Network	150,000	-	150,000
Information Technology/Call Manager	30,000	-	30,000
Parks & Recreation/Small Projects Fund	150,000	-	150,000
Sheriff's Office/Vehicle Replacement	481,500	-	481,500
Sheriff's Office/Equipment & Systems	89,910	-	89,910
County Asset Replacement Fund Total:	<u>\$ 1,719,410</u>	<u>\$ 29,000</u>	<u>\$ 1,690,410</u>

County Asset Replacement Fund

Fiscal Year 2022 Projected County Asset Replacement Plan

<u>Department/Project</u>	<u>Expenditures</u>	<u>Revenue</u>	<u>Net Local Revenue</u>
Convenience Sites/Machinery & Equipment	\$ 225,000	\$ -	\$ 225,000
General Services/Major Systems Replacement	269,000	-	269,000
General Services/Courthouse Maintenance	29,000	29,000	-
General Services/County Vehicle Replacement	125,000	-	125,000
Information Technology/Technology Review Board	200,000	-	200,000
Information Technology/Server & Network	150,000	-	150,000
Information Technology/Call Manager	28,000	-	28,000
Parks & Recreation/Small Projects Fund	150,000	-	150,000
Registrar's Office/Voting Machines	308,255	-	308,255
Sheriff's Office/Console Replacement	122,548	122,548	-
Sheriff's Office/Vehicle Replacement	481,500	-	481,500
Sheriff's Office/Equipment & Systems	89,910	-	89,910
DFREM/VFRA/Ambulance Replacement	893,637	893,637	-
County Asset Replacement Fund Total:	<u><u>\$ 3,071,850</u></u>	<u><u>\$ 1,045,185</u></u>	<u><u>\$ 2,026,665</u></u>

County Asset Replacement Fund

FY 2021-2025 County Asset Replacement Fund Adopted Budget

Department/Project	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2021-25 Total
<u>Environmental Services</u>						
Equipment Replacement	\$ 150,000	\$ 150,000	\$ 338,000	\$ 337,000	\$ 349,000	\$ 1,324,000
Recycling Packers	-	30,000	30,000	30,000	30,000	\$ 120,000
Roll Off Trucks	-	-	-	190,000	-	\$ 190,000
Site Vehicles	-	-	55,000	-	40,100	\$ 95,100
Waste/C&D Containers	45,000	45,000	45,000	45,000	45,000	\$ 225,000
<u>General Services</u>						
County Vehicle Replacement	\$ 125,000	\$ 125,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 1,050,000
Courthouse Maintenance	29,000	29,000	29,000	29,000	29,000	\$ 145,000
Major Equipment Replacement	-	-	50,000	50,000	50,000	\$ 150,000
Major Systems Replacement	269,000	269,000	360,000	360,000	360,000	\$ 1,618,000
<u>Information Technology</u>						
Alarms System Replacement	\$ -	\$ -	\$ 166,000	\$ 122,000	\$ 109,000	\$ 397,000
Call Manager	30,000	28,000	28,000	28,000	28,000	\$ 142,000
Server and Network Replacement	150,000	150,000	150,000	150,000	150,000	\$ 750,000
Technology Review Board	200,000	200,000	200,000	200,000	200,000	\$ 1,000,000
<u>Parks & Recreation</u>						
Small Projects Fund	\$ 150,000	\$ 150,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 1,100,000
<u>Registrar's Office</u>						
Electronic Pollbooks	\$ -	\$ -	\$ -	\$ -	\$ 142,625	\$ 142,625
Voting Machines	-	308,255	-	-	-	\$ 308,255
<u>Sheriff's Office</u>						
911 CPE Refresh/Replacement	\$ -	\$ -	\$ -	\$ 199,200	\$ -	\$ 199,200
Call Recording System Refresh - CAD Server Replacement	-	-	-	-	100,266	\$ 100,266
Console Replacement	-	122,548	-	-	-	\$ 122,548
DIMS System Replacement - Photo Evidence System	-	-	-	45,907	-	\$ 45,907
Equipment Replacement	38,097	38,097	40,680	43,433	78,662	\$ 238,969
In Car Camera Replacement	51,813	51,813	57,570	57,570	69,084	\$ 287,850
Vehicle Replacement	481,500	481,500	535,000	535,000	642,000	\$ 2,675,000
<u>DFREM/VFRA</u>						
AED's Replacement	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 120,000	\$ 300,000
Ambulance Replacement	-	893,637	-	938,319	-	\$ 1,831,956
SCBA Replacement	-	-	200,000	200,000	300,000	\$ 700,000
Vehicle Replacement	-	-	175,000	195,000	210,000	\$ 580,000
Total	\$ 1,719,410	\$ 3,071,850	\$ 3,049,250	\$ 4,345,429	\$ 3,652,737	\$ 15,838,676
<i>Offsetting Revenue</i>	<i>\$ (29,000)</i>	<i>\$ (1,045,185)</i>	<i>\$ (494,000)</i>	<i>\$ (1,452,319)</i>	<i>\$ (659,000)</i>	<i>\$ (3,679,504)</i>
Net Local Revenue	\$ 1,690,410	\$ 2,026,665	\$ 2,555,250	\$ 2,893,110	\$ 2,993,737	\$ 12,159,172

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, private bank loans, 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 2021 and FY 2022 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 2021 and FY 2022, and certain service costs incurred on debt. The FY 2021 and FY 2022 anticipated debt service payments are estimated to represent 5.9% and 6.1% of anticipated revenue, respectively.

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 2021 Adopted Budget

<u>Division/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<u>County Government</u>			
Lease Financing	\$ 1,463,779	\$ 922,508	\$ 2,386,287
Certificate of Participation	510,000	168,669	678,669
Revolving Loan Fund	<u>355,140</u>	<u>-</u>	<u>355,140</u>
Sub-total County Government	\$ 2,328,919	\$ 1,091,177	\$ 3,420,096
<u>School Division</u>			
VA Public School Authority Bonds	\$ 4,950,000	\$ 1,818,379	\$ 6,768,379
General Obligation Bonds	2,255,000	363,000	2,618,000
Master/Capital Lease	402,767	41,553	444,320
Trustee Fees	<u>-</u>	<u>-</u>	<u>5,000</u>
Sub-total School Division	\$ 7,607,767	\$ 2,222,932	\$ 9,835,699
Total Debt Service Fund:	<u>\$ 9,936,686</u>	<u>\$ 3,314,108</u>	<u>\$ 13,255,794</u>

FY 2022 Projected Budget

<u>Division/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<u>County Government</u>			
Lease Financing	\$ 1,478,102	\$ 874,029	\$ 2,352,130
Certificate of Participation	640,140	149,097	789,237
Revenue Bond	<u>-</u>	<u>620,549</u>	<u>620,549</u>
Sub-total County Government	\$ 2,118,242	\$ 1,643,675	\$ 3,761,916
<u>School Division</u>			
VA Public School Authority Bonds	\$ 5,424,750	\$ 1,903,373	\$ 7,328,123
General Obligation Bonds	2,240,000	275,608	2,515,608
Master/Capital Lease	395,768	32,749	428,517
Trustee Fees	<u>-</u>	<u>-</u>	<u>5,000</u>
Sub-total School Division	\$ 8,060,518	\$ 2,211,730	\$ 10,277,248
Total Debt Service Fund:	<u>\$ 10,178,760</u>	<u>\$ 3,855,405</u>	<u>\$ 14,039,164</u>

Debt Service Fund

Debt Service in Other Funds

In addition to the Debt Service Fund, certain projects related to the Volunteer Fire and Rescue Association (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 2021 Adopted Budget

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Fire & Rescue Levy Fund			
<u>Fire Station Renovations</u>	<u>\$184,255</u>	<u>\$305,842</u>	<u>\$490,097</u>
Total Vol. Fire & Rescue Levy Fund:	\$184,255	\$305,842	\$490,097
Landfill Fund			
<u>Cell I Expansion/Transfer Station</u>	<u>\$260,000</u>	<u>\$332,344</u>	<u>\$592,344</u>
Total Landfill Fund	\$260,000	\$332,347	\$592,344

FY 2022 Projected Budget

<u>Fund/Description</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Fire & Rescue Levy Fund			
<u>Fire Station Renovations</u>	<u>\$191,457</u>	<u>\$298,640</u>	<u>\$490,097</u>
Total Vol. Fire & Rescue Levy Fund:	\$191,457	\$298,640	\$490,907
Landfill Fund			
<u>Cell I Expansion/Transfer Station</u>	<u>\$275,000</u>	<u>\$318,860</u>	<u>\$593,860</u>
Total Landfill Fund	\$275,000	\$318,860	\$593,860

Debt Service Fund

FY 2021 Adopted Debt Service Fund Statement

<u>Description</u>	<u>Total</u>			
Revenue:				
Transfer from General Fund			\$ 11,628,777	
Transfer from Fire and Rescue Levy Fund			773,284	
Transfer from School Asset Replacement Fund			262,295	
VPSA Credit			197,463	
QSCB Tax Credit			393,976	
<u>Prior Years' Fund Balance</u>			-	
Total Revenues:			<u><u>\$ 13,255,795</u></u>	
Expenditures:				
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Local Tax Funding</u>
County Government				
<u>Community Development</u>				
New Baltimore Sewer Project	\$ 235,000	\$ 5,647	\$ 240,647	\$ 240,647
Vint Hill Sewer Expansion	275,000	163,022	438,022	438,022
Catlett-Calverton Sewer	<u>355,140</u>	<u>-</u>	<u>355,140</u>	<u>355,140</u>
<i>Sub-total Community Development Debt Service</i>	\$ 865,140	\$ 168,669	\$ 1,033,809	\$ 1,033,809
<u>Culture</u>				
Central Sports Complex	\$ 285,000	\$ 361,166	\$ 646,167	\$ 646,167
<i>Sub-total Culture Debt Service</i>	\$ 285,000	\$ 361,166	\$ 646,167	\$ 646,167
<u>Public Safety</u>				
Ambulance Lease	\$ 116,133	\$ 2,436	\$ 118,570	\$ 118,570
Public Safety Radio	727,646	120,621	848,267	848,267
Orlean Fire and Rescue Station	145,000	186,009	331,009	331,009
Catlett Fire and Rescue Station	105,000	143,216	248,216	248,216
<u>Remington Fire and Rescue Station</u>	<u>85,000</u>	<u>109,059</u>	<u>194,059</u>	<u>194,059</u>
<i>Sub-total Public Safety Debt Service</i>	<u>1,178,779</u>	<u>561,342</u>	<u>1,740,121</u>	<u>1,740,121</u>
Subtotal County Government:	\$ 2,328,919	\$ 1,091,177	\$ 3,420,097	\$ 3,420,097
School Division				
2000A Marshall MS VPSA	225,000	5,738	230,738	230,738
2001C Auburn MS VPSA	320,000	21,280	341,280	341,280
2003A Auburn/Thompson VPSA	580,000	103,530	683,530	683,530
2004A Liberty HS HVAC VPSA	185,000	37,139	222,139	222,139
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	154,100	729,100	729,100
2007A Kettle Run/Greenville VPSA	1,705,000	638,100	2,343,100	2,145,637
2011 Fauquier HS VPSA QSCB	800,000	425,000	1,225,000	831,024
2012 Kettle Run GO Bond	2,145,000	212,500	2,357,500	2,357,500
2012 Fauquier HS VPSA	425,000	324,946	749,946	749,946
2013 Fauquier HS VPSA	135,000	108,546	243,546	243,546
2019 Kettle Run Bank Loan	110,000	150,500	260,500	260,500
School Bus Lease Phase I	175,547	6,478	182,025	182,025
School Bus Lease Phase II	227,220	35,075	262,295	-
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>5,000</u>
Subtotal School Division:	<u>7,607,767</u>	<u>2,222,932</u>	<u>9,835,699</u>	<u>8,981,965</u>
Total Expenditures:	<u>\$ 9,936,686</u>	<u>\$ 3,314,108</u>	<u>\$ 13,255,795</u>	<u>\$ 12,402,061</u>

Debt Service Fund

FY 2022 Projected Debt Service Fund Statement

<u>Description</u>	<u>Total</u>			
Revenue:				
Transfer from General Fund			\$ 12,416,951	
Transfer from Fire and Rescue Levy Fund			770,731	
Transfer from School Asset Replacement Fund			262,295	
VPSA Credit			195,213	
QSCB Tax Credit			393,975	
<u>Prior Years' Fund Balance</u>			-	
Total Revenues:			<u><u>\$ 14,039,165</u></u>	
Expenditures:				
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	<u>Local Tax Funding</u>
County Government				
<u>Community Development</u>				
Vint Hill Sewer Expansion	\$ 285,000	\$ 149,097	\$ 434,097	\$ 434,097
<u>Catlett-Calverton Sewer</u>	<u>355,140</u>	<u>-</u>	<u>355,140</u>	<u>355,140</u>
<i>Sub-total Community Development Debt Service</i>	\$ 640,140	\$ 149,097	\$ 789,237	\$ 789,237
<u>Culture</u>				
<u>Central Sports Complex</u>	\$ 300,000	\$ 346,175	\$ 646,176	\$ 646,176
<i>Sub-total Culture Debt Service</i>	\$ 300,000	\$ 346,175	\$ 646,176	\$ 646,176
<u>Public Safety</u>				
Ambulance Lease	\$ 86,301	\$ 654	\$ 86,956	\$ 86,956
Public Safety Radio	741,800	106,468	848,268	848,268
Orlean Fire and Rescue Station	150,000	178,450	328,450	328,450
Catlett Fire and Rescue Station	115,000	137,578	252,578	252,578
<u>Remington Fire and Rescue Station</u>	<u>85,000</u>	<u>104,703</u>	<u>189,703</u>	<u>189,703</u>
<i>Sub-total Public Safety Debt Service</i>	\$ 1,178,102	\$ 527,854	\$ 1,705,955	\$ 1,705,955
<u>Public Works</u>				
<u>Landfill Closure and Leachate/Gas Management</u>	\$ -	\$ 620,549	\$ 620,549	\$ 620,549
<i>Sub-total Public Works Debt Service</i>	<u>-</u>	<u>620,549</u>	<u>620,549</u>	<u>620,549</u>
Subtotal County Government:	<u>\$ 2,118,242</u>	<u>\$ 1,643,675</u>	<u>\$ 3,761,917</u>	<u>\$ 3,761,917</u>
School Division				
2001C Auburn MS VPSA	320,000	8,160	328,160	328,160
2003A Auburn/Thompson VPSA	580,000	73,950	653,950	653,950
2004A Liberty HS HVAC VPSA	185,000	29,438	214,438	214,438
2005D Liberty/Thompson/Cedar Lee VPSA	575,000	124,775	699,775	699,775
2007A Kettle Run/Greenville VPSA	1,705,000	551,145	2,256,145	2,060,932
2011 Fauquier HS VPSA QSCB	800,000	425,000	1,225,000	831,025
2012 Kettle Run GO Bond	2,130,000	127,000	2,257,000	2,257,000
2012 Fauquier HS VPSA	450,000	302,853	752,853	752,853
2013 Fauquier HS VPSA	140,000	101,603	241,603	241,603
2015 Kettle Run Bank Loan	110,000	148,608	258,608	258,608
2021 Cedar Lee Middle School	669,750	286,449	956,199	956,199
School Bus Lease Phase I	162,727	3,495	166,222	166,222
School Bus Lease Phase II	233,041	29,254	262,295	-
<u>Trustee Fees</u>	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>5,000</u>
Subtotal School Division:	<u>8,060,518</u>	<u>2,211,730</u>	<u>10,277,248</u>	<u>9,425,765</u>
Total Expenditures:	<u>\$ 10,178,760</u>	<u>\$ 3,855,405</u>	<u>\$ 14,039,165</u>	<u>\$ 13,187,682</u>

Environmental Services Fund

ORGANIZATIONAL PURPOSE:

Convenience Sites

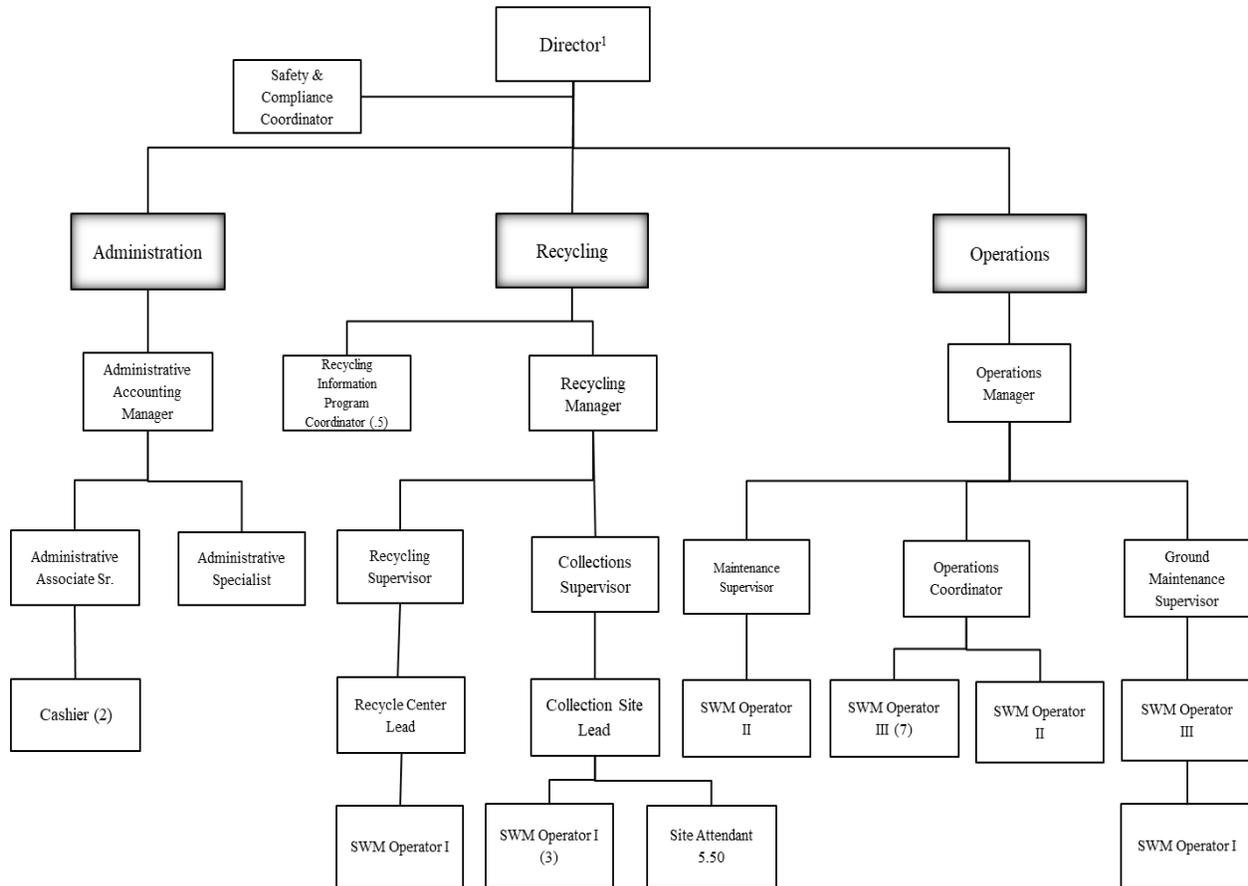
The Department of Environmental Services Collection Site program provides collection and disposal services for waste and recycling generated from the residents and County sources.

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.

Landfill

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, and waste disposal. The Landfill Fund provides a mechanism for the financial management of the County's transfer station/landfill and recycling facilities.

Environmental Services Fund



¹The Departments of General Services and Environmental Services have a combined department head. The position budget is split between the General Services and Environmental Services Fund budgets equally.

²Refer to Fleet Maintenance Fund for an expanded organizational chart.

Environmental Services Fund

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.
- Maintain a high level of customer service and access to services.
- Develop and maximize all media communication information outlets.
- 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 2021 & FY 2022:

- Increase MSW County Tipping Fee to match Transfer Station contracted fee.
- Continue Landfill SWP 149 Closure Project.
- Continue Leachate/Gas Management Project.

Environmental Services Fund

BUDGET SUMMARY:

Total	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$2,543,256	\$2,345,615	\$2,566,076	\$2,590,597	\$2,610,082
Operating	5,986,361	8,591,778	6,464,753	5,569,099	5,683,928
Capital ²	1,939,609	1,695,078	0	0	0
Total	\$10,469,226	\$12,632,471	\$9,030,829	\$8,159,696	\$8,294,010
Revenue	\$4,020,312	\$3,654,759	\$5,069,206	\$2,517,275	\$2,683,627
Net Local Revenue	\$3,832,056	\$4,066,654	\$3,961,623	\$5,642,421	\$5,610,383
Change in Net Position²	(\$2,616,858)	(\$4,911,058)	\$0	\$0	\$0
Full-time Equivalents	37.00	37.00	37.00	37.00	37.00

Convenience Sites¹	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$707,986	\$761,349	\$642,984	\$686,413	\$691,681
Operating	2,068,404	2,187,370	2,137,220	606,900	610,987
Capital	0	0	0	0	0
Total	\$2,776,390	\$2,948,719	\$2,780,204	\$1,293,313	\$1,302,668
Revenue	\$0	\$0	\$0	\$0	\$0
Net Local Revenue	\$2,776,390	\$2,948,719	\$2,780,204	\$1,293,313	\$1,302,668
Full-time Equivalents	11.50	11.50	11.50	11.50	11.50

Environmental Services Fund

Landfill	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,835,270	\$1,584,266	\$1,923,092	\$1,904,184	\$1,918,401
Operating	3,917,957	6,404,408	4,327,533	4,962,199	5,072,941
Capital ²	1,939,609	1,695,078	0	0	0
Total	\$7,692,836	\$9,683,752	\$6,250,625	\$6,866,383	\$6,991,342
Revenue	\$4,020,312	\$3,654,759	\$5,069,206	\$2,517,275	\$2,683,627
Net Local Revenue	\$1,055,666	\$1,117,935	\$1,181,419	\$4,349,108	\$4,349,108
Change in Net Position²	(\$2,616,858)	(\$4,911,058)	\$0	\$0	\$41,393
Full-time Equivalents	25.50	25.50	25.50	25.50	25.50

¹Prior to FY 2021, Convenience Sites were funded from the General Fund.

²Previous year's actuals include capital projects, depreciation, and closure/post closure accruals.

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Environmental Services Fund includes personnel expenditure adjustments related to rising benefit costs and FY 2020 2.0% compensation increase for permanent staff. The Adopted Budget also includes operating expenditure and revenue adjustments to more accurately reflect current operations, including the elimination of Construction and Debris (C&D) Recycling Program and bulk hauling from convenience sites, as well as an increase of \$500,000 for leachate hauling costs that will be phased out after the completion of the Landfill 149 Closure project. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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.

Environmental Services Fund

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Collection Sites (Waste + Recycling) ¹	20,500	21,700	22,090	22,340	22,600
Residential Curbside Waste ¹	7,328	6,870	6,900	6,930	6,960
Collection Site to Residential Waste	74%	76%	76%	76%	76%
Curbside to Residential Waste	26%	24%	24%	24%	24%
Collection Site Recycling ²	2,109	2,040	2,090	2,140	2,200
Collection Site Waste ¹	18,420	19,673	20,000	20,200	20,400
Waste from Compactors ¹	10,360	10,412	10,600	10,760	10,920
Waste from Open-Top Containers ¹	8,060	9,261	9,400	9,450	9,480
HHW Services Customers	2,273	2,222	2,228	2,233	2,239

¹Measured in tons.

²Recycling 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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Collection Site Recycling to Total Waste	10.3%	9.4%	9.5%	9.6%	9.7%
Compactor Collection Site Waste	56.2%	52.9%	53.0%	53.3%	53.5%
Open-Top Site Waste	43.8%	47.1%	47.0%	46.8%	46.5%

PROGRAM 2: 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	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Transferred, Landfilled, and Recycled	70,831	62,425	63,550	64,800	66,050
MSW Transferred	44,643	50,759	51,700	52,725	53,775
Construction & Debris Landfilled (Residuals)	6,720	490	0	0	0
Recycled	19,167	9,768	10,050	10,200	10,375
Public Presentations (Youth & Adult)	123	171	170	170	180
Cubic Yards of Landfill Space Used	11,700	3,453	3,273	3,409	3,455

Environmental Services Fund

OBJECTIVES:

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

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Reduce MSW Transfer/Landfill Tons to Total MSW	79.9%	86.8%	86.9%	86.9%	86.9%
Increase MSW Recycled Tons to Total MSW	17.1%	13.5%	13.5%	13.5%	13.5%

PROGRAM 3: *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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Textiles Processed & Recycled	83	86	87	88	89
Truck Loads - Textiles	5	5	5	5	5
Plastics Processed & Recycled	268	194	200	207	212
Truck Loads - Plastics	18	15	16	17	17
Cardboard Processed & Recycled	430	501	536	574	614
Truck Loads - Cardboard	21	23	26	27	29
Mixed Paper Processed & Recycled	732	659	705	755	809
Truck Loads – Mixed Paper	33	30	33	36	38
Metal Processed & Recycled (Tons)	95	110	100	100	100
Truck Loads – Metal	7	11	9	9	9

¹Unless 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.

Environmental Services Fund

OUTCOME MEASURES ¹	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Textiles: pounds processed/week	118	122	123	135	135
Plastics: pounds processed/week	381	275	285	355	355
Cardboard: pounds processed/week	610	711	761	682	682
Mixed paper: pounds processed/week	1,040	936	1,002	1,065	1,065
Metal: pounds processed/week	135	157	142	142	142
Pounds of Textiles per load	36,000	34,368	36,400	38,000	38,000
Pounds of Plastic per load	30,629	25,825	25,000	29,412	29,412
Pounds of Cardboard per load	40,913	43,529	42,000	46,000	46,000
Pounds of Mixed Paper per load	44,369	43,917	42,380	42,600	42,600
Pounds of Metal per load	27,123	20,067	22,000	22,000	22,000
Annual County Recycling Rate by CY	44.0%	38.5%	40.0%	41.0%	42.0%

¹Source: Virginia Department of Environmental Quality (DEQ); annual rates by Calendar Year (CY)

Fire and Rescue Levy Fund

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.

Fire and Rescue Levy Fund

GOALS:

Volunteer Fire and Rescue Association

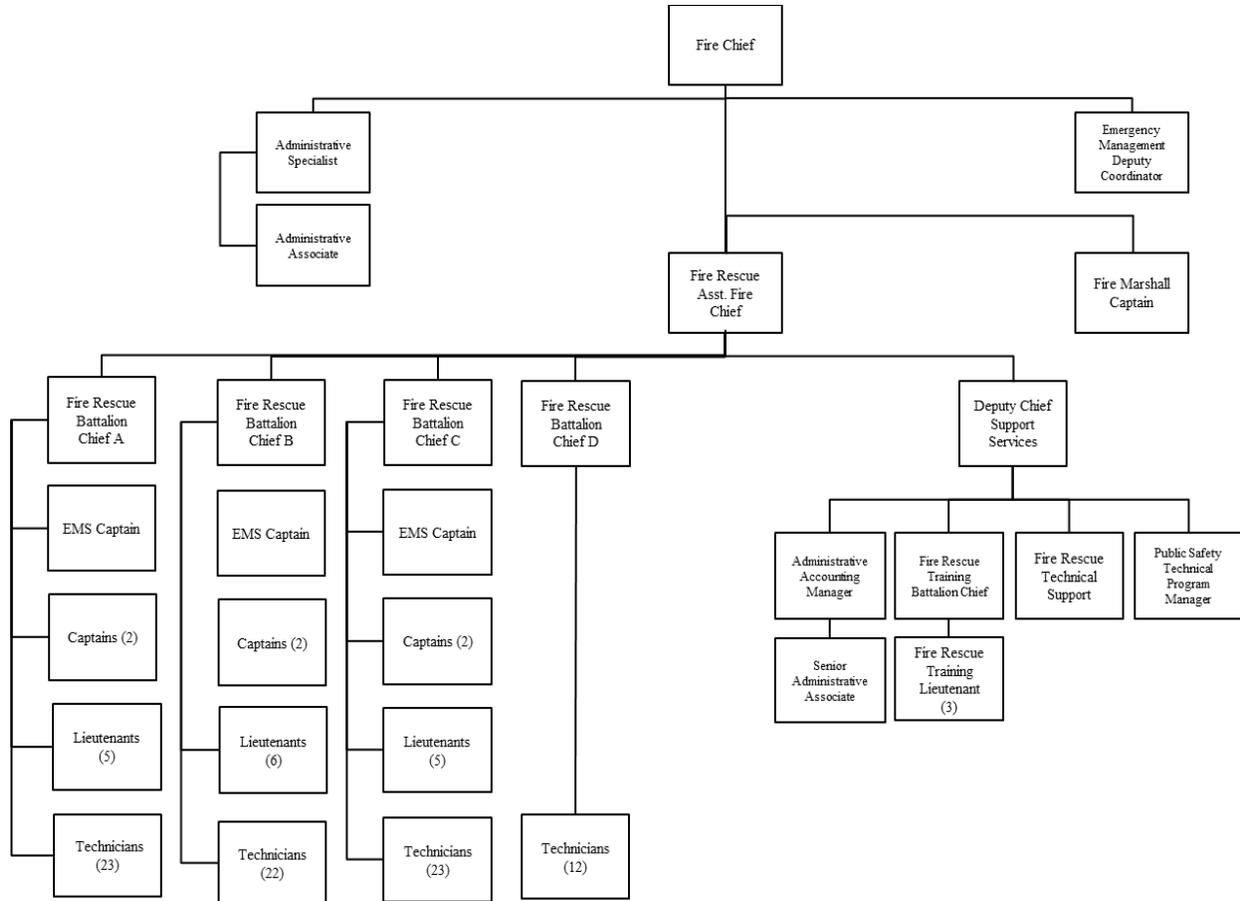
- Represent the eleven member companies in accordance with the Fauquier County Code and the Association's bylaws.
- Strengthen recruitment and retention efforts for qualified volunteer personnel to provide appropriate emergency response.
- Provide appropriate personal living quarters in all fire/rescue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

Fire and Rescue Levy Fund

Department of Fire, Rescue, and Emergency Management



Fire and Rescue Levy Fund

KEY PROJECTS FOR FY 2021 & FY 2022:

- Develop and implement Fire Prevention and Life Safety inspection program as part of a community-wide risk management plan for high risk occupancies.
- As the primary agency for origin and cause fire investigations, work to develop partner agency collaborative efforts (Sheriff's Office and Commonwealth Attorney Office) for successful outcomes
- Continue health and safety program to reduce exposure to carcinogens by utilizing third party cleaning contractor for personal protective equipment.
- Increase medical surveillance programs for employees to include cancer screening tools.
- Emergency Fire and Medical response.
- Continue training to Volunteer Fire and Rescue personnel.
- Continue Recruitment and Retention.
- Continue public education for Fire and Emergency Medical Services (EMS).

BUDGET SUMMARY:

Combined Fire and Rescue Services	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Costs:					
Personnel	\$8,878,133	\$11,571,123	\$12,213,976	\$12,546,617	\$12,605,780
Operating	4,325,704	4,393,385	5,824,273	5,019,198	5,066,005
Capital	1,998,757	3,780,139	0	0	0
Transfers ¹	2,409,581	2,333,601	1,508,998	1,328,322	2,224,591
Total	\$17,612,175	\$22,078,248	\$19,547,247	\$18,894,137	\$19,896,376
Revenue	\$6,454,593	\$2,275,242	\$1,868,011	\$1,301,013	\$1,606,480
Net Local Revenue	\$15,312,809	\$26,118,545	\$17,679,236	\$17,593,124	\$18,289,896
Change in Net Position	\$4,155,227	\$7,658,458	\$0	\$0	\$0
Full-time Equivalents	84.00	114.00	123.00	124.00	124.00

¹Transfers consist of allocations for debt service expenses and Asset Replacement expenses within the respective repository fund for such costs.

Fire and Rescue Levy Fund

Fire and Rescue Levy Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Costs:					
Personnel	\$88,547	\$131,355	\$121,236	\$144,555	\$144,555
Operating ¹	3,714,421	3,845,131	4,538,360	4,197,245	4,240,852
Capital	1,958,872	3,751,159	0	0	0
Transfers	2,409,581	2,333,601	1,508,998	1,328,322	2,224,591
Total	\$8,171,421	\$10,061,246	\$6,168,594	\$5,670,122	\$6,609,998
Revenue	\$5,197,980	\$377,803	\$272,073	\$272,073	\$272,073
Net Local Revenue	\$7,128,668	\$15,998,952	\$5,896,521	(\$4,341,800)	\$6,337,925
Change in Net Position	\$4,155,227	\$7,658,458	\$0	\$0	\$0
Full-time Equivalents	0.00	0.00	0.00	0.00	0.00

¹Includes operating contributions to independent, volunteer companies.

Fire, Rescue and Emergency Management	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$8,789,586	\$11,439,768	\$12,092,740	\$12,402,062	\$12,461,225
Operating	602,883	548,254	1,285,913	821,953	825,153
Capital	39,885	28,980	0	0	0
Total	\$9,432,354	\$12,017,002	\$13,378,653	\$13,224,015	\$13,286,378
Revenue	\$2,590,374	\$1,897,439	\$1,595,938	\$1,028,940	\$1,334,407
Net Local Revenue	\$6,841,980	\$10,119,563	\$11,782,715	\$12,195,075	\$11,951,971
Full-time Equivalents	84.00	114.00	123.00	124.00	124.00

Fire and Rescue Levy Fund

BUDGET ANALYSIS:

The Fire and Rescue Levy is a county-wide special real estate tax levy to support the functions of Fire and Rescue service. The levy is anticipated to yield \$17,593,124 in FY 2021 and \$18,289,896 in FY 2022 based on a per penny yield of approximately \$1.19 million.

The FY 2021 Adopted Budget for the Department of Fire, Rescue, and Emergency Management includes personnel expenditure adjustments related to rising benefit costs, FY 2020 2.0% compensation increase for permanent staff salary scale and compression adjustments.

The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs and the implementation of central supply for three stations. Revenue decreases in FY 2022 are the result of the completion of the 2019 Staffing for Adequate Fire and Emergency Response (SAFER) grant fund for the Department of Fire, Rescue, and Emergency Management.

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 2019, the total number of Fire and EMS responses were 12,634.

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

- **Emergency Medical Services (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,

Fire and Rescue Levy Fund

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 BC group continues to create, provide, and implement training and operating procedures.

Fire and Rescue Levy Fund

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Defibrillators maintained annually	95	95	95	95	95
Hazmat units, Fire Safety Trailer, vehicles, etc., maintained	3	2	3	2	2
Awareness Training students (average)	80	80	80	80	80
Operations Training students	18	18	18	18	18
Technician Training students (average)	20	20	20	20	20
Detection / monitoring equipment maintained	45	45	45	45	45
Firefighter I & II training (students/hours)	51/20,043	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	72/11,088
Fire Instructor Class students (average)	0	0	0	0	0
Emergency Vehicle Operator students	62	62	62	62	62
Pump Operator students	34	34	34	34	34
Smokehouse education events	0	0	0	0	0
Community events (fair, etc.)	3	3	3	3	3
SCBA equipment maintained	263	263	263	263	263
800 MHz Radio / 400 MHz pager equipment maintained	725	725	725	725	725

OBJECTIVES:

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

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.

Fire and Rescue Levy Fund

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Volunteer Incentive and Insurance Programs and Workers Compensation	450	560	525	570	580
Grant Applications Submitted	3	3	3	3	3
Grant Funding Awarded	\$17,725	\$21,225	\$18,425	\$18,425	\$18,425
Workers Compensation Claims	10	27	10	10	10

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Service delivery standard study conducted	100%	100%	100%	100%	100%
Number of full scale or table top exercises for emergency preparedness conducted	2	1	2	2	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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Meetings with Volunteer Association	12	12	12	12	12
Meetings with Volunteer Fire Chiefs	12	12	12	12	12
Emergency Responses	12,750	12,634	14,000	14,000	14,000

Fire and Rescue Levy Fund

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Rural response benchmarks	80%	80%	80%	80%	80%
Service district response benchmarks	100%	100%	100%	100%	100%
Annual fit testing	100%	100%	100%	100%	100%
Medical clearance examinations	100%	100%	100%	100%	100%

PROGRAM 4: DFREM Training & Logistics Division

This division provides basic and advanced training to approximately 560 volunteers and 114 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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Firefighter courses – for high school career technical education	1	1	1	1	1
Adult education courses, day & evening	68	68	68	68	68
New member orientation opportunities	15	15	20	20	20
Respiratory fit testing	415	400	425	400	400
ID card systems maintained	920	940	950	950	950
800 MHz radios maintained and upgraded	475	500	475	500	500
400 MHz pagers maintained and upgraded	250	400	250	400	400

Fire and Rescue Levy Fund

Self Contained Breathing Apparatus (SCBA) Maintained	263	263	263	263	263
SCBA testing (Flow Test)	263	263	263	263	263
SCBA testing (Hydro Test)	192	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 Immediately Dangerous to Life and Health (IDLH) Environments.
- SCBA – 263 packs placed in service as of December 31, 2015.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Fire Rescue initial and continuing education courses	68	68	68	68	68
Streamline new members application process	15 days	15 days	15 days	15 days	15 days
New Membership applications processed	75	59	100	100	100
100% of “Class A” Members Fit Tested	100%	100%	100%	100%	100%
SCBA Flow Test on schedule	263	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.

Fire and Rescue Levy Fund

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Fire Inspections	120	172	300	325	350
Plans Reviews	90	102	125	125	125
Explosive Storage, Use and Display Permits	15	13	16	20	20
Investigations	N/A	73	80	100	100

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Life safety fire prevention inspections conducted at all day care centers and assisted living facilities	53	67	53	70	75
Life safety fire prevention inspections conducted at all public assembly buildings	40	54	40	60	60
Mandated SARA Title II hazardous materials reports received and responded to (by calendar year)	55	TBD	55	46	46
Staff events for distribution of materials for emergency events to the citizens	4	1	4	2	2
Emergency Operations Center exercises	2	0	2	1	1

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 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Drills and Regional Exercise	2	1	2	2	2
Table Top Exercise	1	1	1	2	2
Maintain plans	2	1	2	3	3

Fire and Rescue Levy Fund

Coordinate post disaster recovery activities	1	1	1	1	1
Manage grants in support of Emergency Management	1	2	1	3	3
Organize resources	50%	50%	50%	50%	50%

OBJECTIVES:

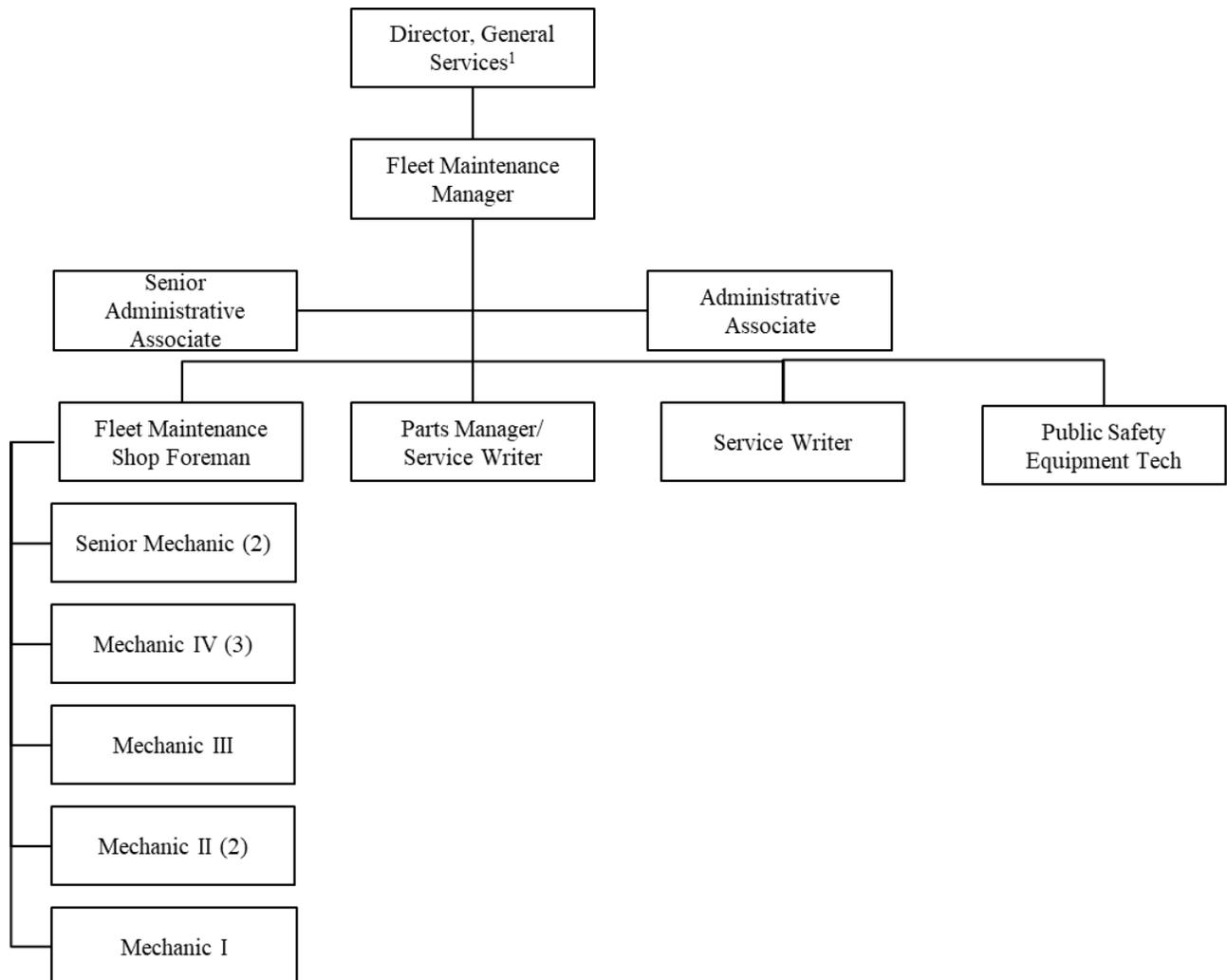
- Provide ongoing education to the citizens of Fauquier County for disaster events.
- Continue to educate our staff and volunteers with training at the Emergency Operations Center.

OUTCOME MEASURES	FY 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 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	2	2
Emergency Operations Center exercises	1	2	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.



¹The 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.

GOALS:

Fleet Maintenance Fund

- 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.

BUDGET SUMMARY:

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$1,072,012	\$1,081,154	\$1,166,510	\$1,235,183	\$1,242,815
Operating	1,831,312	2,358,594	2,278,978	2,289,731	2,291,491
Capital	42,721	47,906	72,500	8,547	8,547
Total	\$2,946,045	\$3,487,654	\$3,517,988	\$3,533,461	\$3,542,853
Revenue	\$2,828,021	\$3,355,870	\$3,517,988	\$3,533,461	\$3,542,853
Net Local Revenue	\$118,024	\$131,784	\$0	\$0	\$0
Change in Net Position	\$0	\$0	\$0	\$0	\$0
Full-time Equivalents	15.00	16.00	16.00	16.00	16.00

BUDGET ANALYSIS:

The FY 2021 Adopted Budget for the Fleet Maintenance includes personnel expenditure adjustments related to rising benefit costs and FY 2020 2.0% compensation increase, salary scale, and compression adjustments for permanent staff. FY 2021 revenue adjustments for Fleet Maintenance include increases in the hourly labor rate to \$65 per hour, which equates to \$15,473 of additional revenue to offset rising costs. The FY 2022 Projected Budget anticipates personnel expenditure increases due to rising benefit costs.

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.

Fleet Maintenance Fund

SERVICE VOLUME	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
County and School customers	46	58	46	46	46
External customers ¹	15	8	15	8	8
Vehicles/small engine repairs	6,500	6,442	6,500	6,500	6,500

¹FY 2020 anticipates all fire stations being added by the end of the fiscal year.

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 2018 Actual	FY 2019 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Meet goals of Consolidated Services Agreement	96%	95%	96%	96%	96%
Fleet's service abilities reflected in new vehicle specifications	98%	98%	98%	98%	98%
Develop and implement career ladder based on Automotive Service Excellence (ASE) certifications	100%	100%	100%	100%	100%
Scheduled vehicle downtime for PM <1 day annually	95.00%	92.83%	95.00%	95.00%	95.00%
Average age of non-public safety vehicles (years)	8.25	9.91	6.25	6.25	6.25
Average age of public safety vehicles – Sheriff's Office (years)	6.46	6.64	TBD	TBD	TBD
Average age of public safety vehicles – DFREM (years)	7.93	7.84	TBD	TBD	TBD

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Projected
Expenditure Summary:					
Personnel	\$28,703,224	\$31,442,996	\$34,331,880	\$33,261,312	\$34,550,218
Operating	1,650,554	1,957,818	1,213,764	2,537,660	2,652,156
Capital	2,680	5,360	0	0	0
Total	\$30,356,458	\$33,406,174	\$35,545,644	\$35,798,972	\$37,202,374
Revenue	\$31,118,765	\$33,921,369	\$35,545,644	\$35,798,972	\$37,202,374
Change in Net Position	(\$762,307)	(\$515,195)	\$0	\$0	\$0

BUDGET ANALYSIS:

The FY 2021 Adopted Budget and FY 2022 Projected Budget for the Health Insurance Fund includes projected increases to the health insurance (medical and prescription drug services) component of four-percent, based on market guidance from the County's health insurance consultant and the County's historical average annual increased cost. This increase was not passed on to employees. The Adopted Budget also includes a two-percent contractual increase in dental insurance and a five-percent contractual increase in the Fauquier County Employee Wellness Clinic services. For the County share, the Health Insurance Fund for the adopted budget includes an allocation of increased costs in health insurance to employee premiums at a ninety/ten-percent split between employer and employee. For the School share, the projected allocation is a three/one-percent split between employer and employee, for the overall four-percent increase.